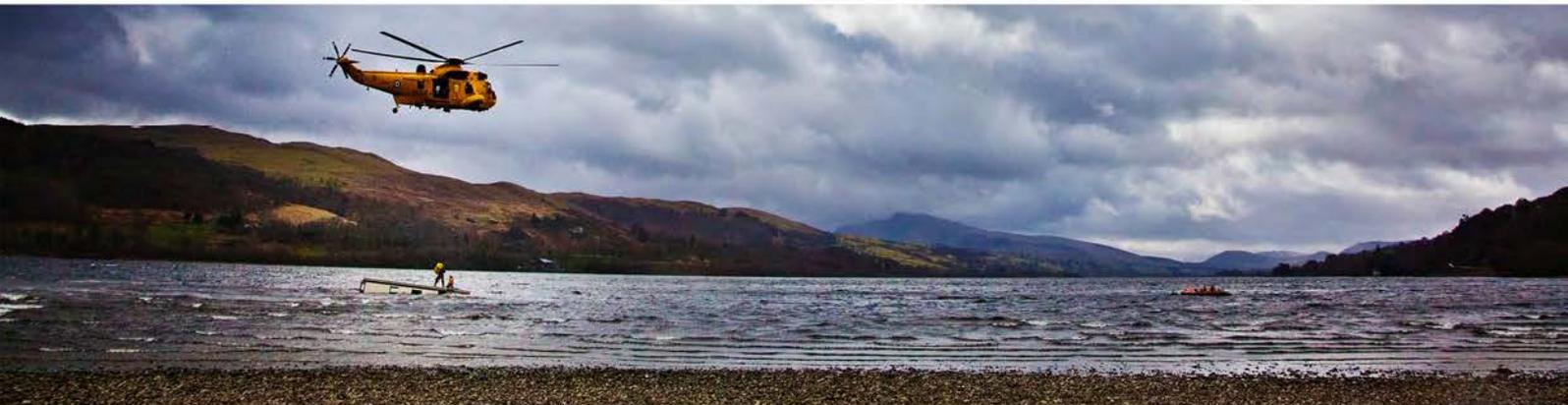


# Strategic Plan

2015 - 2020

GWASANAETH TÂN AC ACHUB  
Canoelbarth a Gorllewin Cymru



## Contents

Our Strategic Vision, Objectives and Priorities – At a Glance	4
Foreword	5
Introduction	6
<b>Mid and West Wales Fire and Rescue Service</b>	<b>7</b>
The Executive Board	7
Mid and West Wales Fire and Rescue Authority	8
<b>Our Legislative Requirements</b>	<b>8</b>
Fire and Rescue Service National Framework 2012 Onwards	8
National Issues Committee	8
Programme for Government	9
Commission on Public Services Governance & Delivery	9
National Resilience	9
<b>Why we Plan</b>	<b>10</b>
Local Government (Wales) Measure 2011	10
Strategic Plan	10
Annual Improvement Plans	10
Annual Performance Assessments	10
Annual Improvement Report	11
<b>Our Performance</b>	<b>11</b>
<b>Our Vision and Priorities</b>	<b>12</b>
Our Strategic Objectives	12
<b>Our Priorities for the Future</b>	<b>12</b>
Collaboration	12
Innovation	12
Improving Service Delivery	12
Empowering our Staff	13
Making better use of our Assets and Resources	13
Caring for our Environment	13
Communication and Engagement	13
<b>Performance Targets</b>	<b>14</b>
<b>Glossary</b>	<b>19</b>

# 4

## Our Strategic Vision, Objectives and Priorities – At a Glance

### Our Vision

*'To be a World Leader in Emergency Response and Community Safety'*

#### Our Strategic Objectives

Our Strategic Plan 2015-2020 identifies what we want to achieve. Our long term Strategic Objectives are:

- To save lives and protect communities
- To be trusted and respected by our communities
- To be seen as more than an emergency service
- To match our resources to priorities
- To manage within budgets
- To make efficiencies year on year
- To seek out and utilise alternative, sustainable resources
- To manage our people effectively
- To fully develop risk reduction planning
- To develop effective partnership working
- To develop our workforce into effective and empowered people

#### Strategic Priorities 2015 - 2020

Mid and West Wales Fire and Rescue Service strives to make mid and west Wales a safer place to live, work and visit. We have developed seven strategic priorities which will focus our activities to ensure we deliver an effective and efficient service to our communities.

##### **Priority 1 – Collaboration**

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

##### **Priority 2 – Innovation**

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

##### **Priority 3 – Improving our Services Delivery**

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

##### **Priority 4 – Empowering our Staff**

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

##### **Priority 5 – Improving our Assets and use of Resources**

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

##### **Priority 6 – Caring for our Environment**

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

##### **Priority 7 – Communication and Engagement**

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

## Foreword

As Chair of Mid and West Wales Fire and Rescue Authority, it gives me great pleasure to introduce our Strategic Plan for 2015-20.

Our vision is to make Mid and West Wales Fire and Rescue Service a world leader in emergency response and community safety. This five year plan sets out our strategic direction for the next five years and will be supported by our Annual Improvement Plans. Whilst this document spans a five year period, it will be continually reviewed to ensure our objectives and our priorities remain fit for purpose.

As a Fire and Rescue Authority we are publicly accountable for your fire and rescue service, setting its budget and priorities. The past five years have seen unprecedented financial challenges and we know that the current financial climate will continue to impact on budgets over the next five years. We need to explore new ways of working and delivering services, while ensure we keep the safety and wellbeing of our communities at the heart of everything we do. We want to provide value for money, spending the tax payers' pound wisely and where it will make the most difference.



**Councillor Gillian Thomas**  
**Chair, Mid and West Wales Fire Authority**

## Introduction

I am delighted to introduce our Strategic Plan for 2015 - 2020, which sets out our commitment to the communities of mid and west Wales over the next five years. My vision is for the Service to be a world leader in emergency response and community safety.

We are already very good at what we do. Over the last five years we have attended 2983 house fires, 5588 road traffic collisions and carried out 110,000 Home Fire Safety Checks. Our on-call firefighters have also responded to 6583 medical emergency calls in co-responder vehicles.

We have achieved all this in addition to realising savings of £6.4million, without affecting Service delivery or by making job losses. However, there is no avoiding that the financial climate will continue to create further challenges in the way in which we deliver services. These will continue to create additional pressures on the level of service we currently provide and stretch our resources even further.

My commitment therefore will be to adapt to these challenges in a positive way by collaborating with other services. I 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. I am also committed to finding innovative solutions to generating income, and ensuring sustainability for the wellbeing of our communities.

In order to fulfil my vision, I will be working closely with the Executive Board and Fire and Rescue Authority to achieve these outcomes. I also 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.

Delivering an improved and successful service is only possible by employing the right people. I 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. Success is about improving the safety of our communities and staff, and I will ensure that over the next five years we will deliver the strategic objectives set out in this plan to ensure this success.



**Chris Davies**

**Chief Fire Officer**

## Mid and West Wales Fire and Rescue Service

Mid and West Wales Fire and Rescue Service covers Carmarthenshire, Ceredigion, Neath Port Talbot, Pembrokeshire, Powys and Swansea. The Service was created in 1996 by the Local Government (Wales) Act 1994, following the merger of Dyfed, Powys and West Glamorgan fire brigades.



The Service makes up almost two-thirds of Wales, covering a predominantly rural area of 4,500 square miles (11,700 km<sup>2</sup>), comprising 58 stations and employing 1,200 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 three Assistant Chief Officers.



**Chris Davies**  
Chief Fire Officer



**Paul Bates**  
Deputy Chief Fire Officer



**Elizabeth Aitken**  
Assistant Chief Officer



**Rob Quin**  
Assistant Chief Fire Officer



**Derek Masson**  
Assistant Chief Fire Officer

You can find out more about the Service and the responsibilities of the Executive Board by visiting the 'About Us' section of our website at [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)

## 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. 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 amended 2011
- Fire and Rescue Services National Framework

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

## Our legislative requirements

### Fire and Rescue National Framework 2012 Onwards

The Fire and Rescue National Framework 2012 Onwards document sets out the Welsh Government's vision and priorities for all three Fire and Rescue Authorities (FRAs) in Wales. It outlines what the Welsh Government expects from its FRAs and sets out their roles within the wider context of the public sector. This framework provides a foundation on which to build and promote innovative solutions, recognise expertise, share resources and enhance capacity across FRAs and within the wider public sector context.

Further detail of the Fire and Rescue Service National Framework for Wales 2012 onwards can be accessed via [National Framework](#)

### National Issues Committee

The National Issues Committee (NIC) was established in 2012 with the aim of improving collaboration, service delivery and service improvement across the three Welsh Fire and Rescue Services. It consists of elected members from North, South and Mid and West Wales Fire Authorities and Officers from North, South and Mid and West Wales Fire and Rescue Services, working within a voluntary arrangement.

The primary focus of the NIC is to optimise collaborative working in order to identify savings, efficiencies and economic benefits while continuing to keep our communities safe. It also assists the Fire and Rescue Authorities in allocating resources to meet the financial challenges they face.

Please visit the NIC website <http://www.nicwalesfire.org.uk> for further information.

## Programme for Government

The Programme for Government is the Welsh Government's plan of action and roadmap for the current Assembly term. All authorities are working towards the outcomes of the programme as listed below:

- Healthy people living productive lives in a more prosperous and innovative economy.
- Safer and more cohesive communities, with lower levels of poverty and greater equality.
- A resilient environment with more sustainable use of our natural resources.
- A society with a vital sense of its own culture and heritage.

This programme is the Welsh Government's commitment to measuring the actual impact it is having on people's lives as opposed to emphasising the amount of money being spent.

Please visit the Welsh Government's website for further detail on the [Programme for Government](#)

## Commission on Public Services Governance and Delivery (Williams Commission)

The Williams Commission was established in April 2013 by the First Minister to examine how public services are governed across Wales. It looks hard, honestly and objectively at those who are politically accountable for the delivery and performance of public services with a view to improving them. The Commission reported on its findings on 20 January 2014 with a total of 62 recommendations across a variety of areas. Four recommendations were made, specifically relating to the Fire and Rescue Authority. These include:

- Review of Authority boundaries between Mid and West Wales and South Wales Fire and Rescue Authorities to reflect the Abertawe Bro Morgannwg University health board boundary.
- Greater collaboration between the fire and rescue services and the Welsh Ambulance Service Trust (WAST).
- Improve training for Elected Members.
- Fire and rescue authorities must be reconstituted to provide effective scrutiny of fire services and their chief officers.

Please visit the Welsh Government's website to access the [Commission on Public Services and Governance Delivery](#) document.

## National Resilience

Under the Civil Contingencies Act 2004, the Fire and Rescue Authority has a statutory duty to be a key partner in the two Local Resilience Forums (LRFs) located within the Service area, South Wales Local Resilience Forum and Dyfed Powys Local Resilience Forum. These forums are multiagency partnerships made up of representatives from across the public sector including, the emergency services, local authorities, the NHS, the Environment Agency and others.

The LRFs aim is to plan and prepare for both localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to prevent and mitigate the impact of any incident within their local communities.

Please visit the [Wales Resilience](#) website for further information.

## Why We Plan

### Local Government (Wales) measure 2011

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

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

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

### Strategic Plan

Our five year Strategic Plan (2015-2020) sets our direction and priorities for the next five years. Our Service plays a vital role in the community and our priorities have been developed in consultation with staff, trade union representative, senior officers and members of our Authority. Whilst this document spans a five year period, it will be continually reviewed to ensure our objectives and our priorities remain fit for purpose.

### Annual Improvement Plans

Each year, as part of our planning process we develop Annual Improvement Plans which set out our annual improvement objectives for each year of our five year strategic plan. Our annual 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 which reports against our improvement objectives for the previous year. We follow Welsh Government guidelines to ensure the way in which we assess and report our achievements is understood by our communities, staff and stakeholders. Our Annual Performance Assessment tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the objectives of the previous year's Annual Improvement Plan. Our Annual Performance Assessments also identify what lessons we have learnt and how these will be incorporated into future planning and improvement processes.

You can access our Strategic Plan (2015-2020), Annual Improvement Plans and Annual Performance Assessments on our website at [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)



## Annual Improvement Report

Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services. This report draws on the work undertaken on the Auditor General's behalf by staff of the Wales Audit Office, as well as the work of relevant Welsh inspectorates.

The report looks at the Authority's delivery and evaluation of services for the previous year and its improvement planning for the next year. The Auditor General determines if the Fire and Rescue Authority will make arrangements for continuous improvement for the following year within the Annual Improvement Report.

The latest Wales Audit Office [Annual Improvement Report](#) for Mid and West Wales Fire and Rescue Service can be accessed on our website.

## Our Performance

Over the past decade, through Improvement Planning and Risk Reduction, the Authority has seen significant reductions in the number of incidents we are called to attend, as well as improvements in the outcomes for those affected and the communities within which they occur. Our targets for 2015-20 are challenging but set a realistic reduction to be achieved over the next five year period.

More Detailed information on how our targets have been set can be found in **appendix 1**.

Statutory Performance Indicator	Average 2006/07 to 2009/10	Average 2010/11 to 2014/15	% Reduction Achieved 2014/15	2019/20 Target Reduction (Activity)	2019/20 Target Reduction (Percentage)
<b>All Fires</b> FRS/RRC/S/001 (i1)	6184	4323	-30.1%	<b>3458</b>	<b>-20%</b>
<b>Primary Fires</b> FRS/RRC/S/001 (ii)	2286	1590	-30.5%	<b>1192</b>	<b>-25%</b>
<b>Accidental Dwelling Fires</b> FRS/RRC/S/001 (iii)	646	564	-12.7%	<b>479</b>	<b>-15%</b>
<b>Fire Deaths</b> FRS/RRC/S/002 (i)	6.8	6.5	-4.4%	<b>5</b>	<b>-25%</b>
<b>Fire Injuries</b> FRS/RRC/S/002 (iv) (excluding precautionary checks and first aid at scene)	108	61	-43.4%	<b>46</b>	<b>-25%</b>
<b>Hoax Calls attended</b> FRS/RRC/C/002 (iii)	442	176	-60.1%	<b>132</b>	<b>-25%</b>
<b>Automatic Fire Alarms</b> FRS/RRC/C/003	2301	1698	-26.2%	<b>1274</b>	<b>-25%</b>
<b>Deliberate Fires</b> FRS/RRC/S/001 (iv)	3779	2249	-40.5%	<b>1574</b>	<b>-30%</b>
<b>Sickness</b> FRS/CHR/C/004 (i) Shifts lost per Full Time Equivalent	7.6	8.8	15.8%	<b>6.6</b>	<b>-25%</b>

More Detailed information on our performance can be found within our [Annual Performance Assessment](#) on our website.

## Our Vision and Priorities

*Our Vision is 'To be a World Leader in Emergency Response and Community Safety'*

### Our Strategic Objectives

**Our Strategic Plan 2015-2020 identifies what we want to achieve. Our long term Strategic Objectives are:**

- To save lives and protect communities
- To be trusted and respected by our communities
- To be seen as more than an emergency service
- To match our resources to priorities
- To manage within budgets
- To make efficiencies year on year
- To seek out and utilise alternative, sustainable resources
- To manage our people effectively
- To fully develop risk reduction planning
- To develop effective partnership working
- To develop our workforce into effective and empowered people

## Our priorities for the future

**Our priorities for 2015-20 ensure we will continue to deliver the best possible services to our communities.**

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

### Priority 1 – 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.

### Priority 2 –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 organisation. The unprecedented financial challenges facing us will require us to be innovative and adopt new ways 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.

### Priority 3 -Improving our Service Delivery

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

## Priority 4 -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.

## Priority 5 –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. We commit to challenging existing service delivery models and exploring new, innovative methods of delivering our services within local communities, business and industry. We will improve the utilisation of our assets, skills and services through income generation, where we will make our services available to others outside of those that we are statutorily obliged to provide.

## Priority 6 -Caring for our Environment

We know that our operations have an effect on the global and local environment and are committed to minimising any adverse impacts where ever 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.

## Priority 7 – 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 by 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 the Strategic Plan, our Annual Improvement Plans and encourages the participation of staff in completing the consultation process.

## Appendix 1 - Performance Targets

The graphs below provide further detail as to the past trends of operational activities against the nine statutory indicators that Welsh Fire and Rescue Services are measured against each year. They show that over the last ten years we have significantly reduced our activities in the nine indicators, although there has not been a consistent year on year downward trend.

To set challenging but realistic targets for the next five years a calculation has been made that allows for variations in year on year activity. This is achieved by identifying the average number of calls per year that were attended during the period 2009/10 to 2014/15 and then setting a reduction target based on this average figure to be achieved by 2019/20.

An average over a five year period is used to allow for 'spikes' in activity caused by such things as either;

- An extremely dry spring and summer – that could lead to an increase in grass and woodland fires.
- An extremely wet spring and summer – that could lead 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, Hoax Calls and Non-Domestic False Alarms.

The targets will be reviewed each year as more performance data is made available to ensure the targets set are challenging and achievable. Predicted performance data based on the first 6 months of 2014/15 will be added and the targets reaffirmed in October 2014 for all of the statutory indicators. These will be published within the final version of the Strategic Plan 2015 - 2020 and also within our Annual Performance Assessment.

Progress against these targets will be monitored on a quarterly basis with the targets being formally reviewed and revised as required in September 2017 to ensure they remain realistic and challenging.

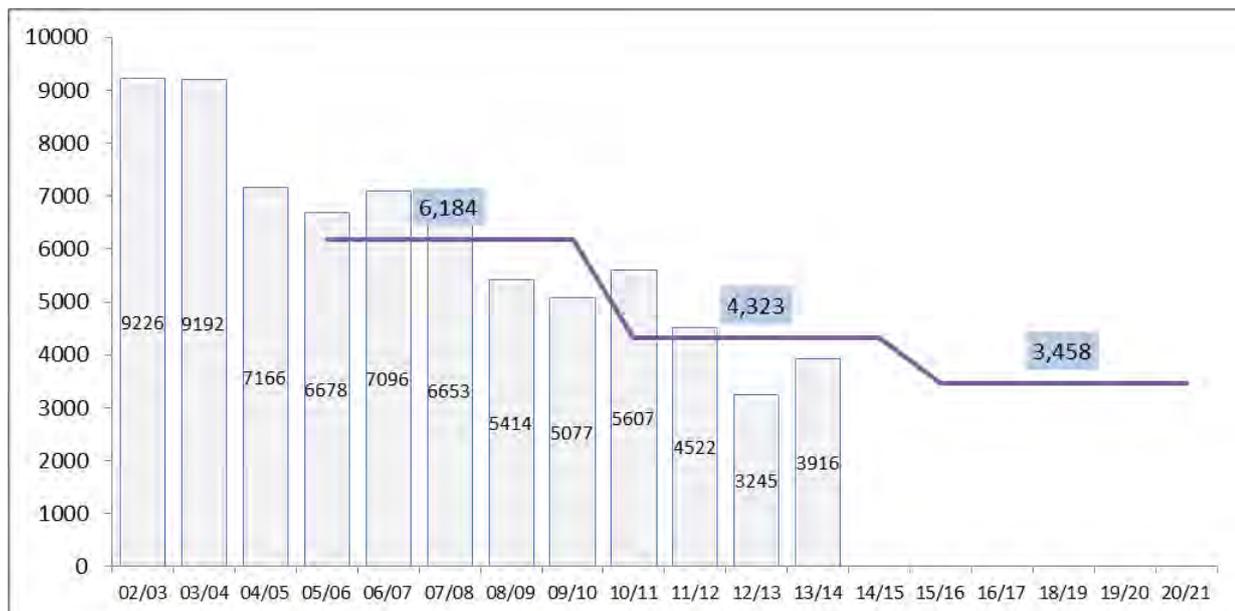
### All Fires – linked to WPI FRS/RRC/S/001(i)

**Target: To reduce the five year average number of fires attended by 20%**

Average 2006/07 to 2009/10 = 6184

Average 2009/10 to 2014/15 = 4323 - a reduction of 30.1%

Target: Average 2015/16 to 2020/21 = 3460 a reduction of 20%



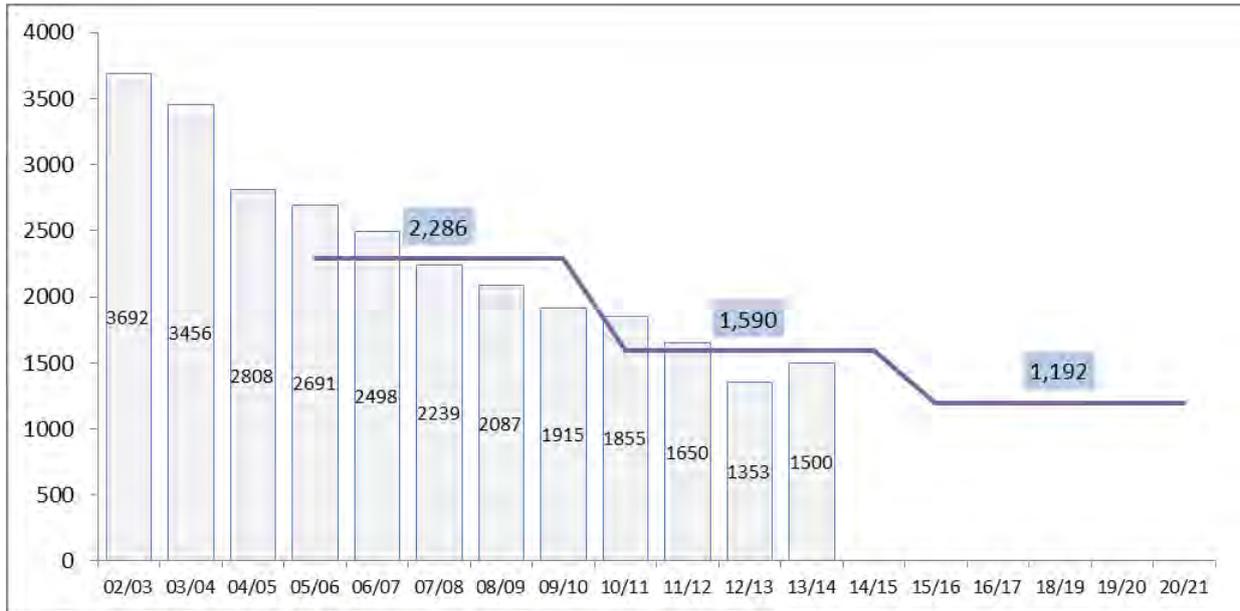
## Primary Fires – linked to WPI FRS/RRC/S/001(ii)

**Target: To reduce the five year average number of primary fires attended by 25%**

Average 2006/07 to 2009/10 = 2286

Average 2009/10 to 2014/15 = 1590 - a reduction of 30.5%

Target: Average 2015/16 to 2020/21 = 1192 a reduction of 25%



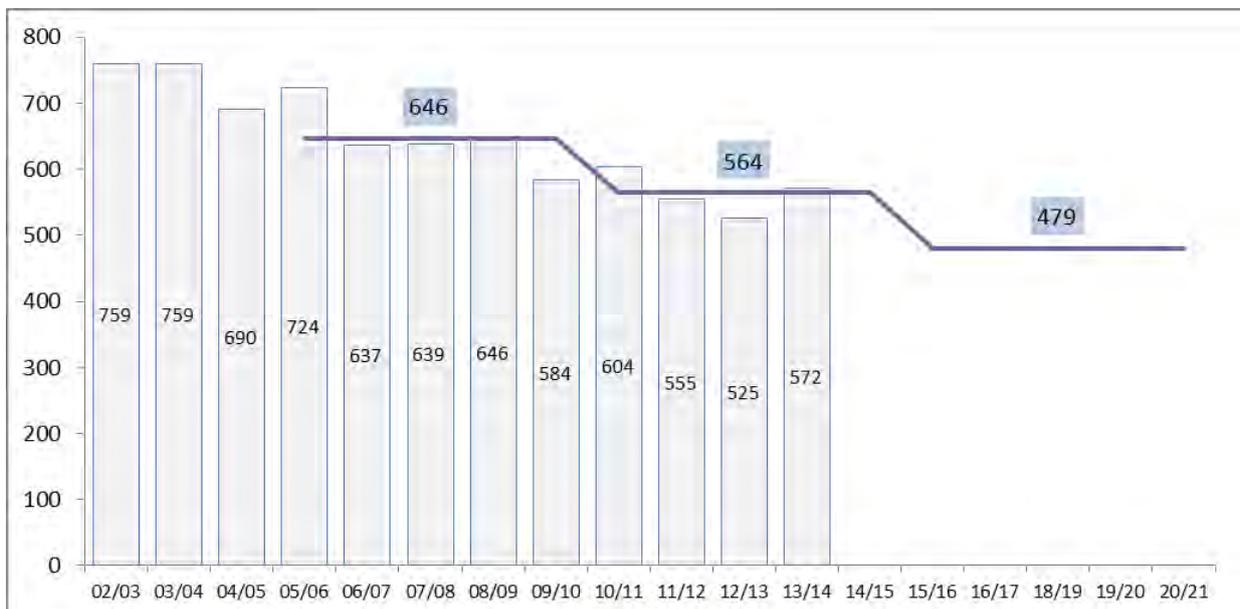
## Accidental Dwelling Fires – linked to WPI FRS/RRC/S/001(iii)

**Target: To reduce the five year average number of accidental dwelling fires attended by 25%**

Average 2006/07 to 2009/10 = 646

Average 2009/10 to 2014/15 = 564 - a reduction of 12.6%

Target: Average 2015/16 to 2020/21 = 479 a reduction of 15%



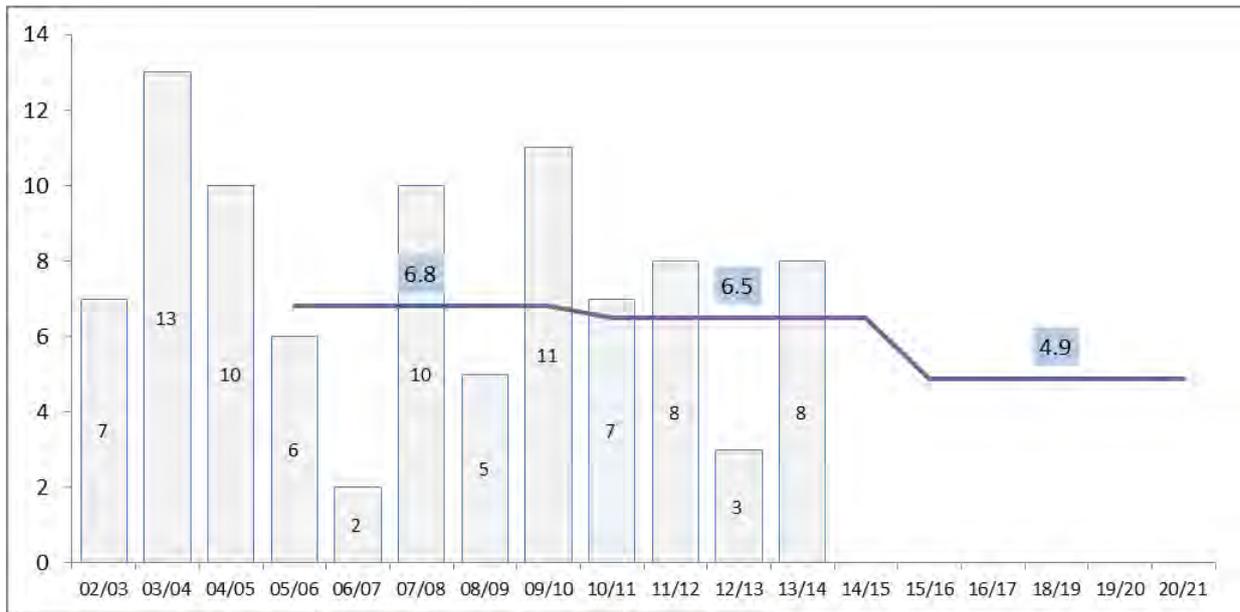
## Fire Deaths – linked to WPI FRS/RRC/S/002(i)

**Target: To reduce the five year average number of fire deaths by 25%**

Average 2006/07 to 2009/10 = 6.8

Average 2009/10 to 2014/15 = 6.5 - a reduction of 4.4%

Target: Average 2015/16 to 2020/21 = 4.9 a reduction of 25%



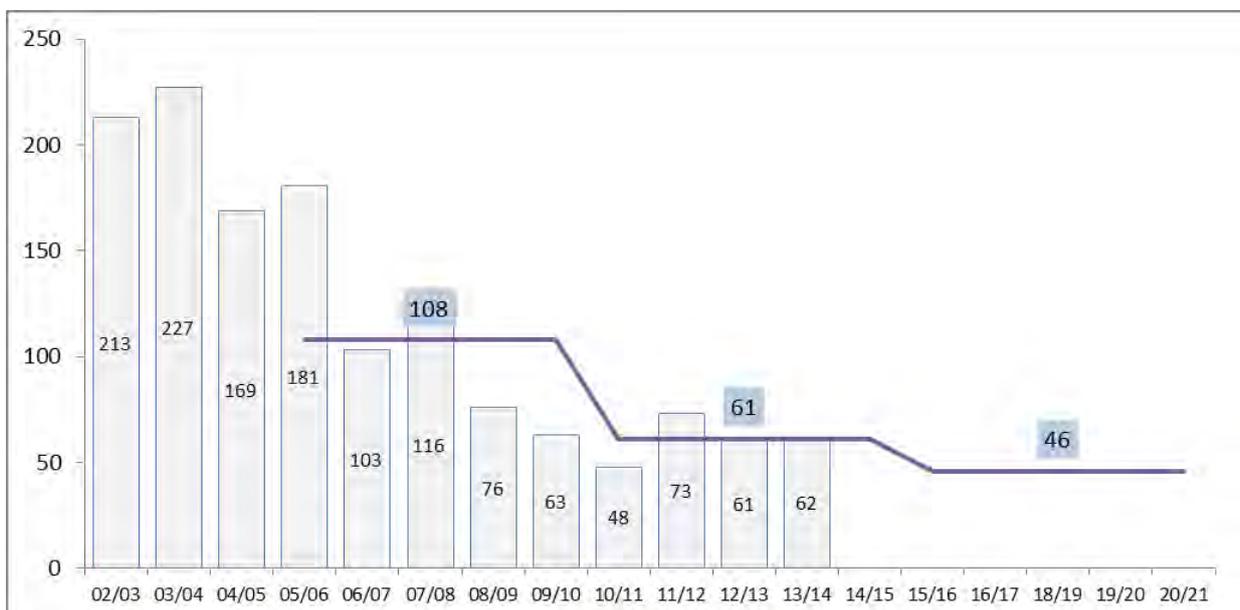
## Fire Injuries (excluding precautionary check and first aid at scene) – linked to WPI FRS/RRC/S/002(ii)

**Target: To reduce the five year average number of fire injuries by 25%**

Average 2006/07 to 2009/10 = 108

Average 2009/10 to 2014/15 = 61 - a reduction of 4.4%

Target: Average 2015/16 to 2020/21 = 46 a reduction of 25%



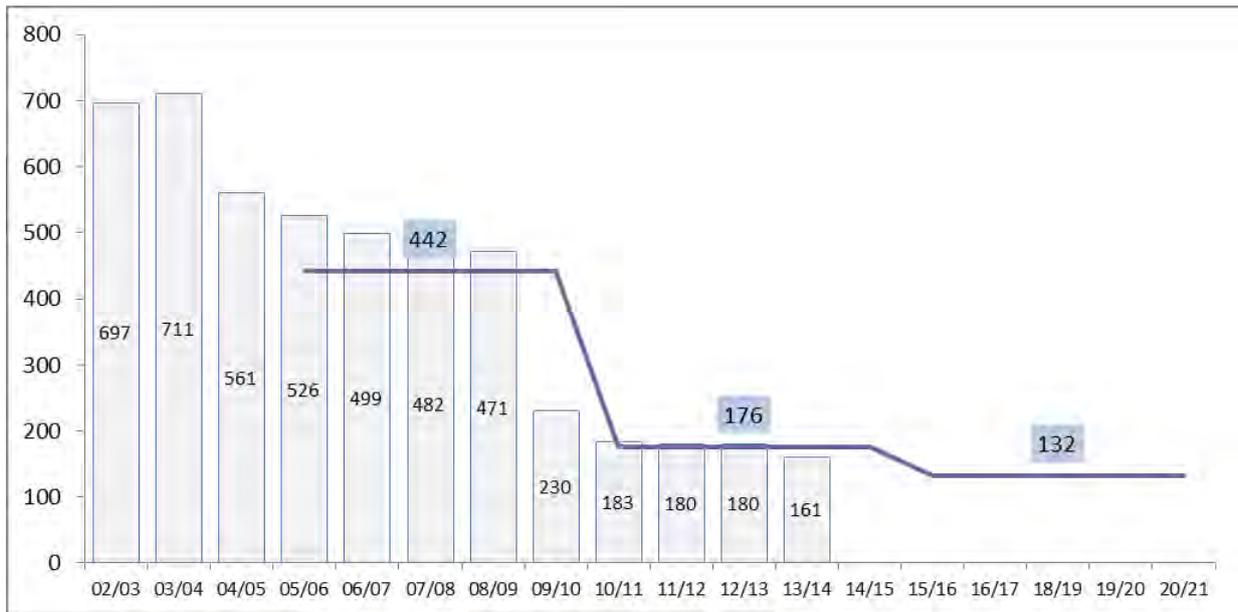
## Hoax Calls Attended – linked to WPI FRS/RRC/C/002(iii)

**Target: To reduce the five year average number hoax calls attended by 25%**

Average 2006/07 to 2009/10 = 442

Average 2009/10 to 2014/15 = 176 - a reduction of 60.1%

Target: Average 2015/16 to 2020/21 = 132 a reduction of 25%



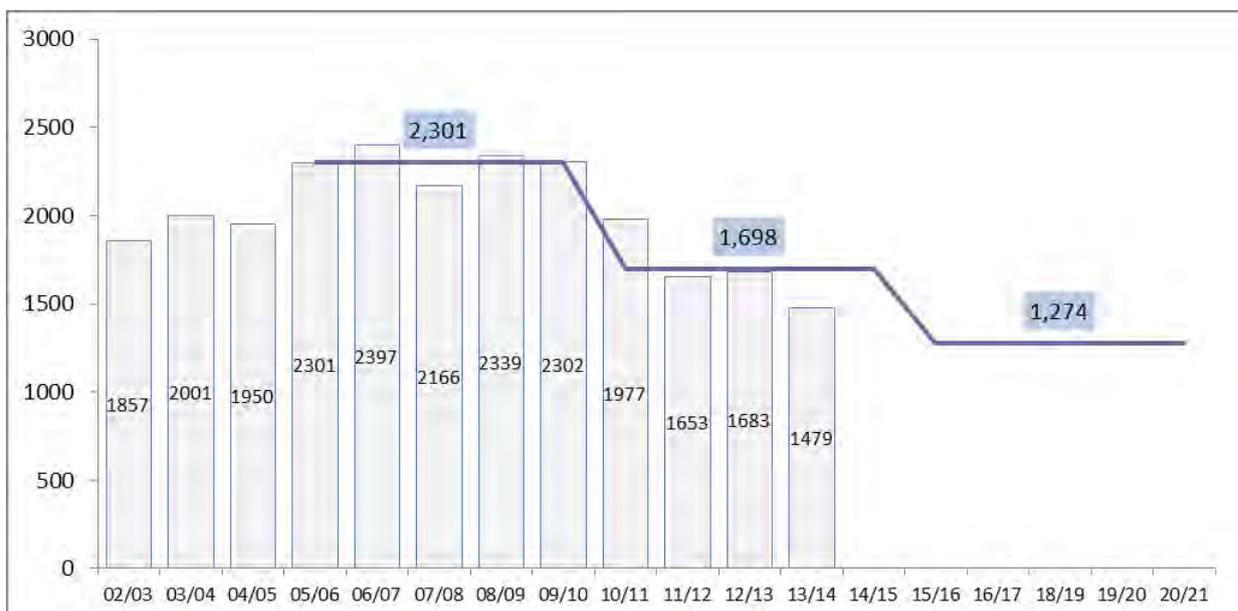
## Unwanted Fire Signals from Non Domestic Premises – linked to WPI FRS/RRC/C/003

**Target: To reduce the five year average number of unwanted fire signals in nondomestic premises by 25%**

Average 2006/07 to 2009/10 = 2301

Average 2009/10 to 2014/15 = 1698 - a reduction of 26.2%

Target: Average 2015/16 to 2020/21 = 1274 a reduction of 25%



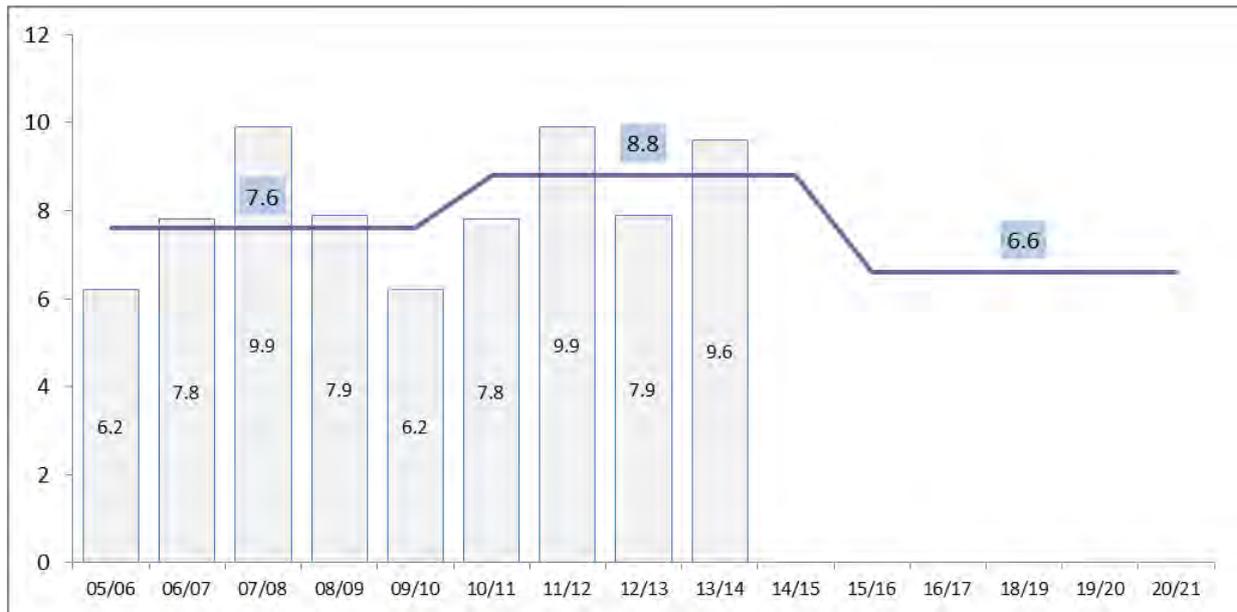
## Sickness Absence (shifts lost per FTE) – linked to WPI FRS/CHR/C/004 (i)

**Target: To reduce five year average sickness absence by 25%**

Average 2006/07 to 2009/10 = 7.6 shifts per full time equivalent employee

Average 2009/10 to 2014/15 = 8.8 - an increase of 15.8%

Target: Average 2015/16 to 2020/21 = 6.6 a reduction of 25%



## Glossary

The following list shows definitions of terms that are found in this document.

<b>Accidental Fires</b>	Includes fires where the cause was not known or unspecified.
<b>Business Fire Safety Audit</b>	Fire Safety staff from the Service visit commercial properties to provide fire safety advice.
<b>Compartment Fires</b>	A fire within any enclosed space or room within a building, e.g. a bedroom or kitchen.
<b>Competent Staff</b>	Percentage of staff qualified to carry out their duties.
<b>Days lost to sickness</b>	The number of working days an employee has lost due to illness.
<b>Deliberate Fires</b>	Includes fires where deliberate ignition is suspected.
<b>Evaluation</b>	To evaluate is to judge the value or worth of someone or something and use this outcome to support future planning.
<b>Fire Death</b>	A person whose death is attributed to a fire is counted as a fatality even if death occurred weeks or months later.
<b>Fire Injury</b>	Any injury sustained as a result of exposure to fire.
<b>Hoax Call</b>	A malicious telephone call reporting an incident that has not occurred.
<b>Improvement Authority</b>	A Local Authority that has been designated under the Local Government (Wales) Measure 2011 to secure continuous improvement. – needs to be red?
<b>Home Fire Safety Check</b>	Fire Safety staff from the Service visit domestic properties to provide home fire safety advice and supply fire detection devices.
<b>On Call Appliance Availability</b>	Percentage that an appliance is available to carry out its role.
<b>Operational Exercises</b>	A training exercise involving the Service.
<b>Primary Fires</b>	These are reportable fires involving buildings, caravans, vehicles, outdoor storage, machinery, agricultural premises, or any outdoor structures e.g. tunnels, bridges, etc.
<b>Unwanted Fire Signals</b>	An alarm caused but automatic fire detection equipment.