



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

STRATEGIC AIMS 2021/22

What we are going to deliver.

www.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 email: mail@mawwfire.gov.uk.

Arabic

هذه الوثيقة متوفرة أيضا بطرق تسهل قراءتها، لو تريد هذه المعلومة بلغة أخرى أو بشكل آخر، إضافة بطريقة مسموعة، المرجو التواصل
معنا عبر 03706060699 أو عبر البريد الإلكتروني mail@mawwfire.gov.uk

Chinese

该文档也备有无障碍格式版。如果您需要信息通过不同语言或格式提供，包括语音版本，请拨打
0370 60 60 699 或电邮到 mail@mawwfire.gov.uk 跟我们联系。

Nepali

यो दस्तावेज अन्य सजिला फर्मेटहरूमा पनि उपलब्ध छ। यदि तपाईं यो जानकारी अडियोसमेत अन्य
वैकल्पिक भाषा वा फर्मेटमा चाहनुहुन्छ भने कृपया हामीलाई फोन नं.: 0370 6060699 वा ईमेल:
mail@mawwfire.gov.uk मा सम्पर्क गर्नुहोस्।

Polish

Istnieje również możliwość uzyskania niniejszego dokumentu w dostępnych formatach. Jeśli chce
Pan/Pani otrzymać niniejsze informacje w innym języku lub formacie, w tym w wersji dźwiękowej,
prosimy o skontaktowanie się z nami telefonicznie: 0370 6060699 lub drogą mailową:
mail@mawwfire.gov.uk.

Punjabi

"ਇਹ ਦਸਤਾਵੇਜ਼ ਪਹੁੰਚਯੋਗ ਫਾਰਮੈਟਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਵਿਕਲਪਿਕ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ ਵਿਚ
ਚਾਹੁੰਦੇ ਹੋ, ਜਿਸ ਵਿਚ ਆਡੀਓ ਵੀ ਸ਼ਾਮਲ ਹੈ, ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰੋ: 0370 6060699 ਜਾਂ ਈਮੇਲ:
ਮੇਲ@mawwfire.gov.uk."

Urdu

یہ دستاویز قابل رسائی شکلوں میں بھی دستیاب ہے۔ اگر آپ یہ معلومات آڈیو سمیت کسی متبادل زبان یا شکل میں چاہتے ہیں تو، براہ
"پر۔" mail@mawwfire.gov.uk کم ہم سے رابطہ کریں: 0370 6060699 یا ای میل: میل

Contents

Our Strategic Aims

Our People	4
Our Communities	11
Our Environment	17
Our Learning	23

Find out more	29
----------------------	-----------

Strategic Aim One

Our People



We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure staff are representative of the communities they serve and are supported by the Service in their health and wellbeing.

Where we are now?

Last year we focussed on inspiring co-production, the involvement of all, which looked at ensuring that all staff felt valued, empowered and that their feedback and views were recognised and acted upon. Following on from the success of this, we have chosen to continue with this theme, by looking at inspiring co-production for the development of all. Not only will this approach identify and maximise the potential of our workforce, we will look to better understand our staff's views on organisational barriers and encourage a collective understanding of the wider organisation.

Through the work of the Human Resources, People Development and Training Delivery departments, the Service aims to recruit, develop and retain a highly skilled and motivated workforce that represents and champions the diversity of the communities we serve.

Providing our staff with a healthy and safe workplace is essential for effective performance.

We understand the importance of the health and wellbeing agenda, and recognise the impact that a positive health, safety and wellbeing culture can have on the organisation. Promoting health and well-being can prevent stress and create a positive working environment where individuals and the organisation can thrive. Good health and well-being promotes employee engagement and organisational performance.

We therefore want to be able to support our staff to feel happy and healthy at work.

The Service continues to support all of our operational staff in maintaining their fitness to meet both the physiological and psychological demands of the role, supporting staff with their overall health and well-being through a range of advice, guidance and awareness initiatives. We have adopted and are part of the National Framework for the prevention of 'Violence against Women, Domestic Abuse and Sexual Violence.'

We have also implemented the 'MIND Blue-light' programme designed especially for Emergency Service workers. The programme is designed to support mental health and well-being in the workplace, providing early intervention and support for those who may find themselves experiencing challenges.

Where do we want to be?

We want to use what we have learnt from the COVID-19 pandemic, to explore new approaches to working, recognising that future budget pressures will require organisational change.

Finding new ways of thinking and working will ensure that our staff have everything they need to fulfil their job roles, to continue to protect and provide a service to safeguard members of the public and our communities.

Continuous improvement is only possible by employing the right people. We want to employ staff who are representative of the communities they serve and who are trained to the highest standards in all aspects of the role they are required to undertake today and in the future.

We want to make a positive difference in what we do and how we do it in order to maximise our impact by ensuring that the way we operate gives our staff the freedom to make a valuable contribution to the successful delivery of the Service.



How we will achieve Strategic Aim One?

We will: inspire co-production – The development of all.

We will: achieve this by:

- Capturing the lessons learnt from staff and stakeholders during the COVID-19 pandemic to inform organisational development;
- Ensuring that all staff are valued, empowered and recognise that everyone has something to contribute;
- Ensuring that all employees contribute to the successful delivery of the Service, ensuring that they are trained to the highest standards and are able to maintain their competence through continued professional development;
- Recognising that staff have valuable contributions to make and encourage them to get involved in the design and delivery of the services we provide.

How we will measure the success:

- Monitoring the number of staff who undertake training and development opportunities across the Service to assist with the Service's Succession Planning;

- Monitoring of the number of staff applying for development opportunities;
- Evaluating the levels of engagement from staff throughout the Service.

When:

This will be achieved by the end of the 2021/22 financial year.

We will: Support the health and wellbeing of our people to help them feel happy at work and build personal resilience.

We will achieve this by:

- Developing our understanding on what “positive well-being” looks like in the organisation, this could be achieved through exploring what arrangements are in place currently and where the Service would like to be, together with identifying what best practice exists in similar organisations;
- Developing a programme that promotes health and fitness and helps to build personal resilience;
- Implementing a proactive mental health programme throughout the Service for all staff;

- Having Health and Wellbeing Champions and TRIM practitioners who are able to offer support to colleagues;
- Offering health and well-being training for managers to not only recognise the signs but to help them to manage their teams with the right level of contact and support for each individual;
- Providing managers with the skills to manage their teams in consideration of the new approach to flexible working;
- Creating easy access to content via our internal intranet and external website.

How we will measure the success:

- Monitoring absence levels throughout the Service;
- Evaluating the attendance and effectiveness at wellbeing events;
- Evaluating the feedback from staff in order to continually improve organisational and staff resilience.

When:

This will be achieved by the end of the 2021/22 financial year.



What this will mean and why it is important to you?

We want staff to have the confidence and space to grow and develop, enabling them to fulfil their potential and reach their career goals.

Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high performing culture, and continuing to provide a professional and appropriate Service, whilst making the most effective use of public funds.

We want our staff to be healthy and happy at work. Our records currently indicate that 40% of our sickness absence is related to issues linked to stress and anxiety. Historically we have provided reactive support to help our staff deal with or recover from stress, trauma or ill health by offering a counselling service, the MIND Blue Light Programme, TRIM, and support from the Fire Fighters Charity.

However, we want to be able to recognise the signs of poor mental health and prevent health issues from arising, by providing early support and intervention.

Our aim is to do what we can to help our staff enjoy longer, healthier and fulfilled lives while reducing our sickness levels.

Strategic Aim Two

Our Communities



We will continue to engage, educate and support our communities to help ensure that they remain safe, healthy and prosperous.

Where we are now?

We continue to offer fire safety advice, education and interventions to our communities in a range of different ways to help reduce the number and severity of emergency incidents we attend. We have developed a child led character called "Sbarc" that supports the marketing of our community safety, and wider messages.

Our Service works with a range of partners to ensure that we achieve the best possible outcomes for our communities. As well as offering fire safety advice in the home, we also help to keep businesses safe by providing advice on fire protection which contributes to keeping the local economy sustainable.

We recognise the challenges which COVID-19 has presented to our normal engagement approach, however this has enabled us to deliver our work differently using technology and through increased partnership working.



Where do we want to be?

We want to make a positive difference to our diverse communities and recognise that this can be achieved by delivering the best possible education and intervention on fire safety matters. We will regularly update our safety messages to make a positive difference.

We will also share messages from our partners to help promote wider health and wellbeing within the wider community.

We know that the risk of fire within our communities is different from place to place. It is important that we can adapt to meet those changes, and make sure that what we deliver in the community is making a positive difference. We will, therefore, review the outcomes of our work with those affected and work with them to continue to improve our engagement.



How we will achieve Strategic Aim Two?

We will: Focus on our partnerships with stakeholders.

We will achieve this by:

- Working with partners to identify opportunities for providing mutual support to deliver agreed well-being objectives and maximise the benefits to our communities through regular communication and the sharing of key messages;
- Agreeing clear outcomes when we work with partners to ensure the best results are achieved;
- Improving our data sharing arrangements with partners in order to improve the safety and welfare of people living in our communities;
- Working with Business Wales to help identify and use local procurement opportunities from Small Medium Enterprises (SME's) wherever possible;
- Reviewing and evaluating the outcomes from our joint working partnerships to reduce duplication and ensure we make a positive and long-lasting impact on our communities.

How we will measure the success:

- Actively seeking feedback from our partners to evaluate if our messages are contributing to improvements in their community safety improvement;
- Evaluate the levels of engagement with our partners; the messages shared and the positive interactions that take place;
- Carry out evaluations of our data sharing arrangements with partners to ensure they assist our joint working;
- Find out from those we engage with if our range of community work makes a positive difference to their lives and community.

When:

This will be achieved by the end of the 2021/22 financial year.

We will: Improve our communication and key messages with our communities.

We will achieve this by:

- Developing innovative ways to educate and inform our communities whilst COVID-19 restrictions remain in place;
- Encouraging volunteers to work with the Service across a range of areas to enhance our delivery and provide them with valuable skills and experience;

- Encouraging staff to be more aware of the volunteering opportunities both within the Service and with our partners;
- Encouraging communities to interact more widely and positively with our fire stations to increase two-way communication;
- Using performance information and evaluation to promote the outcomes of our interventions and ensure we deliver the services our communities need.

How we will measure the success:

- Focus on gathering feedback from those we engage with to establish the impact of our work;
- Seeking feedback from our volunteers on their experience with the Service and continuing to improve our volunteer recruitment and engagement.

When:

This will be achieved by the end of the 2021/22 financial year.



What this will mean and why it is important to you?

The safety and health of our communities has never been more important to us. Investing in our prevention and protection arrangements is essential in achieving a safe and sustainable society.

We recognise that we cannot achieve this alone, which is why our continued partnership working and our ability to adapt to the changing risks within society, places the Service at the forefront of keeping our businesses and communities safe.



Strategic Aim Three

Our Environment



We will continually improve our environmental performance, and the impact the Service has on the environment, through both our operational activities and everyday duties.

Where we are now?

As a Service, we believe that improving our impact on the environment is the right thing to do for our communities now, and in the future.

The Service's 5 Year Environmental Strategy 2020-2025, Biodiversity Action Plan 2019-2022 and Environmental Policy outline the main principles, proposals and actions of the Service to reduce its impact on the environment.

In 2020 the Service successfully maintained the highest level (Level 5) of the Green Dragon Environmental Management Standard for the seventh year, which demonstrates the Service's continued commitment to acting environmentally responsible.

The variety of plants and animals (biodiversity) in our Service area is important to us. We have undertaken work at some of our locations to improve biodiversity such as bat boxes and wildflower verges and we know that we can, and do, reduce the impact fires have on biodiversity when responding to operational incidents by the techniques chosen at the time.

The Service has invested in Ultra Low Emission Vehicles (ULEV) and the necessary infrastructure to support this at a number of sites and will continue to improve the balance of ULEV against traditional fuelled vehicles.

Currently the Service report annually on their Scope 1 (all direct emissions) and Scope 2 (indirect emissions) emissions which are covered in the Annual Environmental Report, which we will continue to do.

A number of Service sites have also benefited from photovoltaic panels to increase our use of renewable energy.

Where do we want to be?

We intend to keep working towards minimising the impact that the Service has on the environment and enhance the ways in which we can improve it.

We will include investigation, monitoring and reduction of emissions, not only from activities within the Service but also emissions associated with companies that supply us.

This is known as Scope 3 reporting and is more challenging to achieve but will provide a clearer perspective on the total carbon emissions of the Service.

How we will achieve Strategic Aim Three?

We will: Reduce the Service's carbon emissions.

We will achieve this by:

- Considering the impact of the Service's carbon footprint in all projects and everyday activities;
- Encouraging behaviour change, ownership and accountability of energy consumption at all Station locations. Provide awareness training on energy conservation and promote energy saving initiatives within the workplace and at home;
- Using the Service's reporting and monitoring systems for the Waste Management Contract to identify areas of improvement;
- Exploring the best methods to monitor and report on Scope 3 emissions while minimising negative impacts of goods, services and works during their life cycle;
- Consider renewable energy and sustainable improvements to our estate, where practicable, to improve our green infrastructure and energy storage;
- Introducing supplier sustainability evaluation within our procurement documents including Invitation to Tender and where possible monitor any new suppliers' Scope 3 emissions.

How we will measure the success:

- A 2% reduction in the Service's carbon footprint year on year through to 2026;
- An increase in number of renewable energy sources installed at our Service locations;
- Evaluation of energy efficiency campaigns, and improved outcomes reflected in statistics;
- Be able to report effectively on the Scope 3 emissions of our organisation;
- Evaluating the waste management awareness training provided to staff to identify if there have been any behavioural changes.

When:

This will be achieved by the end of the 2021/22 financial year.

We will: Reduce the amount of water used throughout Mid and West Wales Fire and Rescue Service and explore opportunities for water conservation.

We will achieve this by:

- Installing internal water saving devices such as flush controls where possible;
- Installing water automated meter readers (AMRs) to enable effective water management and identify water leaks;
- Raising awareness of water conservation across the Service, while promoting grey water recycling for alternative uses including biodiversity projects;
- Explore opportunities to install rainwater harvesting and water conservation systems across our Service area to re-use water.

How we will measure the success:

- A 2% reduction in water consumption figures by minimising water usage where possible;
- A clearer and more accurate picture of how water is consumed through water AMRs;
- Report on the collaboration opportunities with external organisations and the benefits to the Service.

When:

This will be achieved by the end of the 2021/22 financial year.



What this will mean and why it is important to you?

Being more aware and accountable, reducing our carbon emissions and water consumption will reduce the Service's carbon footprint and help us to become a more sustainable Fire Service.

Making use of the resources freely available to us, such as the sun and rain is central to help us become more sustainable. As a Service that relies heavily on water for our everyday activities, water conservation on our premises can give huge benefits by helping to relieve pressure on the mains water supply and lessen the load on drainage systems.

Installing water conservation technology can reduce water costs and help lower the impact we have on the environment.

Strategic Aim Four

Our Learning



We will explore new ways of working to improve as a Fire Service through learning from ourselves and others.

Where we are now?

Organisational learning is key to what we do as a Fire and Rescue Service. It helps us to shape our future practices and procedures, implement safer ways of working for our operational staff and reduce the risk to our communities. We want to learn more from the environment in which we operate, in order to adapt and change to meet the future needs of the Service.

A new Operational Learning System (OLS) has been developed which enhances the Service's capability to capture learning from all sources, both internally and externally, and thereafter act on it by amending or changing operational practices or procedures.

The new system allows frontline personnel to record incidents of interest, with particular emphasis on new or alternative procedures that may have been used and contributed to the successful resolution of the incident. OLS will provide an evidence base to ensure continuous improvement is achieved across the Response sector of the organisation, whilst ensuring that our staff are protected from the ever increasing and changing risks.

We currently use a range of different IT software systems to support what we do as an emergency service. As these systems are used as 'standalone' systems and are not linked in with others, we have an overreliance on paper based processes within our departments and functions.

Where do we want to be?

We aspire to be recognised as a leading organisation, developing new operating systems and equipment, as well as progressing the introduction of a digital fire ground to support firefighter safety.

We want to use the learning from other Fire and Rescue Services and partner organisations, as well as utilising lessons learnt from both the National Operational Learning (NOL) and Joint Operational Learning (JOL) platforms. This will help us realise our vision of becoming a world leader in emergency response and community safety.

The Service wants to continue to integrate IT systems as much as possible to improve their ability to work together. We want to make better use of technology to reduce our carbon footprint, reduce costs and improve overall effectiveness of the Service.

The Service wants to seize opportunities that reduce the risks to firefighters and communities, through the use of technology, research and development.

How we will achieve Strategic Aim Four?

We will: Develop and embed an IT infrastructure which supports new ways of working and that utilises technology to reduce risk to firefighters by the way we present them with information.

We will achieve this by:

- Continuing to develop IT systems that are efficient and support new ways of working;
- Improving communication and access to systems, and the way in which we manage our operational data;
- Ensuring easy access to the right information, with the right IT hardware and software;
- Continuing to adapt our practices and procedures based on our organisational learning.

How we will measure the success:

- Evaluating the roll out of new computer terminals on all Fire Stations and fire appliances;
- Evaluating the improvements made to the way operational data and risk information is presented;
- Evaluating how well IT supports remote working;
- Evaluating how we adopt or adapt to practices and procedures through lessons learnt from internal and external sources.

When:

This will be achieved by the end of the 2021/22 financial year.

We will: Continue to embed an ideas forum which explores the ideas and suggestions from staff; giving them a voice to shape the Service.

We will achieve this by:

- Creating an environment that encourages staff to have their say on what can be improved, co-ordinated by the staff, for the staff;
- Increasing staff engagement across the Service by listening to

their views, giving them the opportunity to change and shape the future of our Service;

- Encouraging wider work force engagement to identify new and better ways of working;
- Creating a listening culture that becomes business as usual.

How we will measure the success:

- Evaluating the level of involvement and engagement from staff across the Service area;
- Monitoring the implementation of ideas and suggestions from staff;
- Through the promotion of the ideas provided by staff to demonstrate that we are listening.

When:

This will be achieved by the end of the 2021/22 financial year.



What this will mean and why it is important to you?

The way in which we go about our work will need change to keep up with the needs of our communities and staff. These Improvement and Well-being Objectives will help support that by listening to those that know the Service best, and through making sure IT supports the new ideas that come through.

Organisational learning will ensure that the Service maximises opportunities to work effectively whilst implementing safer ways of working for our operational staff and reducing the risk to our communities.

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 Our Plans and 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**

