

GWASANAETH TÂN AC ACHUB
Canolbarth a Gorllewin Cymru



Mid and West Wales
FIRE AND RESCUE SERVICE

Annual Performance Assessment

2016 / 2017



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Introduction

We are pleased to introduce our Annual Performance Assessment for 2016/2017.

This performance assessment reports on how we have performed against the Improvement Objectives we set ourselves within our Annual Improvement Plan for 2016/2017.

There is no doubt that we are a high performing Service. Our vision is for the Service “To be a world leader in Emergency Response and Community Safety” and we have continued to achieve so much despite the budgetary constraints we find ourselves working within. We are extremely proud of what we have achieved during 2016/2017, adopting new and innovative ways of delivering our services. However, we recognise that more needs to be done and remain committed to engaging with our communities, exploring new ways of delivering services and working with our partners to safeguard our communities. Our priority is to ensure our Improvement Objectives are delivered effectively and within budget, whilst continuing to deliver a high quality service to the communities of mid and west Wales.

Over the last 12 months, we have continued to focus our efforts on developing and delivering a new home safety intervention to those most at risk within our communities. We have also continued to invest in our people and made the best use of our assets and resources, ensuring our staff are as fully equipped as possible to deal with emergencies to better protect themselves and the communities they serve.

This document outlines those areas where innovation has been used to improve our services and also highlights areas where we need to continue to focus our efforts.



Chris Davies
Chief Fire Officer



Councillor Rowland Rees-Evans
Chair of the Fire Authority

About our Annual Performance Assessment

By the end of October each year, we are required to publish our Annual Performance Assessment, which reports progress against our Improvement Objectives for the previous year. We follow Welsh Government guidelines to ensure the way in which we assess and report our achievements are understood by our communities, staff and stakeholders. Throughout our Performance Assessment, we will tell you how we performed against what we planned to do in 2016/2017.

The Performance Assessment is also an opportunity for us to identify what lessons we have learnt and how they will be incorporated into our future planning and improvement processes.

You can access all our Corporate Plan, Annual Improvement Plans and Annual Performance Assessments on our website at www.mawwfire.gov.uk

Our Commitment to Improve

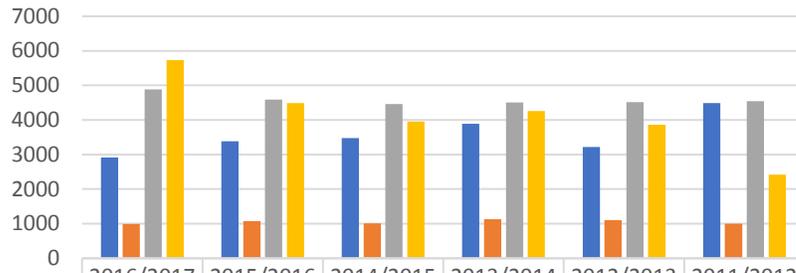
As a Public Service, we know it is our duty to continue to improve on the way in which we work and deliver our services. 2016/2017 has been a very challenging year for the Service with greater regulation and reduced financial budgets. Our five year Strategic Priorities, which include Collaboration, Innovation, Improving our Service Delivery, Empowering our Staff, Making better use of our Assets and Resources, Sustainability and Communication and Engagement, reinforce our commitment to continuously improving the services we provide our communities.

Indicators

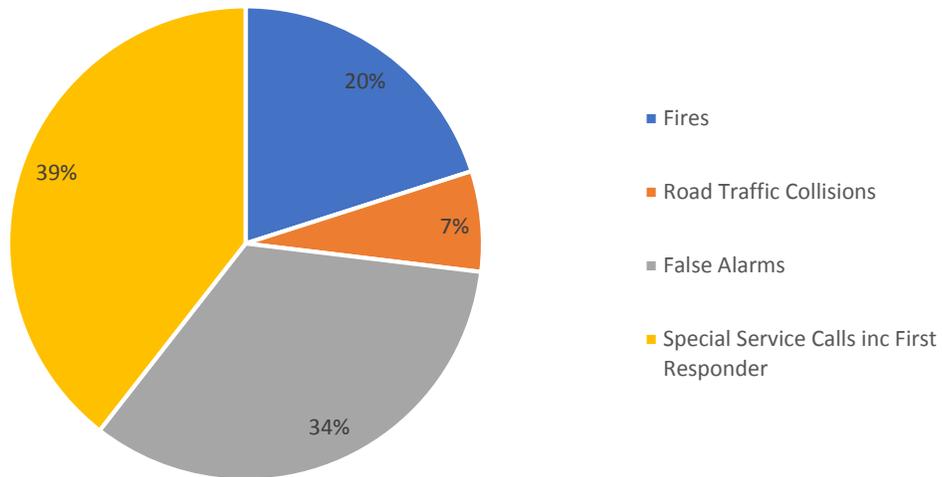
We are required to report annually on our statutory and sector performance indicators. The following table and graph provide an overview of our performance against those statutory and sector indicators for 2016/2017.

Incident	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
Fires	2913	3383	3479	3894	3220	4489
Road Traffic Collisions	994	1076	1009	1133	1101	1004
False Alarms	4881	4592	4461	4510	4512	4546
Special Service Calls inc First Responder	5727	4489	3953	4260	3859	2418
Grand Total	14515	13540	12902	13797	12692	12457

Incidents Attended by Year and Type



	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
■ Fires	2913	3383	3479	3894	3220	4489
■ Road Traffic Collisions	994	1076	1009	1133	1101	1004
■ False Alarms	4881	4592	4461	4510	4512	4546
■ Special Service Calls inc First Responder	5727	4489	3953	4260	3859	2418



Welsh Performance Indicators for 2016/2017

The three Welsh Fire and Rescue Services annually report on their performance in specific areas of Risk Reduction, Community Safety, and Workforce and Financial health.

Below is a breakdown of our Sector Performance Indicators for 2016/2017

Performance Indicator	2016/2017 Actuals	Average 2006/07 to 2010/11	Average 2011/12 to 2015/16	Average 2012/13 to 2016/17	Average % Reduction 2011/12 to 2016/17
Total number of all deliberate fires attended per 10,000 dwellings	1267	3609	1776	1544	-13.1%
Total number of all accidental fires attended per 10,000 dwellings	1643	2062	1714	1677	-2.2%
Total number of all fires in dwellings attended per 10,000 dwellings	623	700	600	603	0.5%
Total number of all accidental fires in dwellings attended per 10,000 dwellings	589	622	555	561	1.1%
Number of deliberate fires in dwellings per 10,000 dwellings	34	78	46	42	-8.7%
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	193	361	239	221	-7.5%

Total number of fire deaths per 100,000 population	7	7	6	6	0.0%
Deaths caused by fires started accidentally in dwellings per 100,000 population;	6	5	4	5	-25.0%
Deaths caused by fires started deliberately in dwellings per 100,000 population;	0	0	1	1	0.0%

Performance Indicator	2016/2017 Actuals	Average 2006/07 to 2010/11	Average 2011/12 to 2015/16	Average 2012/13 to 2016/17	Average % Reduction 2011/12 to 2016/17
Total number of injuries (excluding prec checks) arising from fires per 100,000 population	47	81	69	64	-7.2%
Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings per 100,000 population;	41	56	44	43	-2.3%
Injuries (excluding precautionary checks) arising from fires started	0	6	6	5	-16.7%

deliberately in dwellings per 100,000 population					
Total false alarms caused by automatic fire detection per 1,000 non-domestic properties.	1668	2236	1571	1574	0.2%
Total false alarms caused by automatic fire detection per 1,000 domestic properties.	1809	1250	1489	1570	5.4%
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended.	38.64%	38.64%	35.01%	35.16%	0.4%

Our Performance against the All Wales Dwelling Fire Response Charter

Driving down the number and severity of fires in dwellings is a key priority for all three Welsh fire and rescue authorities. Our success in achieving this is clearly reflected in the steady decline in the number of dwelling fires that occur each year in Wales.

The three Welsh Fire and Rescue Authorities have a common aim of maintaining a long term downward trend in the incidence of:

- dwelling fires
- dwelling fire casualties
- serious injuries to fire personnel attending dwelling fires

The Charter comprises seven individual commitments made by the three Fire and Rescue Authorities in Wales to the members of the public and these are:

1. Take the lead in driving down the number of dwelling fires that occur and in reducing their impact on people.
2. React quickly and efficiently every time we receive an emergency 999 call to attend a dwelling fire.
3. Attend dwelling fires swiftly and be properly equipped to deal with them.
4. Deal with fires effectively, efficiently and professionally.
5. Help to restore normality to communities in the aftermath of dwelling fires.
6. Investigate the causes of dwelling fires and hold relevant people to account when appropriate to do so.
7. Maintain high standards and improve aspects of what we do.

The All Wales Dwelling Fire Response Charter can be found on our website www.mawwfire.gov.uk

We have reviewed our performance in relation to each commitment of the Dwelling Fire Response Charter and the results are as follows:-

Commitment 1

We will take the lead in driving down the number of dwelling fires that occur and in reducing their impact on people

We are committed to taking the lead in maintaining a downward trend in the incidence of dwelling fires and associated casualties in Wales.

In 2016/2017 we provided advice and encouragement to people on how they can prevent fires from starting in their home and how they can keep themselves safe from fire. Our prevention activity included delivering Home Fire Safety Checks to householders and children and young people at key stages received a fire safety talk.

During 2016/2017 we attended 594 accidental dwelling fires, resulting in the deaths of 6 people and another 41 people sustaining injuries. (excluding first aid and precautionary checks).

Also during 2016/2017 we attended 34 dwelling fires that had been started deliberately, resulting in the deaths of 0 people and in a further 0 people being injured. (excluding first aid on scene and precautionary checks).

The trend in the number of dwelling fires in the Fire and Rescue Service area over the past five to ten years is showing a gradual decline (with the exception of 2009/2010 and 2012/2013).

The trend in the number of people being killed or injured in dwelling fires in the Mid and West Wales Fire and Rescue Service area over the past five years is also showing a gradual decline.

Commitment 2

We will react quickly and efficiently every time we receive an emergency 999 call to attend a dwelling fire

We are committed to reacting quickly and efficiently when emergency 999 calls are put through to us by the operator.

Our emergency fire control facility remains available around the clock every day of the year, with special arrangements in place for a seamless transfer of calls from one control facility to another in the event of serious disruption or a surge in the number of calls coming in at the same time.

Sophisticated mapping and electronic systems help us to: a) identify the location of the reported incident and b) send the most appropriate available resource to attend the incident.

In 2016/2017, we handled a total of 21,812 emergency 999 calls.

We answered 90% of calls within 7 seconds and 9% within 7-20 seconds. These figures include all calls (emergency and administrative calls).

In 2016/2017, we were also able to obtain enough information about the emergency incident to alert the appropriate initial response within 90 seconds on of occasions and within seconds on of occasions. However, we know that the speed of call handling – although important - is not the only relevant yardstick. Knowing where our services are needed requires specialist skills to effectively glean information from callers who may, for example, be unfamiliar with the area they are in, be frightened or in distress, be very young, or have communication or language difficulties to contend with.

Another important skill is recognising when a caller is abusing the 999 system by falsely claiming that there is an emergency when, in fact, there is not. It is a criminal offence to knowingly make false calls to the emergency services. Sadly, that does not seem to deter a minority of people who tie up the 999 lines and divert services away from people who may be in a genuinely life-threatening situation. Every time we turn out to one of these malicious false alarms it wastes both time and money and places the rest of the community at higher risk.

In 33% of cases, we were able to establish that these calls were not genuine and so avoided needlessly mobilising resources to attend.

Commitment 3

We will reach dwelling fires quickly and be properly equipped to deal with them

Once we have answered the emergency 999 call and allocated the most appropriate resources to make up the initial attendance at the incident, our next priority is to get to the incident quickly, safely and be properly equipped to deal with it.

In 2016/2017 we responded to 17% of dwelling fires within 1-5 minutes, 54% within 5-10 minutes, 23% within 10-15 minutes and 7% in over 15 minutes. These times include the time it takes for personnel to turn in to the fire station as well as the travel time, so a number of things can affect the speed of response figures, including the urban/rural geography and the nature of road networks in the area.

Speed of response to dwelling fires is extremely important, but we cannot overemphasise the importance of preventing those fires from happening in the first instance, and of having at least one working smoke alarm fitted and a pre-planned escape route in case a fire does occur. However, if a dwelling fire has occurred, we ensure that our firefighting crews are properly equipped to deal with it.

We equip our firefighters with high quality personal protective equipment and firefighting equipment. We require them to be operationally fit and healthy and we make sure that their skills are routinely tested and exercised. We also routinely check that the way our crews dealt with incidents was in accordance with accepted firefighting procedures.

We take the safety of our firefighters very seriously, given the nature of the work that they undertake. In 2016/2017 our crews attended 2912 fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, 25 operational staff received an injury. It is rare that firefighters sustain serious injuries – of the total above, there was 1 classed as ‘major’ injury under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

Commitment 4

We will deal with dwelling fires effectively, efficiently and professionally

We are committed to dealing with fires effectively, efficiently and professionally. To this end, we equip our highly trained fire crews with the right skills, knowledge, information, firefighting equipment and command support so that whatever the circumstances of the dwelling fire, they will be correctly prepared to deal with it.

In 2016/2017, of all the accidental dwelling fires that we attended, 511 were successfully contained within the room of origin, without spreading any further. Although a number of factors could contribute to this statistic that would be outside the control of the attending crews (such as how long it took for someone to discover the fire in the first instance, whether or not internal doors had been shut to help prevent the spread of the fire, and how far away from a fire station the dwelling was located), we still consider this to be a reasonable indicator of our firefighting success.

We recognise the importance of research and equipment improvements, and ensure that we invest time and effort in staying in touch with the latest developments. During 2016/17 we explored a number of new firefighting techniques, the details of which can be found within this report, including Cobra Cold Cut and Positive Pressure Ventilation.

Commitment 5

We will help to restore normality to communities in the aftermath of dwelling fires

We are committed to helping to restore normality to communities in the aftermath of dwelling fires.

A fire in the home can leave people feeling extremely vulnerable. When people have lost their possessions, they will have need of practical as well as emotional support. When people have been injured or killed in the fire, the experience can affect whole communities as well as the individual and his or her immediate friends and family.

For this reason, the Fire and Rescue Service’s role in supporting communities does not end when the fire has been extinguished and everyone has been accounted for.

In all cases, the cause of the fire will be investigated and carefully recorded. Every detail of how and where the fire started, how far it spread, any special circumstances, any particular factors that contributed to the fire will be recorded as a source of future learning, research and monitoring.

If there are reasons to believe that a fire was started deliberately in a dwelling, either by someone living there or by someone else, this will be followed up with the Police and other relevant agencies.

In some premises, such as blocks of flats or houses occupied by a number of different tenants, the post-incident investigations might indicate that a landlord had failed to ensure the necessary level of fire safety. Our specialist fire investigators might then be involved in a criminal investigation and court proceedings.

If a fire is found to have started accidentally, we will undertake some form of Community Safety activity or campaign in the vicinity, offering advice and reassurance by way of free Home Safety Check.

Commitment 6

We will investigate the causes of dwelling fires and hold relevant people to account when appropriate to do so

We always investigate the causes of dwelling fires. In many cases the cause and origin of a fire will be very clear and straightforward, but in others a more in-depth, forensic investigation will be required to ascertain the most likely cause of the fire. Only in a small minority of instances is the cause 'unknown'. In 2016/2017 6 dwelling fires were recorded as having an unknown cause.

If crime is suspected, the investigation of the fire will be conducted with the Police. People suspected of deliberately setting fire to a dwelling are likely to face criminal prosecution, although in some cases this may not be the only course of action available – for example if the fire has been started by a young child or by a person attempting suicide.

In 2016/2017 we attended 628 fires in dwellings, of which 34 were found to have been started deliberately.

In some residential premises, such as flats and houses of multiple occupation, the communal and shared areas are covered by regulations that require whoever is responsible for those premises (such as the landlord or the premises manager) to have good fire safety arrangements in place. Failure to do so can lead to the closure of the premises and prosecution of the responsible person with the prospect of imprisonment and/or unlimited fines.

As an enforcing authority, we ensure that responsible persons fulfil their obligations under this legislation, and can select from a range of enforcement options available to us, depending on the

seriousness and risk posed by the contravention. In 2016/2017 we served 1 Enforcement Notices, 14 Prohibition Notices and 0 Formal Cautions in relation to dwelling fires.

Commitment 7:

We will strive to maintain high standards and improve aspects of what we do

We continuously strive to maintain high standards and improve aspects of what we do. Under legislation, Fire and Rescue Authorities are classed as 'Welsh Improvement Authorities' and are expected to routinely review and continuously improve their own performance through a formal process.

Our Improvement Objectives

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

During 2016/17, we identified and developed 12 Improvement Objectives which we believed would reduce risk and improve the safety of our communities.

Objective 1 – To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales.

Objective 2 – To reduce the incidence of arson across mid and west Wales.

Objective 3 – To deliver our part of the Welsh Government Road Safety Framework.

Objective 4 – To conduct a thorough evidence based and robust review of the risks facing our communities, including the disposition of our Fire Stations, vehicles, equipment and the associated staffing models.

Objective 5 – To provide a Joint Control room for Mid and West Wales Fire and Rescue Service and South Wales Police's Public Service Centre in Bridgend.

Objective 6 – To conduct a detailed and strategic assessment of the area that we serve, analysing development plans, growth areas, labour market statistics, the economy and demography.

Objective 7 – Contribute towards the requirements of the Well-being of Future Generations (Wales) Act.

Objective 8 – To support economic sustainability within our business community.

Objective 9 – To invest in our people.

Objective 10 – To make the best use of our assets and resources.

Objective 11 – To use technology to connect, collaborate, innovate and empower.

Objective 12 – To improve the way we resolve operational incidents through innovation and the use of new technology

Objective 1

To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales.

Reason	<p>Our data shows us that there is a subsequent long term reduction in accidental dwelling fires, which demonstrates that providing advice, education and equipment can make a positive difference to the people we engage with.</p> <p>We ensure that we work collaboratively with a wide range of partner agencies, which allows us to reach households that we may not otherwise have access to or knowledge of. We therefore plan on using our knowledge of providing professional advice and assistance in order to maximise our impact on vulnerable households.</p> <p>Our aim is to expand the advice and intervention services we currently provide by utilising a more holistic and collaborative approach to ensuring our communities remain safer and healthier as a result of our advice and intervention.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Produce an innovative, more holistic home safety intervention which would be rolled out across the Service to replace the traditional Home Fire Safety Check.• We would review and evaluate the improvement in our community intervention activity with our staff, our external partners and the communities we serve.• We would expand the role of Community Safety Volunteers to provide ongoing local support to those persons who have benefited from our interventions.• Expand the training provided to our partner agencies to identify risk and to support our community safety interventions.

<p>Expected Outcomes</p>	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • To evaluate the quality of the interventions we deliver to the most vulnerable members of our community through assessing the level of risk before and after our interventions. • To measure the quality and quantity of our interventions, as it is acknowledged that the community benefits make take a little longer to emerge. • To use our own accidental dwelling fires and also partner data and national data to measure the long-term impact of our new approach. <p>By evaluating and measuring the quality of our activities, we have ensured that our communities are safer and healthier as a result of our advice and interventions.</p>
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What we did to meet our objective

During the first quarter of the 2016/17 reporting period, we introduced the “ Making Every Contact Count” (MECC) model within the Neath Port Talbot area, where the objective was to improve lifestyles and reduce health inequalities.

The MECC model has been successfully operating within the community of Glynneath, since September 2015. Members of Glynneath On-Call Crew and the Community Safety Team in Neath Port Talbot were provided with awareness training by partner agencies to enable them to promote additional health and safety messages. These areas included Flood and Water Safety, Winter Warmth including Carbon Monoxide, Smoking Cessation, Slips, Trips & Falls, Crime Prevention, Scamming and Arson Reduction advice.

There has been very positive feedback from our partners, crews and communities on the benefits of this project and the holistic approach of this intervention. As such, this model has been expanded further across the Service.

The successful MECC model was promoted within the Carmarthenshire Community Safety Partnership and Powys Community Safety Partnership, with the model also being adopted by the Pembrokeshire Community Safety Team, where over 250 MECC visits have taken place since

August 2016, which were targeted at the most vulnerable households. Further meetings have taken place with the Community Safety Partnership (CSP) in Powys. We have received extremely positive feedback from partners and Trading Standards regarding the MECC model.

Our objective for the 2017/18 reporting period is to have MECC established in each of the Service's areas, in order to continue delivering a holistic home safety intervention and making the communities we serve safer. The new approach in home safety has enhanced our approach to collaborative working and has enabled us to deliver comprehensive safety messages and maximise the positive impact on vulnerable communities.

The Safe Well and Independent Living (SWAIL) project has made good progress, and is aimed at providing a safer home for citizens, by reducing the risk from slips, trips and falls. We worked collaboratively with our partners from Hywel Dda Health Board, Welsh Ambulance Service Trust and Dyfed Powys Police. Home safety audits were undertaken within the County of Carmarthenshire, with slips, trips and falls prevention as well as security assessments being the focus areas, in order to prevent crime and make the properties as safe and secure as possible as a result of our intervention.

In February 2017, a Dyfed Powys Police Constable joined the team and added valuable skills and experience to the visits being undertaken. The Welsh Ambulance Service Trust and Hywel Dda Health Board have since advertised two case worker roles to undertake visits. Once trained, the four case workers will work in teams of two to deliver home safety interventions similar to the Service's Making Every Contact Count (MECC) Model, with greater focus on slips, trips and falls prevention using the combined expertise of the Health Board, Ambulance Service, Police and Fire and Rescue Service.

A Community Volunteer Co-ordinator has been appointed to focus on the roles of volunteers within local communities. This will enhance the MECC model and other Community Safety engagement activities. Community Safety Partnership co-ordinators have been proactive in supporting citizens who have benefited from our interventions as well as delivering our "Making Every Contact Count" message, by utilising all communication and engagement channels.

Home Safety intervention training was provided by our partners and Community Safety employees in the Neath Port Talbot, Pembrokeshire and Carmarthenshire areas. The training provided has benefited our citizens in a number of ways, as they receive a more comprehensive service, as fire crews are well trained in identifying more potential areas of risk to lifestyle and health, and the additional benefit of referrals to a wider range of partners. Additional benefits for our staff are also worth noting, and include an improved knowledge of local communities, wider risks and relationships with relevant partnerships organisations. Positive feedback from the community was also noted following the introduction of the new home safety interventions within the communities served.

Objective 2

To reduce the incidence of arson across mid and west Wales.

Reason	<p>The Arson Reduction Team co-ordinates the Service's wide range of interventions to reduce the risk of deliberately set fires. In the eight-year period between 01 April 2007 and 31 March 2015 there was a 65% reduction in deliberate fires across Wales.</p> <p>We will continue to maintain the excellent partnership work, education and intervention programmes that have been put in place to reduce risk, as we recognise that arson impacts upon society, our heritage and our environment.</p>
Planned Action	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Deliver the objectives of the Wales Arson Reduction Strategy III.• We would improve the information we hold about the scale and scope of arson across mid and west Wales.• We would reduce the risk of deliberate fires in buildings.• We would manage down risk due to deliberate fire setting associated with anti-social behaviour.• Reduce the risk of arson and hate crime against people and property.• Expand our network of community groups that are informed and active in reducing arson.
Expected Outcomes	<p>Ultimately, successful delivery of this objective will mean that our communities will be safer from the risk of arson and the societal and economic impact of this activity will be reduced.</p>

What we did to meet our objective

A multi-agency approach has been undertaken for known risk periods of anti-social behaviour such as Halloween and Bonfire Night and the “Be a Nice Guy Campaign” has seen a reduction in anti-social behaviour in the areas targeted. Multi agency working to reduce the anti-social impact of deliberate grassland fires has been assisted by Welsh Government and proven extremely successful in helping our Communities feel safe.

During 2016/2017, we re-launched the Dawns Glaw Project which was a multi-agency, all Wales intervention where partners continued to focus on reducing deliberate grassland fires through the Strategic Arson Reduction Board (SARB) and the Joint Arson Group (JAG).

The sharing of meaningful and consistent information was successful, with regular meetings and teleconferences during the April and May 2016 period, ensuring that all partners were kept updated on weather conditions, key messages from Welsh Government and Public Health Wales. These meetings also allowed us to share information on incident activity and monitor any incident trends, as well as a range of collaborative initiatives.

As an outcome of the collaborative working of the Dawns Glaw Project, there was a reported 75% reduction recorded in the number of deliberate grassland fires in Wales during April 2016 when compared with April 2015.

Our research had informed us that children, young people and the older generation may become involved in arson for many different reasons. To continue reducing the incidence of arson and therefore the impact of arson across Wales, we educated our communities both young and old, to ensure that they understood the implications of their actions and to also establish the motivation behind why they commit the offence. This key information ensured that our messages and advice was tailored and informative, thus ensuring that our interventions supported a positive and lasting change.

Some of the initiatives delivered included a series of bespoke diversionary activities in the areas of high risk during the Easter Holidays. Education in targeted schools where pupils had been identified as being at risk of fire setting was also delivered. Focussed education, diversionary activities and interventions for children and young people organised by the Service’s Education, Youth and Arson Reduction teams, working with the Police and Swansea City FC Kicks project, were undertaken in higher risk areas. We also undertook partnership working with “The Wave” radio station, highlighting the risks to nature and the environment, by utilising birds of prey. Furthermore, we utilised our fire crews in areas of high risk, who undertook patrols and proactively engaged with the community and highlighted the risks of deliberate grassland fires.

Support was provided for Wildfire Groups and Grazier Association, Young Farmers Clubs, Walkers and Dog Walkers, as well as the promotion of education and diversionary interventions for children and young people in high risk areas. The “Paws on Patrol” scheme, in partnership with

the Police, the Dogs Trust and the Service, was introduced in the Llanelli area, which encouraged dog walkers to identify and report arson risks.

Arson has a detrimental impact on our communities, as it not only destroys homes and lives, but devastates the environment and the life of livestock and wildlife. Protecting our communities therefore remained a priority for us, and we focussed on protecting our communities from hate crime against people and property and anti-social behaviour linked to fire setting, such as fly tipping, waste burning and vandalism within schools and colleges.

We undertook work within our local communities to protect derelict and unoccupied buildings, which has prevented fires from occurring in properties that would have had an impact on local infrastructure and the economy of the area.

Arson Reduction Week was held in May where our primary focus was on deliberate rubbish and bin fires. We worked closely with Local Authorities and presented safety awareness information at local schools. Business Engagement days were also held in order to highlight best practice in managing waste appropriately.

Operation Be a Nice Guy (Op BANG) was introduced during the October and November period, with its primary focus centred around Halloween and Bonfire Night. We visited schools and youth clubs and delivered firework safety messages, working closely with Local Authorities and partners to identify and remove dangerous bonfires. This intervention was deemed to be very positive as there was a recorded reduction in the number of incidents attended in comparison with previous years.

We recognise that arson is a particularly difficult crime to combat, we therefore ensured that evaluation of our actions was undertaken in order to determine how we best use our resources and where our interventions and strategies were best placed, in order to deliver our priority of delivering a sustained reduction in the impact of incidence of arson. Furthermore, further evaluation was undertaken by a range of key agencies to collectively assess deliberate grass fire activity and its impact in Wales, and to also establish intervention measures to reduce and where possible, eliminate their impact on our communities.

By adapting our intervention and reducing the risk of deliberate fires, we are better meeting the needs of our communities and using resources to prevent incidences of arson.

We have marketed our work in reducing the incidence of arson across mid and west Wales by communicating the progress made with our communities, and we have utilised the Service's Social Media pages to communicate as widely as possible and to a vast audience. Press releases and briefing notes for Welsh Government also reported the progress made and provided an overview of the initiatives we had been involved in. This information was also made available on the external website for members of the public.

By ensuring that we had a meaningful communications strategy, we ensured that communities were aware of the support we provided to reduce the incidence and impact of arson within their

locality. There was also a positive increase in community involvement reported through our collaboration with other services.

In order to improve land management across Wales, we engaged with the Young Farmers Club of Wales and explored methods of working collaboratively to deliver messages to the next generation of land managers.

We also explored the benefits of Bracken Harvesting to reduce the fuel loading on the hillsides, and undertook activities for this initiative during the summer months.

Objective 3

To deliver our part of the Welsh Government Road Safety Framework.

Reason	<p>We deal with the consequences of Road Traffic Collisions (RTC) and the impact they have on human life and our communities on a daily basis as we rescue significantly more injured people from RTCs than from fires.</p> <p>The Welsh Government’s Road Safety Framework sets out road safety targets until 2020. As a Service, we are instrumental in contributing to the Welsh Government achieving their targets by delivering effective road safety interventions and targeting the right areas, in the right way, to reduce deaths and serious injuries.</p>
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<p>Expected Outcomes</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Deliver activities to improve the safety of motorcyclists on our roads through encouraging participation on Motorcycle Safety Courses. Develop a Multi-Agency Road Safety Youth Intervention Course that would target those young people who have been identified as being of high risk due to their behaviour on the roads. • Target road safety education activities and intervention at older drivers.
<p>Planned Actions</p>	<ul style="list-style-type: none"> • In order to allow us to measure achievement against this objective we made the following commitments: • We would use the national data on Road Traffic Collisions and injuries to monitor the outcomes of all road safety interventions and we will develop our interventions through post intervention evaluation. • We would use the targets contained within the Welsh Government Road Safety Framework for Wales; • A 40% reduction in the total number of people killed and seriously injured on Welsh roads by 2020. • A 25% reduction in the number of motorcyclists killed and seriously injured on Welsh roads by 2020. • A 40% reduction in the number of young people (aged 16-24) killed and seriously injured on Welsh roads by 2020.

What we did to meet our objective

Road Safety has improved considerably in recent years. In 2013, there were a total of 8,335 reported casualties as a result of RTCs – 111 people were killed and 1,033 people were seriously injured in Wales. In 2015, there were a total of 1,041 reported casualties as a result of RTCs, of these 30 people were killed and 649 people were seriously injured in Mid and West Wales.

The Welsh Fire and Rescue Services have developed a Road Safety Strategy for 2015-2020 to support the aims of Welsh Government’s Road Safety Framework for Wales. In doing so, we have used our data on Road Traffic Collisions and injuries to monitor any reoccurring patterns and designed and developed our interventions to maximise the impact required.

We have continued to work collaboratively with our partners to identify trends, source external funding and promote initiatives where we can assist each other across our partner organisations. We regularly attended the All Wales Strategic Road Safety Partnership, Motorcycle Steering Group, Young Persons Steering Group, Wales Roads Policing Regional Strategic Group, Road Safety Wales Executive Group and Go Safe Steering Group.

A Youth Road Safety Project was piloted with 20 courses undertaken with young drivers and passengers who had been identified as exhibiting high risk road behaviour. The course demonstrated not only the risks to young people, but the impact road traffic fatalities have on families and the consequences of these actions through the criminal justice system. Excellent feedback was received from partners with tangible evidence of positive life-saving behavioural change. We also produced a high impact road safety education package entitled “Revolutions” to engage with young road users.

Virtual reality glasses were successfully trialled and thirteen sets purchased using funding received from the Dyfed Powys Police and Crime Commissioner. The glasses are an innovative way of delivering a hard-hitting message to road users using new technology. We are also part of a national working group within the Chief Fire Officers Association (CFOA) where there is a large emphasis on future development of innovative technology which delivers impacting road safety messages.

We delivered Motorcyclist engagement events alongside the Bike Safe team to deliver motor cycle safety courses. We also supported high profile events such as the Llandovery Motorbike weekend, Carmarthen Car Cruise and a Motorbike Action Group Rally in Aberystwyth.

During the summer of 2016, our Community Safety Department undertook over 50 road safety engagement events, where they engaged with over 18,000 people. Events included, the Young people’s village at the Royal Welsh show, Volkfest Wales, Car Cruz Cymru, and Fire Station Open days. Positive feedback was received from the staff who delivered these events, our partners and also members of the public.

Safety messages for the fatal five areas of road risk – drink and drug driving, not wearing a seatbelt, using a mobile phone, speeding and dangerous driving, have been displayed on our Service vehicles to promote and raise awareness in our communities and throughout Wales.

As outlined in the Welsh Government Road Safety Framework for Wales, it was expected to see a 40% reduction in the total number of people killed and seriously injured on Welsh roads by 2020, a 25% reduction in the number of motorcyclists killed and seriously injured on Welsh roads by 2020, and a 40% reduction in the number of young people (aged 16-24) killed and seriously injured on Welsh roads by 2020.

We continue to make good progress against these targets, with 993 road traffic collisions attended for the 2016-2017 reporting year. This accounted for 7% of all incidents attended, with

the total for the year showing a decrease of 8.1% on last year, and the long-term trend is reported as flat.

Objective 4

To conduct a thorough, evidence based and robust review of the risks facing our communities; including the disposition of our fire stations; vehicles; equipment; and the associated staffing models.

<p>Reason</p>	<p>The current disposition and deployment of our assets has evolved over many years and is largely linked to historical risk factors. We need to establish whether our assets and resources are matched to the prevailing risks within our communities.</p> <p>In order to conduct a thorough, evidence based and robust review of the risks facing our communities; including the disposition of our fire stations; vehicles; equipment; and the associated staffing models, the internally facing Risk Review Project was established, where the preparatory work took place in 2015, and involved the research and collection of data and information to inform strategic decision making for 2017/18 onwards.</p>
<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Use a detailed analysis of data and information from our Strategic Assessment and incident data combined with computer modelling to provide us with a clear risk profile of our Service area. • Complete the Risk Review in 2016/17 in order to shape and inform our decision making for 2017/18.

Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • Monitor and report our performance in line with the Welsh Government’s Performance Indicators for the Welsh Fire and Rescue Services. • Share the findings of the review with our stakeholders wherever possible.
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What we did to meet our objective

We have undertaken an internally facing Risk Review where the initial stages included research and the collection of data and information to inform our strategic decision making for 2017/18 onwards. The purpose of the Service Risk Review was to conduct a research project that provided an evidence based approach to ensuring the right resources are in the right place to respond to the community’s risk.

The Risk Review Project covered 15 Work Package Areas, which included a review of 11 departments and 6 command areas. Phase one of the Service Review explored all aspects of the current Operational Response model and the associated departmental functions. This phase was completed in mid-November, and following completion, presented 14 Work Package Area reports covering the 11 departments and 56 Station Risk Profiles with 6 overarching command reports. The information from the Work Package Areas was included in an evidence based report which detailed the Service’s baseline information and included options for future improvements. The baseline reports produced as an outcome of the initial research stages form the foundation on which to build both business and process improvements, whilst enabling the Service to develop continuous improvement options, that better align the Service Delivery with the needs of the communities we serve.

A Project Board was convened to provide governance and an oversight for Phase 1. The Board consisted of a Fire Authority member from the Performance, Audit and Scrutiny Committee, and trade union representatives. Regular updates were also provided to the Executive Leadership Team, Service Leadership Team, Performance Audit and Scrutiny Committee and the Joint Consultative Forum.

Two Service Improvement Advocates were employed in order to provide a structured approach to communication and engagement with staff. Their role also included providing updates and developing communication channels, as well as to solicit feedback and professional judgement for the information gathered, which enabled the Service to turn the information into intelligence.

Internal collaboration was undertaken with both departments and functions which ensured that all the activities undertaken within each department was captured and reported against. External

collaboration was also undertaken with other organisations, such as Lincolnshire Fire and Rescue Service, North Wales Fire and Rescue Service, Scotland and Cleveland Fire and Rescue Service, Natural Resources Wales and the Wales Ambulance Services Trust. Working collaboratively with other organisations enabled us to establish benchmarks, which will assist with future decision making.

Station risk profiles were also developed for all our Fire Stations across the Service area. These profiles not only assisted with providing useful insights into the station areas and the types and numbers of incidents attended, but also area profiles and local development plans and the growth areas, which helped with informing future risks. The station risk profiles were published on the Service's internal intranet and were discussed with every station which ensured that crews understood the report and also had an opportunity to feed professional judgement into the report where appropriate.

An established Communication Strategy was used throughout the project with widespread communication including face to face meetings, Fire Station visits, the use of the intranet and social media, workshops and webinars. Positive feedback was received from how the Project work was communicated and individuals engaged with.

We ensured that the findings were communicated in an open and transparent way to all stakeholders wherever possible to alleviate any concerns by employees and also ensure that where possible they had the opportunity to be involved in the process and provide their opinions in their areas of expertise.

Sustainability remained a key priority for the project and was considered throughout the Risk Review Project and baseline reporting. We continue to reduce the Service's carbon footprint, whilst at the same time reducing revenue costs, by considering different appliances on our Fire Stations together with our building structures to ensure that they are energy efficient.

Objective 5

To provide a Joint Control Room for Mid and West Wales Fire and Rescue Service and South Wales Fire and Rescue Service in a shared facility at South Wales Police's Public Service Centre in Bridgend.

<p>Reason</p>	<p>The Joint Public Service Centre Project (JPSCP) was set up in April 2014 and merges the Fire Control teams from Mid and West Wales Fire and Rescue Service and South Wales Fire and Rescue Service and re-locates the new team at the Public Service Centre in South Wales Police Headquarters, Bridgend.</p> <p>The project will provide Mid and West Wales Fire and Rescue Service and its partners with a foundation for developing improved services to the public through the provisions of a 21st century emergency call handling facility.</p> <p>The benefits of this project are an improved level of service delivery to the public and a 50% share of the financial saving of £1m per annum.</p>
<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Implement the seven Key Task Areas (KTA) which include completing building works; implementing the agreed demand led crewing system and appointing staff roles into the new structure; install, test and implement the new, shared or integrated systems; train Fire Control staff on the new systems; implement new processes, procedures and protocols. • Relocate the newly merged Mid and West Wales and South Wales Fire Control team to Bridgend, once all ICT systems have been stabilised and operational for 6 months.
<p>Expected Outcomes</p>	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • Measure and monitor each of the business benefits identified during the project set up and planning stage which relate to improved public service outcomes. • Make £1m efficiency savings

	<ul style="list-style-type: none">• Make improved information and intelligence sharing; and improvements in operational working and performance.
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What we did to meet our objective

Progress has continued to be made in a number of areas for the Joint Public Service Centre Project during 2016/17. including the development of a purpose-built facility within South Wales Police Headquarters in Bridgend; and the development of business continuity arrangements to support the transition of North Wales Fire and Rescue Service to a new Command & Control system.

Continued effective engagement with all the relevant stakeholders has ensured effective and timely communication. We have also undertaken consultation with the relevant representative bodies. The Communications strategy for the Joint Public Service Centre Project predominately focussed on three main areas, such as communication with the affected staff members, which was addressed by monthly e-newsletters providing project updates and examples of joint working initiatives. Communication to wider police and fire staff, included a micro site which enabled staff from all three organisations to access information relating to the Project. The final method of communication was through external communications via the Joint Public Service Centre Project website and the National Issues Committee website which also provided progress updates.

An example of a key area of innovation for the Joint Public Service Centre Project was the development and delivery of a bespoke Command and Control system, which will provide greater resilience and operational functionality within the Control Room. There are future developments scheduled for the system, which will enable the interfacing of Fire and Police systems to assist in effective and timely exchanges of information between emergency services to improve operational effectiveness. Unfortunately, difficulties were experienced with the implementation of the new Command and Control system due to issues with the reliability and functionality of the new software.

The merger between Mid and West Wales Fire and Rescue Service and South Wales Fire and Rescue Service Control Rooms will realise revenue efficiencies of £375k per Fire and Rescue Service, therefore totalling £750k. The reduction in salary costs are reported to be achieved by changing the existing Fire Control establishment and shift patterns to a demand led system, where more staff are on duty during busy periods and fewer staff are on duty during periods of lower call volume.

There were further improvements for Service Delivery following the collaborative re-location to South Wales Police Headquarters during 2017/17, which will include the effective exchange of information and intelligence to assist and inform operational decision making for both Services.

Objective 6

To conduct a detailed and strategic assessment of the area that we serve analysing development plans, growth areas, labour market statistics, the economy and demography.

<p>Reason</p>	<p>Factors such as population, demographics and places of work are constantly changing and consequently affect the area we serve. The areas we serve also vary significantly from the more urban areas in the south to remote rural areas in parts of the north and west.</p> <p>Growth, development and investment decisions across all six counties affect the delivery of our services to the local communities we serve, as well as the provision of the location of new housing, employment opportunities and road networks.</p> <p>We therefore believe it is imperative to give due consideration to the influencing matters that may affect the six constituent authorities we serve, by conducting a detailed strategic assessment to provide a clear assessment of our Service area. This included an analysis of the data from Census 2011 which will help us to better understand the people we serve; studying Local Development Plans; as well as the Wales Spatial Plan to identify areas of development and growth across mid and west Wales. We will also study tourism data and labour market statistics to calculate fluctuations and movements of people across the region at certain times of the day and year.</p> <p>In order to fully understand the area we serve, it is important we capture the necessary information in order to ensure our Risk Review (Improvement Objective 4) is relevant, current and accurate.</p>
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Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Conduct a thorough research analysis of our area, which will allow us to input accurate and current information to our Risk Review to ensure that our resources provide the best value for money for the citizens in the area. • Complete the Strategic Assessment during 2016/17 which would also feed into the requirements for Objective 4 – To conduct a thorough, evidence based and robust review of the risks facing our communities; including the disposition of our fire stations; vehicles; equipment; and the associated staffing models.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • By carrying out a detailed strategic assessment this will enable an accurate risk review, which will allow for a better understanding of the area that we service in the coming years. • We will then monitor and report on our performance in line with the Welsh Government’s Performance Indicators for the Welsh Fire and Rescue Services.

What we did to meet our objective

The Strategic Assessment is a collection of multiple data sources from outside of the Service which when brought together through a PESTLE analysis, will help inform future decision making, by assessing what is likely to happen in the future and what the likely impact on the Service would be.

The PESTELO methodology was applied to the research we undertook, as it considers key factors such as population growth, Local Authority development plans, census data and labour statistics.

We worked collaboratively with the Welsh Economic Research Forum at Cardiff Business School, which ensured that the data and information captured was accurate and robust for its required purposes and was also from reliable sources. We consulted with 24 external partners such as Local Authority Planning Officers, National Resources Wales and the Welsh Ambulance Service Trust to name but a few. This piece of work enabled us to consider any other possible impacts

to Service Delivery. We also liaised with the Welsh Economic Research Forum to ensure all statistics and figures use, were the most appropriate and up to date.

We concluded the Strategic Assessment during November 2016, with all the findings published on the Service’s internal intranet @Work for all staff to view. The information gathered for the Strategic Assessment will now be subject to an annual refresh in order to ensure that the data remains current and that the Service act accordingly to any changes.

Work will now continue to be undertaken to transition the on-going maintenance of the Strategic Assessment report into the Services core business within the most appropriate department, whilst ensuring that the correct resources are employed.

Objective 7

To contribute towards the requirements of The Well-being of Future Generations (Wales) Act.

Reason	<p>From April 2016, each public body was required to carry out sustainable development and work towards goals set out within the Well-being of Future Generations (Wales) Act 2015.</p> <p>Outlined within the Act is the “sustainable development” principle which means the process of improving the economic, social, environmental and cultural well-being of Wales.</p> <p>In accordance with the requirements of the Act, we are required to contribute towards improving the well-being of mid and west Wales in order to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p> <p>We will therefore ensure that we support and contribute towards the Well-being Goals set out within the Act, which are:</p> <ul style="list-style-type: none">A prosperous Wales.A resilient Wales.A healthier Wales.A more equal Wales.A Wales of cohesive communities.A Wales of vibrant culture and thriving Welsh Language.A globally responsible Wales.
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<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Set up and publish Well-being Objectives that are designed to maximise our contribution to the achievement of the Well-being Goals. • Publish a statement explaining how the Objectives will contribute to the achievement of the Well-being Goals. • Specify the period of time within which we expect to meet the Objectives and this will be done either at an organisational level or in collaboration with partners on the Public Service Boards.
<p>Expected Outcomes</p>	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • We would measure progress against the National indicators for the Well-being Goals set by Welsh Ministers.

What we did to meet our objective

As stipulated in the Well-being of Future Generations (Wales) Act 2015, we are a statutory partner on Public Service Boards within each of the six local constituent authorities we serve.

We have had representation at Executive Board level on each of the Core Group Public Service Boards, as well as Service representation at each of the Public Service Board Sub Groups within each of our six local constituent authorities.

In line with the requirements of The Well-being of Future Generations (Wales) Act 2015, we aligned our seven Strategic Priorities and twelve Improvement Objectives for the 2016/17 reporting period with the Well-being Goals. Quarterly reporting was also provided to the Performance, Audit and Scrutiny Committee, which incorporated our progress against our contribution towards the requirements of The Well-being of Future Generations (Wales) Act.

For each Improvement Objective, we reported on the RAG status and percentage completion, which enabled us to monitor the progress of each Objective and the contribution towards the Well-being Goals, as well as our seven Strategic Priorities. It is worth noting that some of our Improvement Objectives run over more than a twelve-month period, therefore, may not have met the Well-being Goals within the initial twelve months, however, they will achieve each of the Goals and Priorities by completion of the Objective period.

We published a Well-being Statement, which specified our commitment to the Act and how we had challenged ourselves to develop new ways of working, without compromising the service we provided. The Statement also outlined our proposed activities to contribute to the Act and how our Improvement Objectives contributed to the Well-being Goals.

We contributed to the development of each of the six Public Service Boards Well-being Assessments and have assisted with developing their Improvement Objectives. Each Public Service Board consulted with their local communities in order to gather data and information which accurately reflected the needs of the communities they represented. These consultations were also promoted on our internal intranet, external website, as well as our social media pages.

The co-ordinated approach to communication, consultation and engagement, provided by the framework of each of the Public Service Boards, has enabled the Service and our partners, to engage with a wider public audience on matters that are important and may potentially impact on them.

Collaborative working has been of key importance with meeting this Objective, as by working collaboratively with our partners as part of the Public Service Boards, we have co-ordinated and synchronised our approaches to a number of the services we provide, ensuring we provide our communities with the best service possible, therefore creating a better future for Wales.

Objective 8

To promote economic sustainability within our business community.

Reason	<p>Not many Small and Medium Enterprises (SME's) survive a fire and commence trading again. We would therefore like to apply a sharper focus on ensuring businesses can develop and remain in operation and find ways to reduce the regulatory burden.</p> <p>As such, our protection activities will ensure that the advice given is of the highest quality; our enforcement activity is proportionate to the risk posed by the business; and that the time taken to conduct our interactions with business is kept to the minimum necessary.</p> <p>Our business fire safety audit programme will support, develop and guide the business community in order to promote economic sustainability. We want to encourage</p>
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	<p>economic sustainability and cohesive communities in line with the Well-being of Future Generations Act.</p> <p>By promoting economic sustainability within our business community businesses will be more resilient and sustainable and have increased levels of legislative compliance. The advice given will be more consistent across geographical areas and will increase awareness through education, as well as the users and employees of premises being safer through our measures meaning economic sustainability will be promoted as a result of all actions taken.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Extend our business fire safety audit programme to include the provision of support and guidance to businesses. • Amend the way in which we deliver our routine compliance activities to businesses by implementing the short audit process. • Look to increase our involvement with Primary Authority Schemes to reduce regulatory burden and increase consistency. • Increase emphasis across the organisation on the need to consider the impacts of procurement as early as possible in line with the Service’s Strategic Objectives. • Develop and deliver these initiatives dynamically throughout 2016.17.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • To monitor all customer feedback and evaluation. • Monitor the incident of fire in the built environment and subsequent loss prevention, and also monitor the percentage of business placed with Small and Medium Enterprises.

What we did to meet our objective

All customer feedback from Business Fire Safety Audits that were undertaken during 2016/17 were evaluated and assessed accordingly in order to make the necessary improvements. One improvement following the feedback received was to

conduct and record Business Fire Safety Short Audit activities with our local businesses to provide a quicker audit to the benefit of both the business owner and the Service.

We promoted economic sustainability within our business community through the effective use of the Welsh Government Sell2Wales portal. Wider collaborative opportunities were explored with Local Authority Partners, and their Local Authority Housing Departments, over the delivery of their Landlord Forums. We also ensured that all potential avenues were explored in acquiring goods and services, which provided value to both our Service and the Communities we serve.

Further collaboration was undertaken with a range of partner agencies including NHS Estates, Local Authority Housing, Building Control, Licensing, Natural Resources Wales, CSSIW, HIW, Housing Associations, CADW / English Heritage as well as other Welsh and UK Fire and Rescue Services. The work was coordinated through the All Wales Business Safety Group, and necessary sub groups progressing against the work streams. The first year saw marked progress in Outdoor Events, Fire Investigation, Heritage and Policy / Procedures with many disparate arrangements harmonised into an All Wales Format.

As per the Business Fire Safety Regulations, we have provided educational awareness to business premises owners. By working collaboratively with other Fire and Rescue Services, monthly training has been provided to our staff on a range of subjects. These have delivered a greater understanding of the issues regarding regulating ethnic minority businesses; advice on the clear application of enforcement has been provided as well as prohibition notices; as well as training from the Service's Barrister, which prepared new entrants for any future prosecution work. Photography courses were also delivered to members of the Business Fire Safety Department.

The challenges facing the Welsh Public Sector within the current economic climate were recognised by our Procurement Department, who consequently considered alternative ways of working alongside the Business Wales model, which delivered opportunities to Small & Medium Enterprises. The Business Fire Safety Department also introduced a shorter audit toolkit to reduce the time taken during the audit, and therefore allow a greater number of premises to be inspected. Work was also undertaken to provide businesses with advice in addition to fire safety and regulatory compliance, such as arson reduction, security, business continuity and flood protection advice.

We have contributed to the Sustainability principle by utilising the SELL2WALES portal which adheres to Welsh Government guidelines for sustainable procurement, placing the Service in a positive Sustainable position when acquiring goods and services.

Members of the Service attended the Wales Procurex event in Cardiff, and met with suppliers from all over the country who were promoting their business. The Service's Procurement Manager held a workshop session at the event whereby suppliers had made pre-planned appointments to discuss opportunities coming up from the Service.

The Business Fire Safety Department supported the CFOA Business Safety Week in September, and promoted the use of the domestic sprinkler unit in both domestic and commercial premises, which raised a greater awareness of the Welsh Sprinkler measure. Positive engagement with the organisation "Rent Smart" resulted in an agreement for them to include the Fire Safety information within the packages delivered to private sector landlords.

The Head of Procurement attended several forums where Business Wales (The Welsh Government funded organisation which normally supports SME's with tendering and quoting for public sector work) have outlined their new approach to SME's in Wales. We have contributed to the process, encouraging progress on the development of opportunities for SME's when approaching public service procurement. We also attended a meeting in Cardiff at the newly opened offices of the Commissioner for Well-being and Future Generations, to discuss the role of Procurement within the Act.

The Service had been identified as an example of a small organisation which has an excellent track record in working with small businesses and undertaking sustainable procurement. We also received a nomination to pilot small organisation projects.

We have prepared for the release of the Enterprise Bill being released in the Autumn of 2017, which will provide greater scope to engage in Primary Activity partnerships with local businesses. In preparation for the Enterprise Bill, we have attended several seminars and training workshops, delivered by BEIS / Regulatory Delivery to provide a better insight to the scheme.

The CFRMIS database was installed and provided greater back-office functionality, and the ability to conduct and record Business Fire Safety Short Audit activities. We also integrated the Experian data into the Risk Based Audit Programme which aided smarter working and better targeting of business premises.

A number of personnel achieved the Level 4 Diploma qualification which resulted in a reduced mentoring burden and therefore an increase in completed BFS Audits. The increased number of personnel at Level 4 also allowed for the creation of the Building Regulations Team.

Objective 9

To invest in our people.

<p>Reason</p>	<p>In 2015, the Service achieved Investors In People (IIP) Gold and our aim is to maintain this level of accreditation. We have subsequently put the necessary frameworks in place to ensure that the measure of acquisition, application and maintenance of skills and competencies are correct, in order to ensure this.</p> <p>We are planning to take account of current and emerging legislation impacting upon the services we provide, in particular the Future Generations Act 2015 and the Equality Act 2010 – Wales specific duties. We want to ensure all of our staff have the correct skills and knowledge to deliver the best possible outcomes, as well as providing our staff with the best equipment and development opportunities to ensure the safety of our employees and the communities they serve.</p>
<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Embed a learning culture that would meet the current and future needs of our Service as part of refreshing our Strategic Pathways and refining our IDR process during 2016/17. • Explore all opportunities to learn from and collaborate with our partners and stakeholders during 2016/17. • Ensure our research and development function looks beyond the UK Fire sector for future innovative solutions; a continuous process over the next 5 years. • Ensure that Risk Critical skills and competencies accurately reflect the risk profiles of our Communities as part of Objective 4 and 6 in 2016/17.
<p>Expected Outcomes</p>	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p>

	<p>Audit the Risk Critical Skills Matrix and PDR pro to ensure compliance with requirements including links with the organisational pathway;</p> <ul style="list-style-type: none"> • Use the IIP Framework to evaluate the impact coaching has had within the organisation; • Use evaluation to demonstrate how we have used innovation to deliver better outcomes for our Communities; • Use business intelligence to inform improvement in Emergency Response and Community Safety.
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What we did to meet our objective

Investing in our people is of great importance to the Service. We know that by investing in our people, we can increase job satisfaction and morale amongst employees, as well as support an increase in productivity. Delivering an improved and successful Service is only possible by employing the right people. We want our employees to be representative of our communities, trained in the best way to ensure their safety and provided with the best equipment to enable them to operate to the highest standards.

We hosted the All Wales Middle Managers Seminar at SCC Dyfed Powys Police Headquarters on the 26 May 2016. During this seminar, options were explored for E-Learning in collaboration with other Fire and Rescue Services in Wales. We committed to developing Middle Managers leadership skills through immersive techniques that focussed on areas such as dealing with complexity and uncertainty, adaptive leadership, reflective learning, self-awareness and the impact of behaviour on others, mental toughness training, mindfulness and critical diffusion training.

A thorough review was conducted of the Organisational Development Pathways which included the removal of higher level academic courses from the Development Pathways which subsequently is being offered through the talent management framework.

In collaboration with South Wales Fire and Rescue Service and North Wales Fire and Rescue Service, we developed an on-line firefighter application and sifting programme, as well as electronic ability assessments. A comprehensive review of the on-call selection process was undertaken, which informed the development of a bespoke process for on-call firefighters and sped up the process of recruiting on-call firefighters considerably, providing favourable results, which in turn provided improved outcomes for the Service.

A suite of Instructor Programmes was produced through a variety of new innovative methods of upskilling staff, such as the Breathing Apparatus Instructor, Compartment Fire Behaviour Instructor, Positive Pressure Instructor and our Road Traffic Collision Instructor courses, which have been added to the list of in-house training we provide.

We reviewed the way in which training courses were delivered, which resulted in more courses being conducted in house or at home stations, following the development of our staff to deliver in house training and also through the use of Moodle distance learning platform, thus minimising the movement of training staff and assets.

In order to continue empowering our staff, we have made access to learning materials easier and the introduction of bespoke development/training will provide staff with a broader range of skills and enhanced opportunities. These areas included, training sessions for line managers which focussed on key practical skills to help them fulfil their role, such as absence management training and training on how to conduct disciplinary hearings. The development and introduction of a fully accredited "All Wales Technical Examination", the introduction of online/distance learning development modules, as well as a review of the internal Staff Appraisal (IDR) process, following feedback received from Command areas and Departments, as well as a redesign and accreditation of the Service's Command Competence assessment and qualifications area all evidence of the investment made by the Service.

An All Wales technical exam was designed collaboratively between the three Welsh Fire and Rescue Services, to standardise the technical knowledge and understanding qualifications for managers up to the level of Station Manager, across all three Welsh Fire and Rescue Services.

Work was undertaken with the Programmers from PDR Pro with a view to improving the recording process for "operational competence". In April 2017, the Service moved to the PDR Pro Version 4 which provided an improved reporting facility for providing evidence of maintenance of competence. In addition, we purchased Learn Pro which works in tandem with PDR Pro and provides a framework for the planning and delivery of operational training.

In order to maximise communication and engagement with all staff, measures were put in place to ensure staff are kept informed of matters that affect them in relation to National contractual negotiations or pension issues. The introduction of periodic drop in surgery sessions within each Command area, also now allow local employees to access to face-to-face advice and guidance on a wide range of employment related issues.

A medical response advisory group was also established, which was attended by representatives from across the Service area which ensured effective communication was maintained allowing the Service to respond rapidly to issues and concerns of participants and to collect views and ideas to help improve and enhance the services we provide for crew's welfare.

We recently underwent a midterm review of our Investors in People Gold accreditation. Following discussions, a decision was made to go progress to Platinum award during 2017.

Obtaining this accreditation would be a huge achievement as only one other Fire and Rescue Service has attained this award. Action plans have been developed and a time table is in place to address the areas associated with meeting this standard.

The Coaching and Mentoring schemes promoted throughout the Service have continued to be one of the main principles for promoting important values within the Service and we have produced a new Coaching Handbook. The Engagement Champions Forum and Coaching and Mentoring Schemes provided many opportunities for two-way communication between employees of the Service at all levels.

Objective 10

To Make Best Use of our Assets and Resources.

<p>Reason</p>	<p>We need to fully understand our service in terms of costs, and ensure that we identify the most appropriate allocation of resources to provide the desired level and range of services at least cost.</p> <p>We have undertaken several efficiency exercises over the years, which has resulted in significant savings and efficiency of operations.</p> <p>Undertaking efficiency saving exercises enables us to ensure that all of our business decisions are transparent, sound and consistent, and in line with the restrictions of the current economic climate, whilst also demonstrating value for money to the communities we serve.</p>
<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Undertake a comprehensive examination of our spend, comparing with others, and establish a forward planning model for both assets and resources. • Complete the work within the year 2016/17 in order to shape and inform our decision making for the 2017/18 period.

Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <p>To monitor progress with full involvement of Members and report improvements in comparative costs or value for money.</p> <p>To produce a sustainable Medium Term Financial Plan and Asset Management Plan.</p>
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What we did to meet our objective

We undertook a full review of our expenditure throughout the Service and also reviewed the suppliers we purchased from. The results from the review were used to complete a full Financial Audit which formed part of our Forward work plan and documented best practice.

A spend analysis exercise was undertaken via a provider called Atamis, which was run in conjunction with the National Procurement Services in Wales.

A Strategic Asset and Capital Management Group (SACMG) was established to ensure that the Service's asset management practices and our investment into physical infrastructure, supported the Corporate Planning process and Improvement Objectives and was consistent with best practices. The SACMG was integral to ensuring we undertake asset management and capital investment activities as a corporate responsibility.

The Strategic Asset and Capital Management Group (SACMG) implemented a Service Wide Strategic Asset Management system which delivers cost effective, sustainable, systematic and co-ordinated management of our physical assets. The system also ensured that the information flow for financial planning and reporting was in place and the delivery of the Asset Management Plan (AMP) and associated Asset Implementation Programmes provided leadership to set the direction and priorities for the development of the Service's asset management capabilities.

The Medium Term Financial Plan and Asset Management Plan was produced and published, which tied together a number of the processes for managing the Service's assets going forward.

Objective 11

To use technology to connect, collaborate, innovate and empower.

Reason	<p>We have history of pursuing cost saving IT collaborations with other Public Sector organisations.</p> <p>By continuing to use technology to connect, collaborate, innovate and empower, we recognise that there is further potential to adopt information technologies in support of our activities.</p> <p>To achieve this objective our Operational, Business Development and IT teams will investigate new ways of working and delivering our services both within the Service and to external customers; and seek to improve and adapt the delivery of our services by embracing the ever-changing technological landscape.</p> <p>Undertaking these exercises and looking at new ways of working and delivering our services, through the extended use of advanced information and communication technologies, will in turn improve our business processes and secure operating efficiencies benefiting fire service personnel and stakeholders alike, and result in operating savings for the organisation, as well as improve our delivery of services to the public.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Adopt the updated Welsh Government instigated public sector broadband network and any new “value added” technologies that are appropriate.• Commission the second phase of the Joint Public Services Control Room project.• Develop our Service website to improve public access to the organisation.• Commission the second phase of the shared human resources and payroll project.• In 2010/20 we would deploy the UK Government’s Emergency Services Mobile Communications Project.

	<ul style="list-style-type: none"> • Over the next 5 years we would continue with our commitment to the UK Government “Cloud First” strategy when reviewing new ICT systems.
<p>Expected Outcomes</p>	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • Increase remote access to administrative and operational IT systems. • Improve the reliability of IT systems and reduced “downtime”. • Increase the use of the Services Website. • Reduce the number of manual and paper based business processes. • Increase the protection of the fire Service’s information assets. • Have a reduction in “like for like” ICT expenditure. • Improve the on-call firefighter mobilising responses. • Improve data capabilities for operational crews. • Improve operational collaboration. • See a reduction in ICT related energy usage. • Implement more sustainable ICT systems. • We would support whenever necessary Wales Audit Office reviews and undertaken any other form of assessment or peer comparisons in order to measure the success of our technology objectives.

What we did to meet our objective

In order to meet our Objective, we initiated several individual projects which had digitisation or ICT as the common thread. These projects included: the upgrading of the Public Sector Broadband Network (PSBA), which delivered added services such as managed firewalls and new billing; The Joint Public Service Centre Project, which addressed local technology requirements for mobilising; a new external website, which would include new functions; a new fully bilingual @ Work intranet site; and the commencement of the Emergency Services Mobile Communications Platform (ESMCP) project.

The upgrading of the CFRMIS system was completed and the system now allows for the use of new modules which had previously been unavailable; the combination of other modules; and the ability to rely on “plug-ins” to facilitate system functionality.

The HR Core Implementation Phase 2 Project has unfortunately been deferred and an options appraisal exercise is being undertaken to consider the way forward with regards to software solutions for the provision of HR and Training applications.

The ICT Department continued to support the Joint Public Service Centre Project by addressing the local technology requirements resulting from the control room move. There have unfortunately been delays to the project that have been attributed to the prime contractor. The ICT Department will therefore be continuing to make a provision to support the project until its eventual end.

We worked collaboratively with South Wales Fire and Rescue Service with regards to the CORE HR Payroll project and with South Wales Police and South Wales Fire and Rescue Service for the Joint Public Service Centre Project.

The specification for a new server was completed with EE, which has faster processing power and greater storage capacity and also provides the levels of data security required by the Service.

Work commenced which migrated a selective number of existing PSBA circuits from “copper connections” to faster fibre optic alternatives, which have the potential to secure financial savings of circa £7.5k per annum.

Our commitment to reviewing ICT systems remained a priority for the Service, and we will be continuing with our commitment to the UK Government “Cloud First” strategy when we review the systems.

Employee self-service systems also replaced existing paper-based and manual processes for the amendment and change of personal information.

Objective 12

To improve the way we resolve operational incidents through innovation and the use of new technology.

Reason	<p>As a Fire and Rescue Service we have always responded positively to the changing environment in which we operate and adapted in order to meet new challenges as they arise. New innovations and technological advances in recent years have provided us with the potential to greatly enhance and improve the way we deliver our services in the future.</p> <p>A number of innovative firefighting techniques have already been embraced by the Service, such as e-draulic cutting equipment, which has improved operator safety, and also the Cobra Cold Cut extinguishing system.</p> <p>We want to continue to explore further options, to improve the way we resolve operational incidents and further identify where changes in equipment design can be beneficial. Operating techniques and new innovation can enhance and improve the efficiency and effectiveness of services we provide to the public and help ensure value for money.</p> <p>In line with the Sustainability Principle outlined in the Well-being of Future Generations Act, we plan to reduce the impact of our firefighting and rescue operations on the environment by using our resources more efficiently.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Monitor and review the effectiveness of our techniques, processes and equipment.• Explore all opportunities to learn from and collaborate with our partners.• Engage in research and development which looks both across and beyond the UK Fire sector for ideas and solutions.• Research new developments in technology and processes and conduct assessments and trials accordingly.

Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • Monitor and disseminate the outcomes of reviews, investigations and debriefs. • Collect performance management data. • Gather evidence of improved outcomes at operational incidents and exercises captured through the operational learning system. • Monitor and report our performance in line with the Welsh Government’s Programme of Sustainability (Well-being of Future Generations Bill).
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What we did to meet our objective

In order to improve the way we resolve operational incidents through innovation and the use of new technology, we have continued to embrace new firefighting techniques. We have worked closely with manufacturers to develop and procure Technical Rescue Personal Protective Equipment (PPE) and subsequently placed an order for 1350 sets of equipment.

The use of Unmanned Aerial Vehicles (UAVs) have been trialled and are fully operational. They have also been incorporated into standard response models for a wide range of operational incident types and the arrangements for deploying and operating the UAV, is now well embedded and is business as usual. The UAVs have also supported non-operational business such as conditional surveys of buildings and supporting community safety work programmes. Following the successful incorporation of the UAVs, the Service are now recognised as sector leaders, as well as one of the leading innovators within the field of Emergency Response across the UK.

Development of the Radio Frequency Identification (RFID) was also undertaken which is used for tracking equipment and assets and in time, fire-fighter’s movements on the incident ground in conjunction with the UAV. This advancement will also create opportunities to rationalise equipment usage and better manage its testing and allocation. The work undertaken will enhance the reporting, monitoring and replacing and repair of equipment and offers the opportunity to create efficiencies through improved monitoring and management. We have worked in partnership with the relevant technology providers to create a practical solution for the technology we are looking to develop and good progress continues to be made in this regard.

We collaborated with South Wales Fire and Rescue Service and North Wales Fire and Rescue Service to secure replacement Breathing Apparatus (BA), with the contract awarded to the

relevant supplier. We ensured that we engaged with our operational personnel during this process in order to undertake the necessary technical evaluations. The training of crews with the new equipment is scheduled to commence in July 2017 and the equipment will go live in November 2017.

Existing customs and practices are continually reviewed in order to identify better ways of working, ensure efficiency, improve firefighter safety and make savings. One identified saving included reducing the standard number of Breathing Apparatus sets carried per fire appliance from 4 down to 3, as well as the issue of duplicate items of PPE. Both work streams have realised significant savings for the Service, with no impact to operational capability.

Work was undertaken to migrate to a digitalised “Fire Ground”, which makes use of electronic data and devices to enhance access to information and support the command and control function. Trials have commenced to identify and test a range of equipment to support the function which are on-going.

We have continued to improve our fleet and we worked closely with Volvo to develop a new concept compact appliance which is currently on order. It is envisaged that the vehicle will greatly enhance our operations in rural and semi-rural settings as it is better suited to the geography and restricted access issues associated with these environments. Once the vehicle has been received a full evaluation will be undertaken.

We developed and enhanced our Operational Support and Review system (OSR), which allows the organisation to learn and evolve. The Service was also nominated as one of only 5 Services UK wide, to participate in developing and trialling a National Operational Learning platform, where lessons learnt can be shared across the whole UK FRS sector. The project will provide the Service with new software to test which will inform the final “cloud based” national Operational Learning (NOL) solution which will allow the Service to share and receive information across the whole of the UK.

Work was undertaken to update the Operational Guidance available to our firefighting crews and the transition from standard operating procedures over to National Operational Guidance is taking place. A workplan was produced which prioritised risk critical changes to procedures, the changes were made and we have since focussed on addressing the changes to the other documents, including a review of the Service’s wide range of risk related documents to ensure that they remain accurate and up to date.

We have participated in the Chief Fire Officers Association (CFOA) Research and Development Hub, which was established to share learning across the UK. We have shared our learning experiences and the developments we made into the forum, to allow other Services to benefit from the advances we have made and for us to benefit from the experiences of other organisations.

The Fire Medical Response (FMR) has continued to be developed through our collaborative working with the Welsh Ambulance Services Trust. We have responded to over 4000 calls in the last 12-month period. The increase in calls is largely attributed to the introduction of defibrillators on front line appliances, which has resulted in the up skilling of all firefighters in Mid and West Wales Fire and Rescue Service and the mobilising of conventional assets to incidents of cardiac arrest.

We have continued to improve Service Delivery and the work in the field of new technologies has provided significant enhancements to the way we deliver our Services. We are committed to improving our Service Delivery and will therefore continue to seek opportunities secured through innovation to maintain this trend and ensure that the Service remains at the cutting edge of technical developments and advancement.

Find out more.

Our website contains more detailed information on areas reported in this document.

In the Performance Section of our website you will find information on:-

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

We welcome your comments or suggestions for future planning improvements. To provide your feedback, you can contact us via our website www.mawwfire.gov.uk, telephone us on 0370 6060699 or write to us at Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP. Alternatively you can email us at mail@mawwfire.gov.uk

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