



Corporate Plan

2018-2023

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Introduction

We are delighted to introduce our Corporate Plan, which sets out our vision for the future...

We are very proud of the work we do. Over the last five years we have attended:



Our on-call firefighters have also responded to:



TO BE A WORLD LEADER IN EMERGENCY RESPONSE AND COMMUNITY SAFETY

We have achieved all this in addition to making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery.

However, there is no avoiding the fact that the financial climate we are currently operating within, will continue to place additional pressures on the levels of service we provide as we stretch our resources even further.

We will therefore continue to play our part in future budget reductions, by having an ongoing, open discussion with staff and the public about the services we provide and how we can continue to make improvements and future savings, by developing innovative solutions to ensure the provision of cost effective and high quality services.

We are committed to adapting to these challenges in a positive way and our Corporate Plan sets out our Strategic Priorities for the next five years. We believe that collaborative working is the future of the emergency services, enabling us to improve the way we work, share our people and financial resources and ultimately save more lives. We are committed to finding innovative solutions to generating income and ensuring sustainability for the wellbeing of our communities.

Delivering an improved and successful Service is only possible by employing the right people. We want the best employees who are representative of our communities, trained in the best way to ensure their safety and provided with the best equipment so they can operate to the highest standards. We will therefore continue to focus our efforts on developing and delivering home safety intervention to those most at risk within our communities. We are also committed to investing in our people and making the best use of our assets and resources, ensuring that our staff are as fully equipped as possible to deal with emergencies and better protect themselves and the communities they service.

During the 2018/2019 period, we are planning to undertake phase 3 of the Service Review Programme, which is the implementation stage of the options developed from phases 1 and 2. The Review Programme is designed to ensure our resources are effectively and efficiently matched to the prevailing risk of the communities we serve.

This will enable us to continue to ensure we deliver high quality services to the public as well as demonstrate excellent value for money.

As we continue to meet the financial challenges ahead, we will also look to develop innovative solutions to ensure the provision of cost effective and high quality services.

I believe that we are extremely good value for money, costing

13p per
DAY



£4 per
MONTH



£48 per
YEAR



to the communities of Mid and West Wales. We will also continue to play our part in future budget reductions.

As part of our Corporate Plan 2018-2023, we have developed 12 Improvement Objectives for 2018/2019, which have been designed to help us deliver against our Strategic Priorities and the Well-being Goals.

These Improvement Objectives have been set in the context of the significant challenges facing public services, but also reflect an appetite to embrace innovative ideas and new ways of working.



We have embraced the Well-being of Future Generations (Wales) Act 2015, and our role with Public Service Boards, and have embedded the five ways of working within our core business practices.

We are confident that the Improvement Objectives contained within this Corporate Plan set out a robust programme of activity for the next year, which will enable us to deliver on our Strategic Priorities and recognises the short, medium and longer term needs of the communities we serve.

However, current uncertainties make planning for the long term extremely challenging and as such, we will review our Corporate Plan annually to allow us to produce meaningful Improvement Objectives against our Strategic Priorities on a year by year basis.

We recognise that listening to your views is crucial if the Service is to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would urge you all to let us know what you think of our Strategic Priorities and the Improvement Objectives we are committed to for 2018/2019.



A handwritten signature in black ink, appearing to read 'R. Rees Evans', written over a horizontal line.

Rowland Rees Evans

Chair, Mid and West Wales Fire and Rescue Authority



A handwritten signature in black ink, appearing to read 'Chris Davies', written in a cursive style.

Chris Davies QFSM MBA

Chief Fire Officer

Mid and West Wales Fire and Rescue Service

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

Mid and West Wales Fire and Rescue Service covers:



The Service makes up almost two-thirds of Wales, covering a predominantly rural area of 4,500 square miles (11,700 km²), comprising 58 stations and employing 1,400 staff. It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

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

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

The Executive Board

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



Chris Davies
Chief Fire Officer
Head of Paid Service



Rob Quin
Temporary Deputy Chief
Fire Officer
Director of Delivery



Kevin Jones
Assistant Chief Officer
Director of Resources



Roger Thomas
Temporary Assistant
Chief Fire Officer
*Director of Operational
Support and Improvement*

Mid and West Wales Fire and Rescue Authority

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

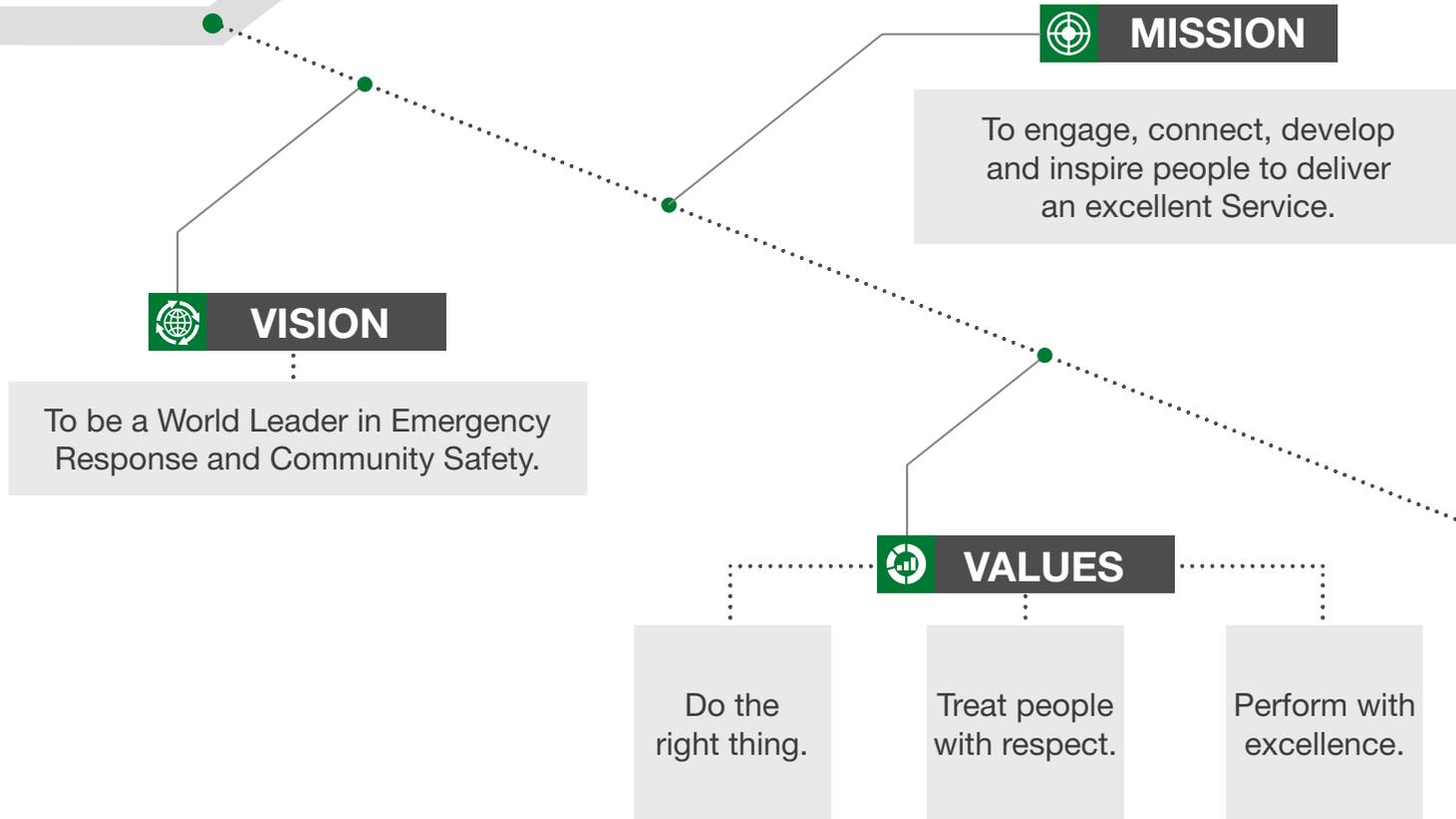
They are publicly accountable and have a statutory responsibility to maintain a Fire and Rescue Service for our communities, in accordance with the following legislation and regulations:

- Local Government (Wales) Act 1994
- Mid & West Wales (Combination Scheme) Order 1995
- Fire and Rescue Services Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Combined Fire & Rescue Services Schemes (variation) Wales Order 2009
- Local Government (Wales) Measure 2009
- Fire and Rescue Services National Framework 2016
- Well-being of Future Generations (Wales) Act 2015

The Authority has a statutory obligation to maintain a Fire and Rescue Service capable of dealing effectively with calls for assistance in the case of fire and other emergencies.

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

Our Vision, Mission, Values and Priorities



 **We will achieve this by**

Working towards 12
Improvement Objectives in 2018/2019.

PRIORITIES 

- Collaboration.
- Innovation.
- Communication and Engagement.
- Improving our Assets and use of Resources.
- Sustainability.
- Empowering our Staff.
- Improving our Service Delivery.

How are we performing?

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

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

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

Performance Indicator

All Fires

FRS/RRC/S/001 (i)

All False Alarms

FRS/RRC/S/001 (ii)

All Road Traffic Collisions

FRS/RRC/S/001 (iii)

All Other Calls

FRS/RRC/S/001 (iv)

Deaths And Serious Injuries From All Fires

FRS/RRC/S/002 (i)

Deaths And Injuries From All Accidental Fires

FRS/RRC/S/002 (ii)

The Percentage Of Dwelling Fires Which Were Contained In The Room Of Origin

FRS/EFR/S/003

Performance Indicator	Average 2006/07 to 2010/11	Average 2011/12 to 2015/16	Average 2012/13 to 2016/17	Average Percentage Reduction 2011/12 to 2016/17	Average 2021/2022 target	2021/2022 Target Reduction (1%)
All Fires FRS/RRC/S/001 (i)	5969	3713	3395	-8.6%	2716	-20%
All False Alarms FRS/RRC/S/001 (ii)	5258	4500	4567	1.5%	4110	-10%
All Road Traffic Collisions FRS/RRC/S/001 (iii)	1290	1065	1064	-0.2%	957	-10%
All Other Calls FRS/RRC/S/001 (iv)	3455.6	3796	4459	17.5%		No Target Set
Deaths And Serious Injuries From All Fires FRS/RRC/S/002 (i)	107	75	70	-6.7%	63	-10%
Deaths And Injuries From All Accidental Fires FRS/RRC/S/002 (ii)	94	65	61	-5.9%	55	-10%
The Percentage Of Dwelling Fires Which Were Contained In The Room Of Origin FRS/EFR/S/003		87.4%	87.1%	-0.3%		Maintain a target of 87% if possible.

Performance Targets for 2018/2019

We have set challenging yet realistic targets for 2018/2019 onwards by producing a calculation which allows for variations in year on year activity.

We believe the best way to measure performance is by considering longer term trends and not only by yearly performance. As such, we set a reduction target based on an average over a five-year period which allows for 'spikes' in activity, which could be caused by the following:

- An extremely dry spring and summer - which leads to an increase in grass and woodland fires;
- An extremely wet spring and summer - which leads to an abnormally low number of grass or woodland fires;
- The introduction of new legislation or community safety activities which impacts upon Injuries, Fire Deaths and False Alarms.

The long-term targets are set by identifying the average number of incidents attended over a five-year period from 2010/2011 to 2015/2016, and then setting a reduction target based on this average figure to be achieved by 2021/2022.

We will monitor progress against these targets on a quarterly basis and formally review and revise these as required in September 2019 to ensure they remain realistic and challenging.

We attend approximately
13400 incidents
every year

The total number of
Fires we attend
has reduced by

59%

since
2006/07

The Pressures We Are Facing

Since 2006 we have
reduced our budget
by 20%
that's **£9 million**

We have achieved this by
reducing our expenditure on:

Station based crewing
by **£3,630,000**

Staffing by
£1,971,000

Improving our business processes
which saved **£3,416,000**

Austerity and Growth

Our vision will need to be delivered against a backdrop of pronounced financial pressures and increasing demand for public services.

Less money will mean that providing the support and services people need will become more difficult. These pressures are faced by other public and third sector organisations throughout mid and west Wales and we are very conscious that we do not unintentionally push costs and pressures onto organisations or providers.

Our Budget

Mid and West Wales Fire and Rescue Service covers the largest geographical area in England and Wales - 12000 square kilometres, which includes almost half the coastline in Wales - approximately 650 kilometres of coast. The sparse rural area impacts on the costs of running an efficient and effective Service and this, together with the extent of coastline, means that the cost per head of population will be more than other Services that are compact and inland.

Despite the challenging geographical area, we have the 4th lowest 'cost per station' and are the 2nd cheapest 'cost per square kilometre' in England and Wales. Over the last 10 years we have saved £9million, which equates to a 20% reduction in our overall budget. These savings have been made by changing the way some of our stations are crewed, making central department savings and refining some of our business processes.

Since 2006 a total of 102 station based posts (27%) have been removed from the establishment (without redundancies). This has been achieved through changes in the crewing systems at various fire stations with efficiencies to date totalling £3,630,000. Further efficiencies have been achieved through central staff reductions, a total saving of £1,971,000, which have resulted in reducing senior and middle manager posts by 34%, and changes in businesses processes and procedures which equate to £3,416,000.

These have been achieved through three major exercises - a comprehensive review of each budget line took place in 2008, with full Fire Authority Member involvement, seeking out efficiencies; following this, from 2009-2011, a fundamental and robust review of all departments' structures and policies, through a Service Review Programme (SRP) took place; and currently a complete evidence based Service Review is being undertaken, looking at areas and patterns of risk, how external influences are impacting on the service and the provision of best value in all departments.

This Fire and Rescue Service currently costs £4 per person per month, or just 13p per day.

We think this is tremendous value for money and from a survey recently undertaken, it seems the public do too. However, there is no avoiding the fact that we are entering an even more challenging financial future and we know that as a public-sector service we are going to have to play our part by making further efficiencies.

Developing our Corporate Plan

This Plan outlines our five-year Strategic Priorities (2018-2023) and our Improvement Objectives for 2018/2019.

 **Our medical response activity, has increased by 123% since 2006/07**

In developing our Corporate Plan for 2018-2023 we have considered:

- The improvements we have made in delivering previous Strategic and Annual Improvement Plans.
- What our communities are telling us.
- What our staff are telling us.
- Our available resources.
- The views of our partners and the importance of working collaboratively.
- The requirements of the Well-being of Future Generations (Wales) Act 2015.

Our legislative requirements, including:

- *Local Government (Wales) Measure 2009.*
- *Fire and Rescue Service National Framework 2016.*
- *National Issues Committee.*
- *National Resilience.*
- *All Wales Equality and Diversity.*
- *Welsh Language Standards.*

Well-being Statement

Following the introduction of the Well-being of Future Generations (Wales) Act 2015, we have embraced our duties and our role as a statutory partner across our six Public Service Boards (PSBs). We understand the purpose and aim of the Act and are committed to ensuring we consider the long-term impact of our decisions on the communities we serve.

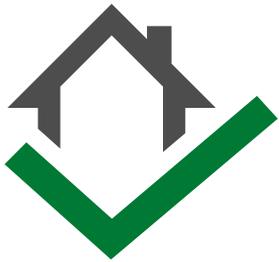
Our Corporate Plan 2018-2023 outlines our five year Strategic Priorities and our Improvement Objectives for 2018/19. Our Improvement Objectives have been developed through a series of workshops with our staff, Elected Members and Representative Bodies, and have also been considered by Council Scrutiny Committees as part of a wider period of consultation. As a result of this consultation process, we are confident that our Improvement Objectives for 2018/19 contribute to the requirements of the Wellbeing Act.

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

As a Fire and Rescue Service we have ensured that our Improvement Objectives have been developed in accordance with the sustainable development principle and incorporate the five ways of working.

As specified within the Act the Public Service Board must utilise the sustainable development principle to maximize its contribution to the achievement of the seven national well-being goals by addressing the specific well-being needs of the area. We have embraced this principle and are fully committed to providing the utmost contribution as a statutory partner to achieving the well-being goals, and have subsequently implemented the ethos of ensuring that the needs of the present are met without compromising the ability of future generations in our business practices, having undertaken a thorough Internal Risk Review where the primary focus is on future planning for future generations.

New technologies and innovative working practices are being explored to ensure value for money and a continued high standard of Service Delivery. The Service Review will ensure that the correct resources are allocated to the prevailing risk within the communities of Mid and West Wales Fire and Rescue Authority, whilst considering the long-term challenges and impacts.



**Over the last 5 years
we have delivered**

105,000

**Home Safety Checks
to our communities.**

Our Strategic Priorities

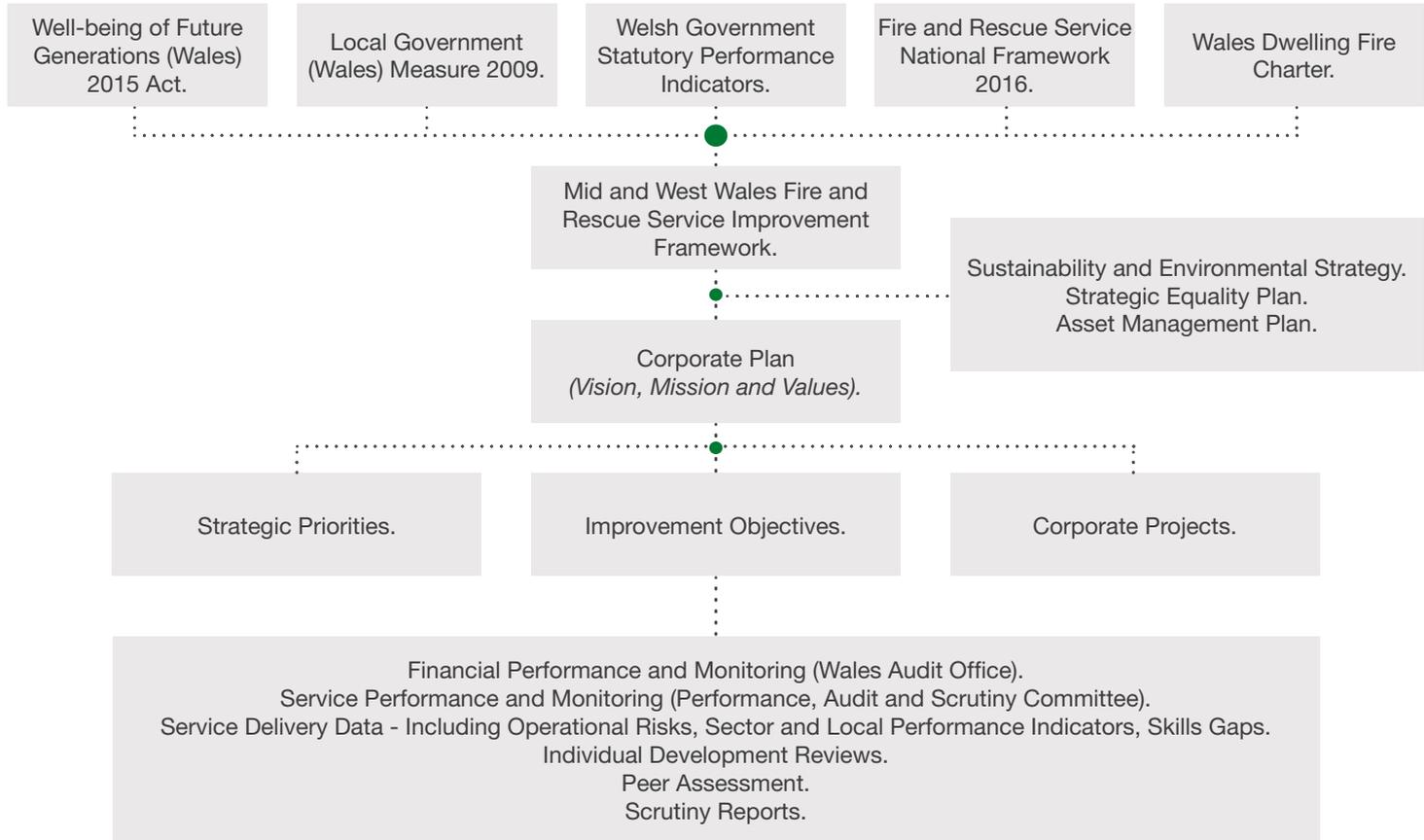
Our Strategic Priorities (2018-2023) set our direction of travel for the next five years. Our Service plays a vital role in the community and our priorities have been developed in consultation with staff, trade union representatives, senior officers and members of our Authority and take in to consideration the requirements of the Well-being and Future Generations (Wales) Act 2015.

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.

Annual Performance Assessments

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



Our Strategic Priorities

Since 2006, our attendance

at deliberate fires
has **REDUCED** by

72%

at accidental fires
has **REDUCED** by

29%

at fires in dwellings
has **REDUCED** by

14%

at fires in
non-domestic
premises has
REDUCED by

55%

Our Strategic Priorities for 2018-2023 ensure we will continue to deliver the best possible services to our communities.

Our seven Strategic Priorities, as outlined, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.

Collaboration

Our future success is directly linked to how we work with others. We recognise the importance of meaningful and effective collaboration and the need to develop and maintain collaborative initiatives with key partners.

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

Over the next five years we aspire to be recognised as a key enabling partner within the wider public and private sector.

Innovation

Innovation is crucial in enabling us to develop and maintain a Service which meets the present and future needs of our communities.

Innovative solutions will be pivotal in providing an infrastructure which will assist us in developing and improving our Service.

The unprecedented financial challenges we are facing will require us to be innovative and adopt new ways of thinking so we can be at the forefront of emergency response.

We are committed to identifying innovative ways of working to ensure our communities, partners and stakeholders receive the best possible service from their Fire and Rescue Service.

Improving our Service Delivery

We will continue to adapt our services to meet the continuing financial challenges we face.

We will work to identify and meet new requirements to ensure we continue to provide a Service which remains at the forefront of service delivery development.

We will continue to diversify the range of activities and initiatives we undertake to reflect the risks of our communities, rural and urban landscapes and natural resources.

Making better use of our Assets and Resources

We recognise that our staff are our most valuable asset, however, for our staff to be effective they need to have the best facilities and resources available to them.

We believe that our physical assets need to be efficient and effective to support and respond to the delivery of our services across mid and west Wales.

We will use our physical assets to work with partners wherever practical to ensure they are used in the most effective, sustainable and environmentally friendly way.

Our Strategic Priorities

5% of our activity,

approximately 1000 incidents every year,
are Road Traffic Collisions



Approximately

185,000



**people travel less than 10km to
work across our area each day.**

Sustainability

We know that our operations have an effect on the global and local environment and are committed to minimising and adverse impacts wherever finances, operations and resources allow.

We commit to embracing renewable energies to support the sustainability and environmental agenda.

Our Sustainability and Environmental Strategy sets out the main principles, proposals and required actions, to reduce the environmental impacts of the Service's activities and operations.

Communication and Engagement

We will improve the way we communicate and engage with our staff, stakeholders and partners by taking a positive approach to communication; being open, honest, accessible and accountable with all audiences and displaying the highest levels of professional integrity at all times.

We will develop a more effective workforce that feels valued, involved, informed and motivated through developing internal communication channels which effectively communicate our Corporate Plan.

Empowering our Staff

Equality and diversity is at the heart of our Service culture. We will ensure our staff are trained to the highest standards and are able to maintain their competence through continued professional learning.

We will provide clear pathways for career progression and the best possible working environment for their professional wellbeing. We will continue to ensure the structure of the organisation reflects the needs of our Service and our communities by implementing flexible working practices which support healthy lifestyle and work life balance.

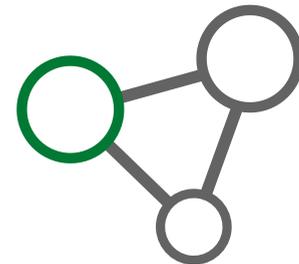
Communication is a key priority in ensuring our staff, stakeholders, communities and partners are aware of the work we undertake, the challenges we face and the success we achieve.

We believe that we can effectively deliver our key messages through ensuring a continued focus on education, engagement and communication.

Over the last 5 years we have engaged with over

160,000

young people through a variety of education and prevention programmes.



Our Improvement Objectives

During 2018/2019 we will deliver the following 12 key Improvement Objectives, which we believe will reduce risk and improve the safety of our communities, whilst delivering excellent services which meet the risks and needs of our communities.

Our flooding and water rescue activity is very dynamic and varies from **200 calls** to **700 calls** **Every Year**

One

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

Two

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

Twelve

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

Eleven

To use technology to innovate, collaborate and empower.



Strategic Priorities

		Collaboration	Innovation	Improving our Service Delivery	Empowering our Staff	Sustainability	Improving our Assets and use of Resources	Communication and Engagement
Objectives	One	✓	✓	✓				✓
	Two	✓		✓		✓	✓	
	Three	✓		✓				✓
	Four	✓	✓	✓	✓	✓	✓	✓
	Five	✓	✓	✓		✓	✓	✓
	Six	✓	✓	✓	✓	✓	✓	✓
	Seven	✓		✓	✓	✓	✓	
	Eight	✓	✓	✓		✓	✓	
	Nine		✓		✓	✓	✓	✓
	Ten	✓	✓	✓	✓	✓	✓	✓
	Eleven	✓	✓	✓		✓	✓	✓
	Twelve	✓	✓	✓	✓	✓	✓	✓

Well Being of Future Generations (Wales) Act 2015

	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
One	✓	✓	✓	✓	✓		
Two	✓	✓	✓	✓	✓		
Three	✓	✓	✓	✓	✓		
Four	✓	✓	✓	✓	✓	✓	✓
Five	✓	✓			✓		✓
Six	✓	✓	✓	✓	✓		
Seven	✓	✓	✓		✓		
Eight	✓	✓	✓	✓	✓		
Nine	✓	✓	✓	✓	✓		
Ten	✓	✓			✓		
Eleven	✓		✓		✓		
Twelve	✓	✓	✓		✓		

Objectives

Objective One

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



Where are we now?

For a number of years, we have developed our activities specifically to improve fire safety in the home. This has been achieved primarily through carrying out free Home Fire Safety Checks (HFSCs) with particular emphasis on vulnerable and high risk people.

We work collaboratively with a wide range of partner agencies who have links to vulnerable people. This allows us to reach households that we may not otherwise have access to or knowledge of. This is a very important element of our shared agenda for safer communities and one that we want to expand even further.

Last year we started to widen our role in promoting health and safety messages on behalf of our partners as part of our home safety visit. This has been trialled in some areas of our Service and has been well received by partners, staff and the community.

What are we planning to do and why?

We want the advice and intervention we deliver to vulnerable people to reflect a holistic approach to community safety. 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 with whom we are engaging. We are in the privileged position of being a trusted and valued Service with a long tradition of providing professional advice and assistance. We intend to use this reputation and our links to vulnerable households to maximise our impact by building upon the collaborative work already undertaken with our trusted partners. We will expand the delivery of advice and interventions to incorporate those our partners want to promote in order to improve the safety and health of our communities. We will focus precious resources on those persons most in need and deliver interventions that promote health, well-being and improve the safety of all those we engage with.

This concept of 'Making Every Contact Count' (MECC) and 'Safe, Well and Independent Living (SWAIL) is intended to improve lifestyles and reduce health inequalities enabling our Communities to live safer, healthier and independent lives. We will focus precious resources on those persons most in need and deliver interventions that promote health, well-being and improve the safety of all those we engage with. This concept of 'Making Every Contact Count' is intended to improve lifestyles and reduce health inequalities.

How and when are we going to deliver this?

This development is already in place but will be dynamic and evolve to reflect our own and partner priorities. Our future focus will continue with the following:

- Innovative and more holistic home safety interventions which encompass safety, wellness and independent living will continue to be rolled out across the Service to replace the traditional Home Fire Safety Check.
- We will review and evaluate the improvement in our community intervention with our staff, our external partners and the communities we serve.
- We will develop the role of Community Safety Volunteers to provide ongoing local support to those persons who have benefited from our interventions.
- We will expand the training provided to our partner agencies to support our community safety interventions.

How will we measure success?

- Evaluate the quality of the interventions we deliver to the most vulnerable members of our community.
- Monitor the feedback we receive from partners, staff and the community on the benefit of our interventions and how they reduce risk.
- Use our own data on Accidental Dwelling Fires but also partner data and national data to measure the long-term impact of our new approach.

What will this mean to you?

Communities will be safer and healthier as a result of our advice and intervention.

Objective Two

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



Where are we now?

The Arson Reduction Team co-ordinates the Service's wide range of interventions to reduce the risk of deliberately set fires. This work is driven by the Strategic Arson Reduction Board (SARB), which comprises of representatives from the three Fire and Rescue Services in Wales, Police, Local Authorities, Natural Resources Wales, Welsh Government, Met Office and other partners.

Over recent years we have had significant success in reducing the number of deliberate fires and where there have been specific challenges, we have seen the benefits of a co-ordinated approach. To further build on this success, the Wales Arson Reduction Strategy III, produced by the Strategic Arson Reduction Board, coordinates a delivery plan to further reduce the risk of arson across a number of focus areas.

The Wales Joint Arson Group (JAG) is tasked with delivering a co-ordinated approach to arson reduction across Wales and reports to SARB on progress.

The 'Operation Dawns Glow' initiative is one of the key deliverables of the Delivery Plan, through delivering a multi-agency targeted response aimed at reducing deliberate grassland fires between February and April. This achieved significant success in 2016, particularly for reducing larger fires that destroy significant areas of grassland and forestry.

This success has meant that Operation Dawns Glow is well embedded with the Joint Arson Group and will continue to deliver its aims for 2018.

Operation Be A Nice Guy (BANG) is targeted at the issues around unofficial public bonfires and Anti-Social Behaviour (ASB) over the Halloween and Bonfire periods. This operation has adopted a multi-agency approach which has seen some significant success in reducing calls relating to Bonfires and ASB to the Fire and Police Services, as well as encouraging a positive image of both Emergency Services within traditionally unreceptive communities.

What are we planning to do and why?

The success of the Dawns Glaw initiative in 2016/2017 and its evaluation has informed future strategy on intervention for deliberate grassland fires.

- We will continue to maintain the excellent partnership work, education and intervention programmes that have been put in place to reduce the risk as arson continues to impact upon society, our heritage and our environment.
- Youth intervention in areas of high risk will continue as education and diversionary activities have been found to be beneficial with target groups.
- Supporting Land Management arrangements will also be a focus for 2018/2019 as we build upon the links established through Dawns Glaw and influence Land Management strategies in order to reduce the risk of uncontrolled burning.
- We will bring together the key partners to review rural land management arrangements and provide a dedicated focus on reducing deliberate rural grass fires across Wales.
- We will also actively engage with partners and community volunteer groups to promote arson awareness.

How and when are we going to deliver this? Throughout 2018/2019 we will:

- Continue to deliver the objectives of the Wales Arson Reduction Strategy III.
- Improve the information we hold about the scale and scope of arson across mid and west Wales.
- Reduce the risk of deliberate fires in buildings through the JAG Delivery Plan.
- 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.

How will we measure success?

Targets for reduction are linked to the Wales Arson Reduction Strategy III and are reported on a quarterly basis to the Strategic Arson Reduction Board.

What will this mean to you?

Our communities will be safer from the risk of arson and the societal and economic impact of this activity will be reduced. There will also be increased community involvement through collaboration with our partners.

Objective Three

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



Where are we now?

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.

Education and intervention is key to reducing the number of RTCs on our roads and the Service has a shared role in delivering this along with other road safety partners.

Even though road safety has improved considerably in recent years, in 2014, there were a total of 8,208 reported casualties as a result of RTCs - 103 people were killed and 1,160 people were seriously injured in Wales.

Recent figures released for the April 2016 year show that Road Traffic Collisions in Wales are not achieving the causality reduction targets set out in the Wales Road Safety Framework. The Key Strategic Indicators on Welsh roads set by Welsh Government is set at a target of 40% and the current figure is reported at 21%.

What are we planning to do and why?

The Welsh Government's Road Safety Framework sets out road safety targets up to 2020. As a Service, we are a key partner in enabling the Welsh Government achieve their target by delivering effective road safety interventions and targeting the right areas, in the right way, to reduce deaths and serious injuries.

The three Fire and Rescue Services in Wales have developed a Road Safety Strategy for 2015 - 2020 to support the aims of Welsh Government's Road Safety Framework for Wales. We have identified what we can do to support our partners and we will focus our interventions on Young People, Motorcyclists, and Older Drivers.

How and when are we going to deliver this? Throughout 2018-2019 we will:

- Support the Welsh Government review of the Welsh Road Safety Framework by contributing to each of the review work streams. MAWWFRS will be responsible for delivering on the Behavioural Change element of the Strategy Review and will present its findings to Welsh Government by the end of the year.
- Host a Road Safety event that will bring together our Road Safety Partners in Wales to engage with a range of drivers on key safety messages such as the FATAL 5.
- 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 will 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.
- Utilise Immersive Experiences through technology to better present the dangers from driving irresponsibly.

How will we measure success? Throughout 2018-2019 we will:

- Use national data on Road Traffic Collisions and Injuries to monitor the outcomes of all road safety interventions.
- Develop our interventions through post intervention evaluation.
- 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 (age 16-24) killed and seriously injured on Welsh roads by 2020.
- Regularly report on progress through the Wales CFOA Road Safety Group.

What will this mean to you?

An increased awareness of the dangers from irresponsible driving, resulting in less accidents, leading to safer roads within mid and west Wales and beyond.

Objective Four

Our role in Public Service Boards and the implementation of their Well-being Plans.

Where are we now?

Following the introduction of the Well-being of Future Generations (Wales) Act 2015, we have embraced our role as a statutory partner within each of our six Public Service Boards.

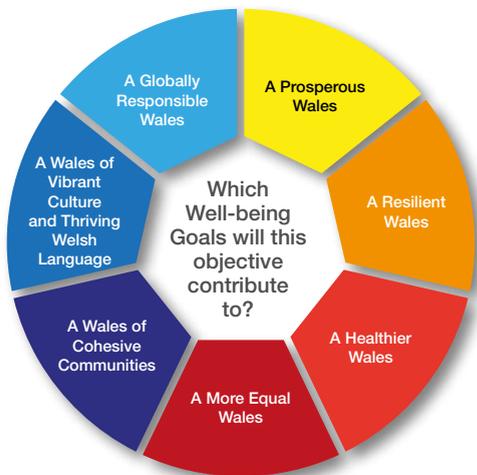
Well-being Assessments, consultations and public engagement events across each Public Service Board area have informed the Well-being priorities, of each Public Service Board's Well-being Plan which will be published by May 2018.

Each Well-being Plan outlines how the PSB will collectively utilize the five ways of working to improve well-being in each local area and contribute towards the national well-being goals.

What are we planning to do and why?

As a statutory partner, we will assist in the delivery of each of our Public Service Board's Wellbeing Objectives, working collaboratively with our partners, to support the aims and priorities of the Plans.

We will continue to provide services and advice to our partners, share learning experiences and best practice where required, as well as use our resources in a collaborative way with Public Service Board partners to find new ways of dealing with old and historic problems and reduce duplication, to better meet the needs of our communities.



How and when are we going to deliver this?

The PSB Well-being Plans are to be published by May 2018. As a statutory partner, we will:

- Ensure that relevant objectives from each Public Service Board are incorporated within our business processes. Work with our partners to identify areas of mutual interest that will help fulfil the requirements of each of the Well-being Plans.
- Co-ordinate and synchronise our approach with our PSB partners to ensure we provide our communities with the best service possible.
- Continue to embed the ethos of the Well-being of Future Generations (Wales) Act 2015 across the Service.

How will we measure success?

Success factors and indicators will be performance measured via the scrutiny arrangements in place within Local Authorities, our own Fire Authority, Welsh Government and the Future Generations Commissioner.

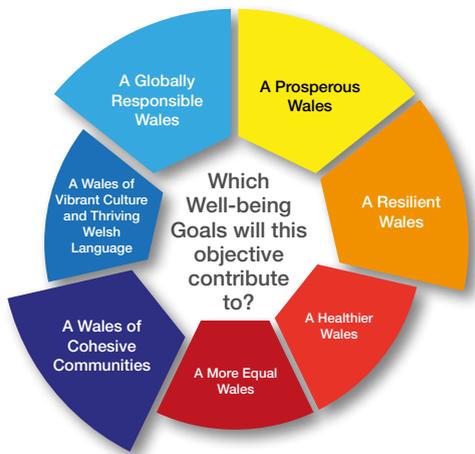
This will ensure that the Well-being objectives identified across our six Wellbeing Plans, have been delivered for the benefit of the public, utilising the Sustainable Development Principle and thinking about the long-term impacts for future generations.

What will this mean to you?

Improved Service Delivery for our communities, through collaborative working with Public Service Board partners.

Objective Five

To contribute to and implement the new Emergency Services Network (ESN).



Where are we now?

The current communication service, Airwave, has served the emergency services effectively, and has averaged 99.9% availability since April 2010. It is, however an expensive system, with high costs per handheld or vehicle-mounted device per year, and its data capabilities are limited.

The current system is only suitable for voice communications and limited data transmission. The technology and standards required to deliver a fully functional replacement, that can meet current and future data transmission requirements, that does not yet exist.

As such the UK Home Office, in line with the Government's digitisation agenda, has embarked on the Emergency Services Mobile Communication Programme (ESMCP) to deliver a new Emergency Services Network (ESN).

What are we planning to do and why?

The new Emergency Services Network (ESN) will transform public safety in the UK when it launches. With integrated 4G voice and broadband data services, over two-hundred thousand users across police, fire and emergency medical services will benefit from mission critical data that is both reliable and secure.

The ESMCP will provide the next generation communication system, including integrated critical voice and broadband data services. ESN will be a mobile communications network with extensive coverage, high resilience, appropriate security and public safety functionality.

This will allow the three emergency services (Fire, Police and Ambulance) to communicate effectively even under the most challenging circumstances.

How and when are we going to deliver this?

The ESN cutover timeline is based on Airwave contract end dates and the 4G network rollout. The Home Office is obligated to re-compete the first responder communication services once the Airwave contracts expire – the first in 2016 and the last in 2020.

As such, it is envisaged that ESN will be operational by 2020.

The design, build, testing and assurance period for ESN is predicted to take approximately 21 months (referred to as the mobilisation period). This will be followed by the transition, which involves converting users to the new network. This is estimated to take around 30 months.

We began the preparation work to allow us to access the ESN in February 2016. This included the procurement processes for hardware and software; preparation of the relevant networks; as well as staff training and awareness sessions.

How will we measure success?

Having a fully operational connection to the ESN upon completion of the project. It is expected to save money by using parts of an existing commercial 4G network, that of EE. International comparison work, commissioned by the National Audit Office, has concluded that the proposed ESN solution is the most advanced in the world, with only one other country – South Korea, seeking to deploy a similar solution.

What will this mean to you?

Along with other emergency services, we will have a network and system that will enable an integrated response to incidents. This collaboration with our partners will ensure a more efficient and cost effective service and will improve the service we provide to our communities. Improved situational awareness will allow users to make more efficient decisions and communicate under the most challenging conditions.

Objective Six

Implementation of options developed from the Service Review Programme



Where are we now?

The Service Review Programme is an evidence based and risk led approach, designed to ensure our resources are effectively and efficiently matched to the prevailing risk of the communities we serve.

Within last year's Annual Improvement Plan (2017/18), we completed several significant pieces of work to create a solid foundation for continuous improvement across the Service.

These were:

- The creation of a suite of evidence based options in relation to the 11 departments within the Service.
- The development of specific options relating to the On-Call sector.
- The procurement of an integrated software platform.

Phase 1 of the Service Review Programme consisted of data collection and analysis which, when combined with professional judgement and horizon scanning, enabled us to turn information into intelligence.

During Phase 2, this intelligence was then utilised in conjunction with the professional judgement of our people, to develop robust and sustainable options. Options were developed across five strands of Organisational Improvement:

- Business Improvement
- Process Improvement
- Cost Avoidance
- Cashable Savings
- Invest to Save

What are we planning to do and why?

We are now planning to undertake Phase 3 of the Service Review Programme, which will see the implementation of options that have been considered across all departments, functions and response activities.

Our work will involve making Service-wide improvements as we strive to maximise efficiency and ensure that our resources are effectively matched to the prevailing risk of the communities we serve, thereby continuing to provide excellent value for money.

How and when are we going to deliver this?

Implementation of options will commence within 2018/19 with further considerations informing decision making from 2019 onwards.

How we will measure success?

We will measure the success through formative and summative evaluation of implemented options, measuring the difference between expected and actual outcomes.

We will engage with WG Academi Wales' continuous improvement team to benchmark our methodology of approach and continuous improvement activities.

What will this mean to you?

This work will ensure that as a public-sector body within Wales, we are as effective and efficient as possible in delivering high quality future services to the public, that demonstrate excellent value for money.

Objective Seven

Fire Medical Response

Where are we now?

Co-responding is a scheme created in collaboration with the Ambulance Trust whereby, Fire and Rescue Service (FRS) personnel provide an initial response to the most serious categories of medical emergencies (red calls).

Mid and West Wales Fire & Rescue Service began co-responding in 1998. The first station to provide this service was Reynoldston on the Gower Peninsular. Since that time the number of participating stations has grown to 21.

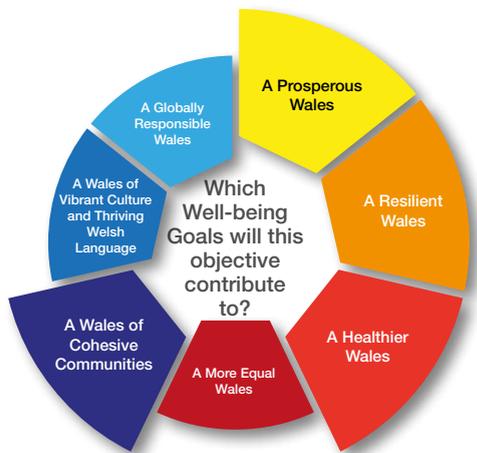
In addition, as a life - saving organisation, fire-fighters can be called upon to respond to a wide range of scenarios in the normal course of their duties, during which they may have contact with someone who has or may go into cardiac arrest.

This is not confined to co-responder calls, but can also include the type of incident normally associated with the role of the FRS such as fires, road traffic collisions and a wide range of other accidents and emergencies.

In addition, the remote and isolated nature of the communities of MWWFRS means that FRS resources are often able to reach the scene of an incident before an ambulance.

Therefore, during 2016 all front-line pumping appliances across the Service area were equipped with Automatic External Defibrillators (AED's).

These assets were made available to WAST to provide the initial response to incidents of cardiac arrest which has resulted in casualties receiving treatment sooner than if they had to wait for an ambulance.



What are we planning to do and why?

We will:

- Further collaborate with WAST to introduce additional co-responder units at locations where this provision will potentially improve the outcome for casualties through quicker medical intervention.
- Ensure our staff have the appropriate level of skills and knowledge to enable them to achieve the best possible outcomes for casualties.
- Provide our staff with the best equipment, training and personal protection, to ensure their safety and welfare at incidents.
- Further develop and strengthen mental well-being arrangements to support and protect staff responding to medical emergencies.
- Develop common data standards and improve data sharing between WAST and MWWFRS to improve performance management, standards and to assist in measuring outcomes.
- Further integrate the medical response role into the normal business of MAWWFRS to improve day to day management and administration of the role.

How and when are we going to deliver this?

During 2017/2018, we will:

- Actively engage with WAST to identify where the provision of further FRS co-responder teams can help reduce the time taken to deliver emergency medical treatment to casualties/patients and introduce new schemes accordingly.
- Work closely with WAST to identify and deliver the requisite level of training to ensure co-responder/medical response crews can maximise their potential to save and preserve life at medical emergencies.
- Monitor and review medical response activities and respond to lessons learnt to ensure crews are appropriately prepared, equipped and protected whilst undertaking their role.
- Actively engage with staff to monitor potential impact of medical calls on well-being and the effectiveness of the Services mental well-being arrangements; and identify and implement improvements and additional measures as necessary.
- Work with WAST to develop a protocol for the sharing of data and information.
- Engage with command based response managers to highlight their role in managing the day to day activities of co-responder teams and devolve responsibility for the effective performance of co responders to the operational commands.

How will we measure success?

We will:

- Monitor and disseminate the outcomes of reviews, investigations and debriefs.
- Collect performance management data.
- Collect evidence of operational incident outcomes and exercises captured through the Operational Support and Review system.
- Regular performance meetings with WAST.
- Improved performance outcomes for WAST.

What will this mean to you?

- The health and well-being of people living in our communities will improve as a result of them being able to benefit from faster access to medical intervention.
- Operational crews will be better trained and equipped to deal with medical emergencies. There will be a greater role for the Fire and Rescue Service in protecting people and communities.

Objective Eight

Our response to water related incidents and developing our role in educating and advising communities.



Where are we now?

Largely as a result of climate change, firefighters within mid and west Wales are increasingly being called upon to respond to incidents of flooding, to carry out rescues and to protect property from the damaging effects of water and contamination.

This has recently been recognised by Welsh Government through the placement of a Statutory Duty on the three Fire and Rescue Services in Wales to respond to incidents of flooding and water borne rescues.

Whilst operational procedures, equipment and training requirements are well embedded, there are compelling reasons for us to use our knowledge and experience to help communities protect themselves from the effects of water related incidents through prevention and education.

What are we planning to do and why?

We will:

- Educate and advise communities, to assist them in protecting themselves from the effects of flooding and reduce the number of casualties in water related incidents.
- Conduct assessments to identify areas of risk from flooding and offer advice to occupiers and communities.
- Work in partnership with other organisations and volunteers to ensure a multi-faceted approach towards both response and prevention of water related incidents.

How and when are we going to deliver this?

We will:

- Develop preventative initiatives/educational programmes to help the people living in our communities to protect themselves from the effects of water related incidents.
- Work with other organisations and our communities to deliver educational and preventative programmes and offer advice and guidance to those at risk from water related incidents.

How will we measure success?

We will:

- Monitor and disseminate the outcomes of reviews, investigations and debriefs.
- Collect and analyse performance management data to inform our future decision making.
- Gather evidence of improved community outcomes 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 (Wales) Act 2015.)

What will this mean to you?

People living in our communities will be more risk aware and better able to protect themselves, their properties and their possessions.

Objective Nine

To invest in our people.



Where are we now?

In March 2015, the Service achieved an Investors in People (IIP) Gold accreditation which was re-evaluated and endorsed by IIP at a Mid Term Review hosted in November 2016.

In line with the range of guidance documents that outline how competence must be achieved and maintained, our current IIP accreditation recognises that employees have skills and qualifications aligned to National Occupational Standards across FRS professional frameworks.

Through the work of the Human Resources, People Development and Training Delivery teams, the Service aims to maintain this level of IIP accreditation to ensure that the principles of high performance are managed and developed in accordance with people's roles.

On an annual basis, the Service promotes an Individual Development Review (IDR) which aims to check that employees at every level have the skills, competencies and qualifications needed to undertake their roles effectively.

The Service endeavours to apply the best technological advancements that support the learning and development needs of its employees and it is notable that Service wide, these advancements have been embraced by employees.

What are we planning to do and why?

We will:

- Continue to take account of current and emerging legislation which impacts on the services we provide, in particular the Equality Act 2010 and the Well-being of Future Generations (Wales) Act 2015.

- Support the principles and processes linked to the Apprenticeship Levy 2017 so that new entrants and newly promoted employees receive the best learning and development opportunities available to them.
- Aim to improve our current IIP accreditation by adopting the new IIP Generation Six Standards, utilising these in our bid to achieve IIP Platinum accreditation in April 2018.
- Continue to support our managers to achieve high performing teams and embrace collaboration to ensure that all of our staff have the correct skills and knowledge to deliver the best possible outcomes for the communities they serve.
- Provide our staff with the best equipment and development opportunities to ensure the safety of our employees and the communities they serve.
- Continue to work towards creating a workforce that reflects the communities in which we operate and deliver on our commitment to an inclusive working environment.
- Support operational employees to maintain their fitness levels and overall health and well-being to meet the physical demands of the role.
- Maintain and improve on our IIP success to ensure that internal and external stakeholders recognise the commitment we are making to people and organisational development.
- Maintain risk critical skills training in line with Nationally recognised standards to minimise risk to our staff and ensure they can perform effectively.

How and when are we going to deliver this?

We will:

- Embed a learning culture that meets the current and future needs of our Service by carrying out periodic reviews of our Strategic Development Pathways. This demand will be undertaken in accordance with the requirements of our IDR process during 2018/2019.
- Embed a Talent Management framework which will identify the most talented individuals in our organisation, either in view of their high potential for the future or their business-critical roles. The link that exists between talent, talent management, and succession planning will support the way in which MAWWFRS identifies, integrates, develops, motivates and retains the most talented individuals.

- Ensure that the concepts of talent management and succession planning will include performance management and development planning. These concepts will support workforce planning and effective recruitment and on-boarding, together with career development.
- Develop coaching and mentoring models which will underpin all aspects of career progression. These models will be embedded at every level within the organisation to ensure that new managers are upskilled internally and have the necessary competencies to deliver high performance in their roles.
- Explore all opportunities to learn from and collaborate with partners through the National Issues Committee (NIC), Public Service Boards (PSB's) and Local Resilience Forums (LRF), as well as other stakeholders during 2018/2019.
- Ensure our employees work in an environment which protects them from discrimination during the course of their duties.
- Ensure our research and development functions look 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 Station and Department risk profiles and the subsequent Training Plans that emanate.
- Engage with North Wales and South Wales FRS to procure and develop the Learn Pro electronic learning platform so that the most up-to-date learning materials are available to personnel across the Service.

How will we measure success?

We will:

- Audit PDR Pro and the Risk Critical Skills Matrix to ensure compliance with requirements including links with the organisational pathways.
- Use the IIP Framework to evaluate the impact coaching and mentoring has had within the Service.
- Use evaluation to demonstrate how we used innovation to deliver better outcomes for our communities.
- Use business intelligence to inform improvement in Emergency Response and Community Safety.

What will this mean to you?

- Increased job satisfaction and morale.
- More motivated workers which in turn will increase productivity.
- Employees who know they are competent and therefore feel more confident, self-assured and valued.
- Lower overall employee turnover and less absenteeism.
- Employees that require less supervision and who need less detailed instructions.
- Employees who are better equipped to adapt to changes and challenges.
- Enhanced Service image as employees will feel that this is a good place to work.

Objective Ten

To make the best use of our assets and resources.



Where are we now?

It is the statutory duty of Mid and West Wales Fire and Rescue Service to provide the citizens of the region with an effective Fire and Rescue Service that is mobilised efficiently to emergencies, keeping people safe from fires and other dangers. We are committed to improving the safety and quality of life for residents and visitors to the region and in doing so we aim to ensure that our assets and resources are suitable, sufficient and central to our decision-making processes.

What are we planning to do and why?

We intend to ensure that our vehicles, equipment and property assets are procured, renewed and replaced to meet our current and future business needs. Our assets and resources will meet user requirements and the needs of the communities we serve. We will do this by ensuring that our capability and effectiveness is aligned to our Risk Review and Strategic Assessment findings. We will also ensure that our funding arrangements are aligned to deliver the best outcomes over the life of the assets.

How and when are we going to deliver this?

- We will continually examine our spend and financing arrangements for our assets via our Strategic Asset and Capital Management Group and establish a forward planning model for both assets and resources.
- We will maintain cost effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of existing assets. We will extend opportunities for collaboration with our partners and review opportunities and developments in technology that will support our asset and resource management programme.

How will we measure success?

- We will monitor progress with full involvement of employees and the Fire Authority and report improvements in comparative costs or value for money.
- Our Medium Term Financial Plan will align to our reviewed Sustainable Asset Management Plan.

What will this mean to you?

The work will ensure a full understanding of the services we provide and at what cost, and allow resource decisions to support a sustainable Fire and Rescue Service moving forward.

Value for money will be at the heart of the arrangements made for the provision of our vehicles, equipment and property assets.

Objective Eleven

To use technology to innovate, collaborate and empower.

Where are we now?

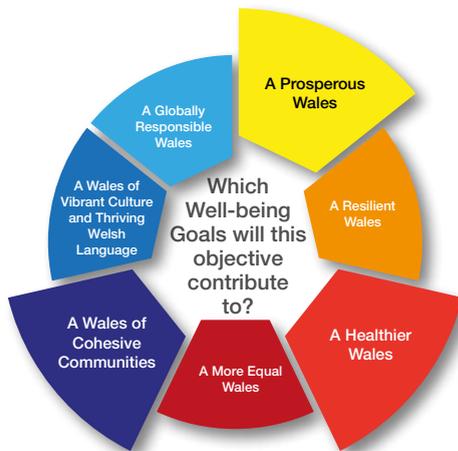
Navigating today's ever changing public sector environment is a remarkably complex task and at some point almost every route leads directly to information technology (IT). Therefore, putting IT to work in the most effective way possible across an organisation can address changing business needs and support great transformational opportunities.

As the tools, techniques and cost structures that have traditionally surrounded the information and technology environment are no longer delivering the desired results in the modern digital world, there is a clear shift towards new delivery models and technologies such as Software as a Service and cloud based computing.

The Service has already adopted some cloud based IT systems and other new delivery models for IT are being explored. However, it is essential to make further progress and deliver the right IT solutions to unleash new opportunities for success.

What are we planning to do and why?

- We will deploy IT solutions that better support technical innovation, collaboration opportunities and empower stakeholders, whilst also having the agility to address new business needs.
- The extended use of advanced information and communication technologies will improve our business processes and secure operating efficiencies, benefiting employees and stakeholders alike.
- When systems and data are owned by different Departments and functions are on a range of platforms with differing arrangements and access requirements, it can be difficult to invest at scale and generate sufficient economies.
- Connecting internal processes to create a seamless experience for the end user, be it employees, citizens or business partners is important to create a progressive information technology environment.



The provision of new IT solutions will therefore also attempt to integrate IT components, processes and system ownership as far as possible.

How and when are we going to deliver this?

Digital transformation requires changes to both business processes and IT systems which can sometimes be challenging to implement. To do so, we need to take digital transformations deeper, beyond just the provision of online services and into the broader business of the Service itself.

- We will pursue opportunities to innovate, collaborate, empower, increase scale and improve process efficiency based upon the following key themes:
- A Digital Organisation - Efficient IT solutions will be pursued that streamline existing corporate level business processes, be they manual in nature or already IT based.
- A Digital Workforce - Access to and the availability of IT solutions that deliver information to the workforce from office, fireground and remote locations will be improved.
- A Digital Public - Enhancements will be made to the digital delivery of information and online services to the public.
- Digital Governance - A digital approach to managing the governance requirements of the Service and Fire Authority will be adopted.
- Information Security - Solutions that enhance the security of the Service's IT infrastructure and the integrity of its data will be sought.

How will we measure success?

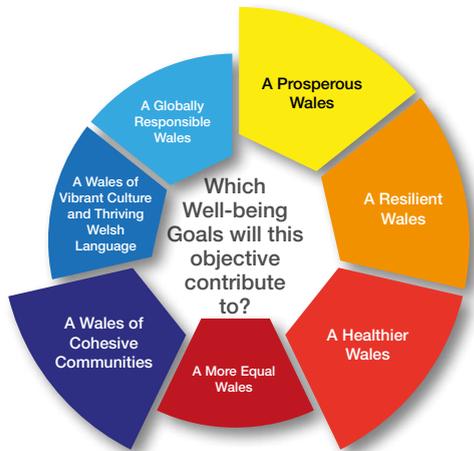
Digitisation is a process with significant challenges for security and privacy, availability, and reliability, but the benefits already experienced from previous digitisation projects indicate that it has the potential to lead development towards the new digital age. We will measure our successes based upon increased accessibility to IT systems, improved reliability of IT systems, enhanced security of data and through business efficiency gains.

What will this mean to you?

Successful completion of the identified themes will ultimately result in enhanced security and robustness for the Service and improvement in our delivery of services to the public. The business process benefits delivered will also make for a better working environment for all staff and departments.

Objective Twelve

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



Where are we now?

Whilst 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.

We have already embraced this philosophy, through the introduction of e-draulic cutting equipment, which has improved operator safety and capability in responding to entrapments; the use of unmanned aerial vehicles to support operations; and command and control and the Cold Cut extinguishing system currently under trial. However, we want to explore further options, to continually improve our delivery of services within the operational environment through the use of new technology and innovation.

What are we planning to do and why?

During 2018/19 we will engage with technical advancements within the field of engineering to:

- We want to further identify how changes in equipment design, operating techniques and innovation can enhance and improve the efficiency and effectiveness of services we provide to the public.
- We want to reduce the impact of our firefighting and rescue operations on the environment by using our resources more efficiently.
- We want to ensure we provide our firefighters with training, equipment, techniques and processes which enable them to operate safely and effectively.

How and when are we going to deliver this?

Throughout 2017/2018, we will:

- 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.
- Monitor and review the effectiveness of our techniques, processes and equipment.
- Research new developments in technology and processes and conduct assessments and trials accordingly.

How we will measure success?

We will:

- Monitor and disseminate the outcomes of reviews, investigations and debriefs.
- Collect, analyse and assess 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 (Wales) Act 2015).

What will this mean to you?

Engaging with new technology and innovation will allow us to introduce changes and enhancements to help improve the safety of our firefighters; improve the efficiency and outcomes of operational incidents; reduce the impact of our business and our emergency operations on the environment; and expand and enhance the learning environment for our staff.

Find out more

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

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

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

We welcome your comments or suggestions for future planning improvements.

To provide your feedback, you can contact us via our website www.mawwfire.gov.uk, 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

Alternative Versions

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