

Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Annual Performance Assessment 2025/2026

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Alternative Versions

Welsh

Mae'r ddogfen hon hefyd ar gael mewn fformatau hygyrch. Os hoffech gael yr wybodaeth hon mewn fformat neu iaith amgen, gan gynnwys ar ffurf sain, cysylltwch â ni ar: 0370 6060699 neu drwy e-bost: mail@mawwfire.gov.uk.

English

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Nepali

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Punjabi

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Urdu

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Introduction

We are pleased to introduce the Annual Performance Assessment for **2025/2026.**

This report outlines how the Service has performed against the Improvement and Well-being Objectives within its Community Risk Management Plan (CRMP) 2040.



The Service's Vision is "to deliver the best possible service for the communities of mid and west Wales", which will be achieved by continuing to engage with communities, explore new ways of delivering services and work with partners to safeguard the communities of mid and west Wales.

Ensuring the Improvement and Well-being Objectives contained within the CRMP 2040 are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales remains a priority. This document outlines the improvements the Service has delivered for both staff and communities over the last 12 months.

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About our Annual Performance Assessment - By 31 October each year, the Service is required to publish its Annual Performance Assessment (APA), which reports progress against the Improvement and Well-being Objectives from the previous year. The Service follows Welsh Government guidelines to ensure the way in which it assesses and reports its achievements are understood by communities, staff, and stakeholders. This APA outlines the progress made against the Improvement and Well-being Objectives during 2025/2026.

The Performance Assessment is also an opportunity for the Service to identify what lessons have been learnt and how they will be incorporated into future planning and improvement processes. You can access the Community Risk Management Plan (CRMP 2040) and former Strategic Plans, Corporate Plans, Annual Improvement Plans and Annual Performance Assessments on the external website by visiting www.mawwfire.gov.uk.

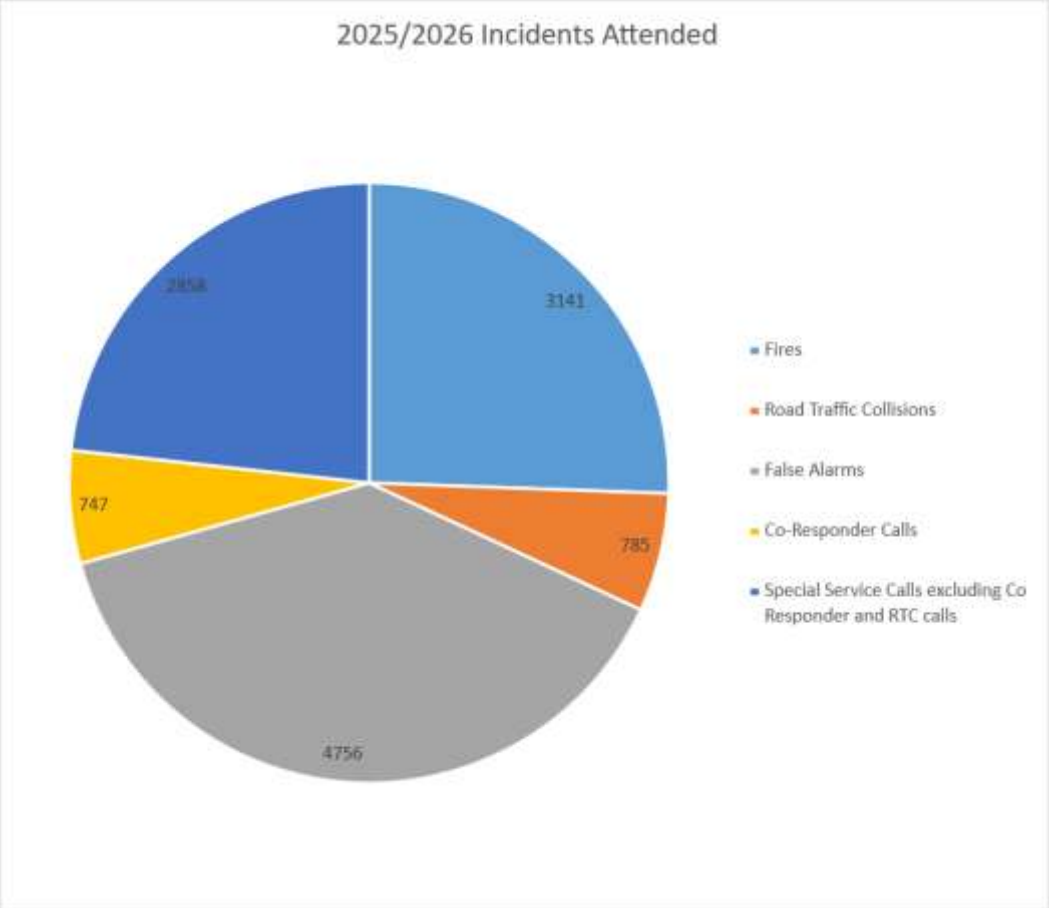
	Mid and West Wales		North Wales		South Wales	
	2024/25	**2025/26 (p)**	**2024/25**	**2025/26 (p)**	**2024/25**	**2025/26 (p)**
Number of Fires Attended	2,951	3,141	1,804	2,043	5,408	6,177
Number of False Alarms Attended	5,083	4,756	3,264	3,209	9,430	7,608
Road Traffic Collisions Attended	769	785	255	297	947	1,003
Special Service Calls Attended	3,652	3,605	1,166	1,065	3,333	3,284
Deaths and Injuries from Fires	46	28	49	55	55	63
Deaths and Injuries from Accidental Fires	41	25	45	53	51	55
Percent of dwelling fires confined to room of origin	85.46%	82.71%	87.01%	87.58%	85.92%	84.45%

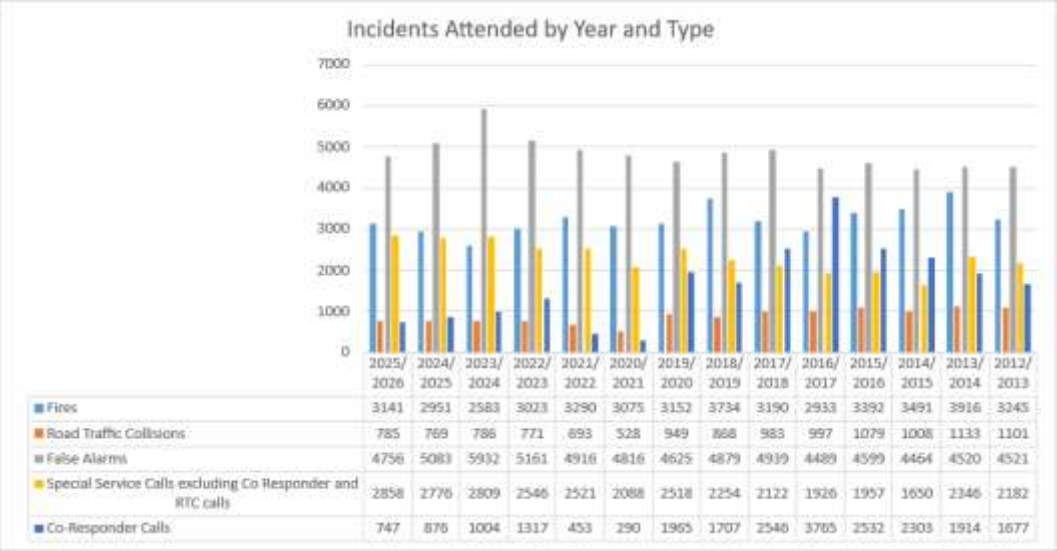
Incident	2025/ 2026	2024/ 2025	2023/ 2024	2022/ 2023	2021/ 2022	2020/ 2021	2019/ 2020	2018/ 2019
Fires	3,141	2,951	2,583	3,023	3,290	3,075	3,152	3,734
Road Traffic Collisions	785	769	786	771	693	528	949	868
False Alarms	4,756	5,083	5,932	5,161	4,916	4,816	4,625	4,879
Co-Responder calls	747	876	1,004	1,317	453	290	1,965	1,707
Special Service calls excluding Co Responder and RTC calls	2,858	2,776	2,809	2,546	2,521	2,088	2,518	2,254
Grand Total	12,287	12,455	13,114	12,818	11,873	10,797	13,209	13,442

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Our Commitment to Improve - As a Public Service, we know it is our duty to continually improve on the way in which we work and deliver services. The long-term CRMP 2040, reinforces the Service's commitment to continuously improve the services provided to communities.

Indicators - We are required to report annually on our statutory and sector performance indicators. The following table and graph provide an overview of our performance against those statutory and sector indicators for 2025/2026.





	2025/2026	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021	2019/2020	2018/2019	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013
Fires	3141	2951	2583	3023	3290	3075	3152	3734	3190	2933	3392	3491	3916	3245
Road Traffic Collisions	785	769	786	771	693	528	949	868	983	997	1079	1008	1133	1101
False Alarms	4756	5083	5932	5161	4918	4816	4625	4879	4939	4489	4599	4464	4520	4521
Special Service Calls excluding Co Responder and RTC calls	2858	2776	2809	2546	2521	2088	2518	2254	2122	1926	1957	1650	2346	2182
Co-Responder Calls	747	876	1004	1317	453	290	1965	1707	2546	3765	2532	2303	1914	1677

Welsh Performance Indicators for 2025/2026

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

Below is a breakdown of our Sector Performance Indicators for 2025/2026.

Performance Indicator	2025/2026 Actuals	Average 2016/17 to 2020/21	Average 2021/22 to 2025/26	Average Percentage Change 2016/17 to 2025/26
Total number of fires attended which were started deliberately per 10,000 population.	1,509	1,543	1,467	-4.9% 
Total number of fires attended which were started accidentally per 10,000 population.	1,632	1,667	1,531	-8.1% 
Total number of fires attended in dwellings per 10,000 dwellings.	428	539	454	-15.7% 
Total number of fires attended which were started accidentally in dwellings per 10,000 dwellings.	393	505	417	-17.3% 
Total number of fires attended which were started deliberately in dwellings per 10,000 dwellings.	35	34	37	8.2% 
Total number of fires attended in non-domestic premises per 1,000 non-domestic premises.	142	197	158	-19.7% 
Total number of fire related fatalities caused by fires attended per 100,000 population.	4	6	6	0.0%

Total number of fire related fatalities caused by accidental dwelling fires attended per 100,000 population.	2	5	4	-24.0% 
Total number of fire related fatalities caused by deliberate dwelling fires attended per 100,000 population.	1	0	0	0.0%
Total number of fire related injuries caused by fires attended per 100,000 population.	24	44	28	-35.5% 
Total number of fire related injuries caused by accidental dwelling fires attended per 100,000 population.	19	35	21	-39.1% 
Total number of fire related injuries caused by deliberate dwelling fires attended per 100,000 population.	2	2	2	0.0%
Total number of AFAs attended in non-domestic premises per 1,000 non-domestic premises.	322	1,496	1,128	-24.6% 
Percentage of dwelling fires attended where a smoke alarm was not fitted.	31.31%	42.32%	44.0%	3.9% 

Our Performance against the All-Wales Dwelling Fire Response Charter.

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

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

- dwelling fires.
- dwelling fire casualties; and
- serious injuries to fire personnel attending dwelling fires.

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

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

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

Commitment 1

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

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

In 2025/2026 we provided advice and encouragement to people on how they could prevent fires from starting in their home and how they could keep themselves safe from fire. Our prevention activity included delivering Home Fire Safety Checks to householders, as well as to children and young people at key stages, who received a fire safety talk.

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During 2025/2026 we attended 393 accidental dwelling fires, resulting in the deaths of 2 people with another 19 people sustaining injuries (excluding first aid and precautionary checks). Also, during 2025/2026 we attended 35 dwelling fires that had been started deliberately, resulting in the death of 1 person and another 2 persons being injured (excluding first aid on scene and precautionary checks).

The trend in the number of dwelling fires in the Fire and Rescue Service area over the past five to ten years shows a gradual decline (with the exception of 2016/2017 and 2021/2022). There has been a significant decline between 2016/2017 and 2024/2025 (28%).

Commitment 2:
We will react quickly and efficiently every time we receive an emergency 999 call to attend a dwelling fire.

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

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

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

In 2025/2026, we handled a total of 23,833 emergency 999 calls.

Knowing where our services are needed requires specialist skills to effectively glean information from callers who may, for example, be unfamiliar with the area they are in, be frightened or in distress, be very young, or have communication or language difficulties to contend with.

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

In 11% of cases, we were able to establish that these calls were not genuine and thus avoided needlessly mobilising resources to attend.

Commitment 3:

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

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

In 2025/2026 we responded to 11% of dwelling fires within 1-5 minutes, 45% within 5-10 minutes, 26% within 10-15 minutes and 18% in over 15 minutes. These response times include the time it takes for personnel to turn into the fire station as well as the travel time, so a number of things can affect the speed of response figures, including the urban/rural geography and the nature of road networks in the area.

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

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

We take the safety of our firefighters very seriously, given the nature of the work that they undertake. In 2025/2026 our crews attended 3,141 fires in a variety of different types of premises and at outdoor locations. Whilst attending operational incidents, 8 operational staff received an injury. Of the 8 Injuries, 2 were classed as a “major” injury, and 6 were classed as ‘Minor’ Injuries under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

In 2025/2026 our crews attended 3,141 fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, 8 operational staff received an injury.

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Commitment 4:
We will deal with dwelling fires effectively, efficiently, and professionally.

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

In 2025/2026, of all the accidental dwelling fires that we attended, 354 were successfully contained within the room of origin, without spreading any further.

Although a number of factors could contribute to this statistic that would be outside the control of the attending crews, such as how long it took for someone to discover the fire in the first instance, whether or not internal doors had been shut to help prevent the spread of the fire, and how far away from a fire station the dwelling was located, we still consider this to be a reasonable indicator of our firefighting success.

We recognise the importance of research and equipment improvements and ensure that we invest time and effort in staying in touch with the latest developments.

Commitment 5:
We will help to restore normality to communities in the aftermath of dwelling fires.

We are committed to helping to restore normality to communities in the aftermath of dwelling fires. A fire in the home can leave people feeling extremely vulnerable. When people have lost their possessions, they will need practical as well as emotional support. When people have been injured or killed in the fire, the experience can affect a whole community as well as the individual and his or her immediate family and friends.

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

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

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

In some premises, such as blocks of flats or houses occupied by a number of different tenants, the post-incident investigations might indicate that a landlord had

failed to ensure the necessary level of fire safety. Our specialist fire investigators might then be involved in a criminal investigation and court proceedings.

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

Commitment 6:
We will investigate the causes of dwelling fires and hold relevant people to account when appropriate to do so.

We always investigate the causes of dwelling fires. In many cases the cause and origin of a fire will be very clear and straightforward, but in others a more in-depth, forensic investigation will be required to ascertain the most likely cause of the fire. Only in a small minority of instances is the cause 'unknown'. In 2025/2026 22 dwelling fires were recorded as having an unknown cause.

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

In 2025/2026 we attended 428 fires in dwellings, of which 35 were found to have been started deliberately.

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

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

In 2025/2026 we served 58 Enforcement Notices and 15 Prohibition Notice in relation to premises that failed to comply with the requirements contained within the Regulatory Reform (Fire Safety) Order 2005. We dealt with 200 Fire Safety Complaints and undertook 817 Planned Audit Visits.

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Commitment 7:

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

The Service continuously strives to maintain high standards and improve aspects of what it does. Under legislation, Fire and Rescue Authorities are classed as ‘Welsh Improvement Authorities’ and are expected to routinely review and continuously improve their own performance through a formal process.

Our Improvement and Well-being Objectives

Each year, as part of the improvement planning process, Improvement and Well-being Objectives are reviewed and developed. The Improvement and Well-being Objectives tell staff, communities, and stakeholders what improvements were going to be made during 2025/2026.

Eight Improvement and Well-being Objectives were developed to reduce risk and improve the safety of communities. They were:



Improvement and Well-being Objective One - We will improve our organisational culture to operate within the standards expected of a modern-day Fire and Rescue Service.



Improvement and Well-being Objective Two – We will remain committed to making improvements to our On-Call Duty system to support the needs of our communities.



Improvement and Well-being Objective Three – We will review the risks within our communities and to our people.



Improvement and Well-being Objective Four – We will review and implement changes to the way in which we respond to emergencies to meet the changing demands of our community.



Improvement and Well-being Objective Five – We will regularly review our Prevention (Community Safety) and Protection (Business Fire Safety) strategies to target and support the most vulnerable in our communities.



Improvement and Well-being Objective Six – We will engage and consult with our communities to understand their expectations of us.



Improvement and Well-being Objective Seven – We will work in an environmentally friendly and sustainable way.



Improvement and Well-being Objective Eight – We will evolve our fleet and equipment requirements so we can effectively respond to emergencies.

Improvement and Well-being Objective 1 – Organisational Culture





In order to achieve this Improvement and Well-being Objective, we said we would:

Action 1.1: Design and implement a long-term organisational plan aimed at fostering cultural improvement, with on-going evaluation of progress and impact.

Action 1.2: Undertake a review of Professional Standards and associated internal processes embedding any identified improvements.

Action 1.3: Embed the well-being strategy and well-being action plan to support the health and well-being of our staff and evaluate their effectiveness.

Action 1.4: Review the employee and career lifecycle to enhance recruitment, retention and development opportunities for staff. Key areas of focus will include:

- Attraction, recruitment and retention.
- Onboarding.
- Training and development opportunities, including organisational pathways.
- Staff appraisal and performance management.

Objective One progress statement for the 2025/2026 reporting period:

- Progress continued to be made on the Service's cultural journey following the appointment of Senseia, an external cultural specialist. This included the completion of a validation process to support Senseia in understanding the context behind the Crest report. A series of three-day programmes for leaders across the Service were delivered, designed to shift perspectives, instil hope, and raise awareness of psychological dynamics within the workplace. In addition, the development of a long-term organisational plan was initiated and scheduled for the rebuild phase of the Service's cultural journey, due to commence in Quarter 1 of the 2026/2027 reporting period.
- A review of Professional Standards relating to discipline was commenced, with findings scheduled to be shared with an external organisation for independent review prior to progressing through the Service's internal

governance arrangements. Discussions also took place regarding widening the scope of the review to include welfare and wellbeing considerations.

- In addition, representatives from the Human Resources department visited Aneurin Bevan Health Board to gain insight into lessons learned following their review and to further explore alternative early-intervention options, including mediation and welfare support gaps.
- Case management software options were explored with PeopleXD's parent company, The Access Group, to improve data accuracy and reporting capabilities.
- Disclosure and Barring Service (DBS) checks for Service staff also continued to progress well, with over two-thirds of staff having completed the process.
- The Well-being Strategy and accompanying Action Plan were launched in September 2025, reinforcing the Service's commitment to embedding wellbeing across the organisation and improving support and access for staff.
- Progress was made in relation to the procurement of a Health Benefit provider.
- 'Time to Talk Day' activities took place in February and included Brew Thursday, during which the new Well-being Pocket Guide was launched.
- The recruitment process for the Mental Health and Well-being Advisor and Coordinator roles was concluded, with successful candidates appointed.
- Work commenced with the People and Organisational Development (POD) department to support mental health training. An early-stage partnership with Careers Wales was established to equip managers with additional resources and support.
- A Recruitment Working Group was established, and benchmarking exercises were undertaken to identify recruitment initiatives used by other Fire and Rescue Services.
- A Virtual Reality simulation concept was explored to provide applicants with a realistic insight into operational roles.
- A review of the Recruitment Procedure was undertaken to promote transparency, including the early sharing of interview questions and clearer pass/fail criteria. A review of Transfer and Promotion Procedures also commenced.
- Two recruitment systems were evaluated, enabling applicants to maintain application profiles for future opportunities.
- A full review of the appraisal process was completed, including a service-wide staff survey, trend analysis, benchmarking, and the development of new content through a working group.

Key actions for the year ahead

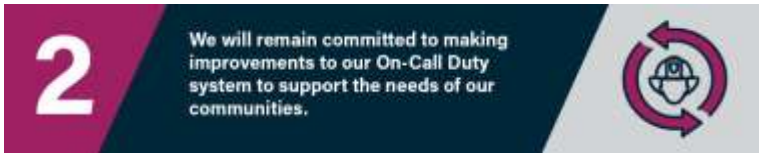
- Re-establish the Well-being Strategy Working Group from April 2026, with a view to expanding the membership across departments and divisions.
- Exploration, validation and testing of a suitable ICT system for the completion of staff appraisals.

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How Objective One contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 1 *We will improve our organisational culture to operate within the standards expected of a modern-day Fire and Rescue Service.*	Improving organisational culture will ensure that the Service operates within the standards expected of a modern-day Fire and Rescue Service, by evolving in line with current and future challenges. Investing in the development of staff, wellbeing provisions, technology and community partnerships helps the Service to prepare for emerging risks and societal changes.	Effective workforce planning will ensure that the Service has the right people recruited and trained, working in the right locations to provide only the highest standards of service to its communities. It will also ensure that recruitment, development and working practices evolve to meet the communities' changing needs.	Improving organisational culture and wellbeing will ensure the Service works cohesively with partner organisations and Public Services Boards (PSBs) to contribute to societal changes and improve outcomes for communities.	Improving organisational culture and wellbeing will continue to support the sharing of good practice across organisations and sectors to ensure only the best people practices are implemented.	Engaging with the workforce, our partners and other agencies about skills and competencies required to better serve our communities, is integral to the Service's Training and Development departments.

Improvement and Well-being Objective Two – On-Call Duty system.





In order to achieve this Improvement and Well-being Objective, we said we would:

Action 2.1: Involve all our staff in research to improve working practices and promote a fully inclusive workforce culture.

Action 2.2: Identify the improvements required to improve the On-Call Duty system.

Action 2.3: Evaluate the improvements implemented to understand their effectiveness.

Objective Two progress statement for the 2025/2026 reporting period:

- Increase in overall availability for the 2025/2026 reporting period, with significant improvements made in Southern Divisions (Swansea and Neath Port Talbot).

All Pumps

FY	Northern	Southern	Western	Total
2020-21	96.7%	84.4%	96.5%	94.9%
2021-22	91.7%	68.7%	90.0%	87.9%
2022-23	88.7%	65.1%	86.9%	84.7%
2023-24	87.4%	59.8%	87.1%	83.5%
2024-25	89.3%	67.6%	88.2%	85.9%
2025-26	90.5%	74.3%	88.3%	87.4%



- The On-Call conference took place on 28 April 2025, with positive feedback received from attendees. Arrangements were also made for the On-Call conference scheduled for 26 April 2026.

- Stay interviews were trialled in the Northern Division, enabling On-Call colleagues to provide direct feedback on progress against implemented improvements.
- Data from exit interviews was collated to identify patterns and inform future areas of focus.
- A total of 53 recruitment initiatives were delivered during the reporting period, focusing on stations facing the most significant recruitment challenges.
- Work commenced on a review of Module B, with a focus on reducing the impact on On-Call candidates and minimising time away from their primary employment.
- Opportunities were explored to encourage Green Book (support staff) to join the On-Call duty system, including the development of a dual contract offering certain benefits to Green Book employees who are also On-Call Firefighters.
- A paper was developed to support improvements to bank holiday remuneration for On-Call staff.
- Corporate recruitment materials were reviewed and refreshed, including the introduction of new employer and employee leaflets to support engagement by Recruitment Advocates and Divisional teams.
- On-Call firefighter interview videos were developed by the Corporate Communications and Business Development (CCBD) department as part of ongoing positive messaging, highlighting the benefits of the On-Call role and recognising the value it brings to the Service.
- An On-Call pass-out parade was introduced following a successful trial in the Northern Division in February 2026.
- The introduction of an On-Call support team was approved by the Executive Leadership Team (ELT) following the completion of the On-Call Improvement Programme in March 2026. This included the establishment of a Station Manager and Administrative Officer role.
- Crew Command course payments were introduced, with an agreement in place for an 8-hour payment to be made upon completion of Incident Command System (ICS) assignments.
- The purchase of a software system to support On-Call Availability, Recruitment and Skills utilisation (OARS), which enables the Service to use data more effectively to address critical challenges in recruitment, diversity and workforce planning.
- Trial undertaken at Rhayader Fire Station for a driver, non-breathing apparatus wearer.
- In partnership with University of Wales Trinity Saint David (UWTSD) a firefighter leadership programme was developed. As part of the programme, students completed the On-Call initial training course, allowing them to provide cover at Service stations in areas where additional capacity was needed.

Key actions for the year ahead

- Hosting the On-Call Conference, progressing family appreciation events, implementing findings from the National Fire Chiefs Council (NFCC) National Report, strengthening support through the On-Call Support Team and stay interviews, enhancing pay and conditions (including Bank Holiday and administration payments, pro-rata leave and recognition payments).
- Embedding system changes such as the Rappel replacement, increasing employer engagement, and maintaining regular face-to-face station visits, while evaluating On-Call Improvement Programme (OCIP) improvements and planning for future initiatives including the 2027 conference.

How Objective Two contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 2 *We will remain committed to making improvements to our On-Call Duty system to support the needs of our communities.*	Making improvements to the On-Call Duty system ensures that the Service is better equipped to address both current and future challenges, by responding effectively and protecting communities. It also ensures a sustainable workforce to continue serving communities.	Making improvements to the On-Call Duty system will assist the Service to act to prevent problems from escalating by having an efficient and effective On-Call Duty system ensuring timely support for communities.	Working in alignment with other Fire and Rescue Services and public sector bodies to make improvements to the On-Call duty system will help to deliver lasting outcomes for communities.	A collaborative approach with staff and external partners, helps to remove barriers to On-Call recruitment and retention challenges, and assists with building strong partnerships.	Involving staff in the design and delivery of On-Call services helps to ensure they are fit for purpose and the views and feedback gathered can influence positive change.

Improvement and Well-being Objective Three – Fire Stations.



In order to achieve this Improvement and Well-being Objective, we said we would:

Action 3.1: Review our specialist skills across the Service area.

Action 3.2: Review of fire station locations to reflect the change in demographic and community risk.

Action 3.3: Review and evaluate the way in which our prevention and protection services are delivered.

Action 3.4: Maintain and continually improve Health and Safety for our personnel, assets and workplaces.

Action 3.5: Develop and maintain policies and procedures in relation to managing contaminants and embed these within the Service.

Objective Three progress statement for the 2025/2026 reporting period:

- Work commenced to review specialist skills across the TAC rota, focusing on competence maintenance and operational deployment.
- An assessment was carried out to understand the utilisation of 42-hour officers and how their skills complemented existing operational capabilities with a baseline review presented to the Operational Strategy Board (OSB) for consideration in April.
- A Line Rescue Task and Finish Group was convened, and an options progression paper was drafted for consideration and decision, including the planned introduction of four Level 2 enhanced stations.
- A wildfire strategy paper was drafted and submitted to the Wildfire Working Group for consideration and option selection. Options included exploring the introduction of a ‘burn capability’ or team to provide a final response capability, enabling a tiered and scalable approach to wildfire incidents.
- Research, review, and stakeholder engagement relating to the Service’s PODs provision were undertaken to develop agile, multi-purpose solutions aligned with the capital vehicle replacement programme.
- A review of the current Thematic Plan, recognising that the Thematic Plan needs to be expanded to capture skills and contributions from across both Green Book and Grey Book roles.

- A review of partnership arrangements was undertaken by the Community Safety department to strengthen the delivery of Home Safety Checks (HSCs) to high-risk and vulnerable communities, in accordance with Welsh Government Capital Grant funding for smoke detection and broader support measures.
- The Business Fire Safety (BFS) Fire Protection Team rolled out the Business Fire Safety initiative to operational crews, enabling them to proactively identify fire safety risks within their areas and, in turn, enhance the safety of both firefighters and the public.
- A risk map was produced using Power BI which assists with effectively identifying ‘areas’ of risk.
- Following fires at Southampton Hospital and in Crans-Montana, Switzerland, correspondence was sent to all recorded hospitals, reinforcing statutory responsibilities, the need for up-to-date evacuation procedures, and ensuring fire safety information held by the Service remained accurate.
- An All-Wales meeting was held to discuss the management of contaminants. Each Fire and Rescue Service was tasked with producing an assessment of its current position, with the aim of establishing a consistent baseline across Wales and identifying any gaps in provision, resourcing, or capability.
- Work continued with the implementation of the online health and safety management system, Evotix Assure. The software is designed to make activity compliance with health and safety regulations easier and is based on the Plan, Do, Check and Act principle.
- The new Risk Assessment process went live in April 2025 and saw all Service Risk Assessments (RA’s) formalised into generic RA’s, therefore reducing the total of RAs across the Service.
- The Control of Substances Hazardous to Health (COSHH) project was completed, and updated guidance was circulated and published on Insight.
- In response to the increased number of ‘near miss’ incidents reported, due to incorrectly stowed equipment on fire appliances, a review of equipment on fire appliances was undertaken, with the aim of having a standardised inventory.
- A trial was undertaken with the Training Delivery department for Breathing Apparatus (BA) instructors during live fire exercises using Enduro undergarments.
- An Ops 23b – Exposure Record Form for fire contaminants was developed to enable firefighters to record exposure to significant levels of contaminants, supporting better awareness and understanding of associated risks.
- Specific questions relating to the management of contaminants were incorporated into operational assurance guidance for use at incidents and training events. This increased focus ensured that officers actively monitored the situation during and after incidents, promoting adherence to best practice. Furthermore, additional questions were integrated into the Service’s station auditing programmes to provide an extra layer of assurance, including scrutiny of the appropriate storage of Personal Protective Equipment (PPE) when not in use.

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- Personal issue kitbags were procured following a recommendation from the Fire Brigades Union (FBU)-commissioned University of Lancashire (UCLAN) report.
- Station Risk Profiles were completed and shared on the Service's Insight page.

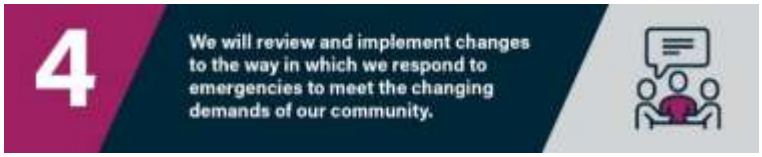
Key actions for the year ahead

- Continue to review specialist skills across the Service area.
- Utilise the risk map that has been produced using Power BI, to effectively identify 'areas' of risk and those individuals living in communities who fall into the most at-risk categories: living alone, elderly, hoarders, and drug and alcohol users, to effectively identify the most suitable interventions.
- Finalise a review of the equipment on fire appliances, with the aim of having a standardised inventory in place and reviewing the type of equipment carried on appliances.
- Continue to monitor key developments with contaminants, such as the progress being made nationally and by the National Fire Chiefs Council (NFCC).
- Understand the revised Fire and Rescue National Framework 2026 and its integration into the Service's Community Risk Management Plan 2040.

How Objective Three contributed to the Five Ways of Working.

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 3 *We will review the risks within our communities and to our people.*	Reviewing the risks within communities helps to identify emerging trends and threats to assist with the development of long-term strategies and investment in future capabilities to protect communities.	Understanding community risk allows for the development of prevention and protection services. It also assists with the supporting of safer operational practices and identification of staff risks enabling early intervention.	Supports cross-sector planning for vulnerable individuals or high-risk communities.	Woking in collaboration helps to have a shared understanding of risk, which helps in the development of co-ordinated solutions, pooling of expertise and data and resources, therefore reducing the duplication of effort.	Involving staff and communities when reviewing specialist skills and fire station locations ensures all risks are identified and understood, allowing stakeholders to feel involved and shape the services provided.

Improvement and Well-being Objective Four – Operations.



In order to achieve this Improvement and Well-being Objective, we said we would:

Action 4.1: Review our emergency cover arrangements in line with community risks.

Action 4.2: Review the way in which we staff our fire stations.

Action 4.3: Implement new firefighting techniques and tactics in accordance with sector leads.

Action 4.4: Explore opportunities to look at dynamic mobilising from Joint Fire Control.

Action 4.5: Implement a replacement emergency incident mobilising system, utilising new technology.

Objective Four progress statement for the 2025/2026 reporting period:

- A review of the Service's Strategic Assessment of the External Environment (SAEE) document was undertaken to accurately identify macroeconomic factors that may impact the future strategic direction of the Service. The identification and analysis of these factors informed the planning of an effective strategy to support the achievement of future objectives.
- Station Risk Profiles for 2024 and 2025 were completed and uploaded to the Insight page.
- The Guiding Principles for the 2-2-4 and Flexi Day Crewing (FDC) shift system were reviewed and updated.
- A pilot for the FDC system was explored with Ammanford, Milford Haven, and Pontardawe Fire Stations. Agreement was reached to commence a 12-month trial at Ammanford and Milford Haven Fire Stations in April 2026. The trial aims to build greater flexibility into the system for both staff and the Service.
- The Tactical Officer Rota (TOR) was reviewed, exploring competency requirements and operational assurance to ensure staff are able to meet both.

- Implementation of the outcomes and recommendations following receipt of the Chief Fire and Rescue Advisor and Inspector (CFRAI) for Wales report continued.
- A tender process for the procurement of 22mm hoses and smooth bore branches for first-line appliances was commenced.
- Progress was made in transitioning from the current Thematic Plan arrangements to a model aligned with National Operational Guidance (NOG), supported by the establishment of a dedicated working group to drive implementation.
- Work continued on Phase 2 of the Training Delivery and People and Organisational Development (POD) review, including the development of Flexible Staffing Model Guiding Principles.
- Savings from Phase 1 of the review were reinvested, including the funding of an additional Grade 6 Digital Innovator role and the realignment of an existing Grade 4 post. An apprenticeship role was also recruited to support PDR Pro and XVR work, contributing to the Service's wider digitalisation agenda.
- Funding was secured through the Firefighting Safety Reserve Fund to develop a Service-specific water mapping rig.
- Additional resources and materials, including smoke blockers and water mapping equipment, were introduced.
- A method statement for fighting fires in the built environment was developed and progressed through the Service's internal governance processes.
- Significant progress was made in developing All-Wales training packages for compartment firefighting in line with the quadrant model. A dedicated resource was allocated to the Training Delivery department to support completion, ensuring consistency across the three Welsh Fire and Rescue Services.
- All Operational Incident Notes (OINs) were updated to align with the new training packages, supporting a smooth transition to revised compartment firefighting tactics. A wider review was also commenced to ensure all OINs are consistent with the full suite of training developments.
- The Service continued to be represented on the National Fire Chiefs Council (NFCC) Operational Training and Equipment Group (OTEG), where progress was made towards introducing standardised national frameworks for risk-critical skills, including extrication.
- An evaluation of the Joint Fire Control (JFC) business case was undertaken for consideration by South Wales Police and South Wales Fire and Rescue Service.
- Progress continued on the RAPPEL replacement project, including the development of two specifications: one for software and one for hardware.
- A Welsh Government-sponsored initiative was utilised via the CYD Platform, with a sandbox session held in October 2025 to co-develop and refine the Outcomes-Based Specification (OBS). This also provided a collaborative space and centre of excellence for procurement and commercial communities across Wales.
- Opportunities to procure the GoodSAM platform to enhance mobilisation were explored.

Key actions for the year ahead

- Review of the Flexi Day Crewing (FDC) Guiding Principles.
- Review the Tactical Officer Rota (TOR), exploring the competency requirements and operational assurance elements, to ensure employees can achieve both.
- Continue to implement the outcomes and recommendations following receipt of the Chief Fire & Rescue Advisor and Inspector (CFRAI) for Wales report.
- Continue to progress with the implementation of a replacement emergency incident mobilising system.

How Objective Four contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 4 *We will review and implement changes to the way in which we respond to emergencies to meet the changing demands of our community.*	Reviewing the way the Service responds to emergencies helps to prepare for future risks, and ensures the Service remains flexible and adaptable to meet the changing demands of communities.	Reviewing emergency cover arrangements and the way fire stations are staffed can help to support early interventions and may lead to fewer incidents through better use of prevention data.	Any changes to the way in which the Service responds to emergencies may involve working with partner agencies to ensure the delivery of joined-up services and reduce the duplication of effort.	Collaborating with partner agencies to address the changing demands of communities can lead to improved outcomes and build strong partner agency relationships.	Involving communities ensures that any changes in the way the Service responds to emergencies reflects local needs, building public trust and inclusivity. Involving staff and representative bodies helps shape safe, effective arrangements that staff can deliver with confidence.

Improvement and Well-being Objective Five – Prevention and Protection.





In order to achieve this Improvement and Well-being Objective, we said we would:

Action 5.1: Change the way we respond to automatic fire alarm actuations in commercial premises.

Action 5.2: Provide key safety interventions to the children and young people of mid and west Wales, through a collaborative and targeted approach that meets the diverse needs of the community.

Action 5.3: Deliver wildfire and arson interventions that provide real community value while building on the knowledge and experience of our partners in dealing with their impacts, to make our communities safer.

Action 5.4: Explore options to implement changes to meet the ever changing and complex demands regarding building safety, enforcement, and adapting to meet the needs of existing and new legislation.

Action 5.5: Ensure our home fire safety interventions are based on people, and the risks they face, to provide economic and social value.

Action 5.6: Ensure our protection arrangements meet current and emerging risks.

Action 5.7: Deliver local and regional safety intervention activities to ensure that those with duties under fire safety legislation are aware of their responsibilities.

Objective Five progress statement for the 2025/2026 reporting period:

- Work continued to develop evaluation criteria designed to capture data on the social and economic return following the completion of Home Safety Checks (HSCs).
- A total of 12,709 HSC audits were completed during the 2025/2026 reporting period, with 57% undertaken within the very high or high vulnerability categories.
- A comprehensive evaluation of the impact of the False Fire Alarm (FFA) policy change regarding non-attendance at commercial premises was

completed, and the findings were implemented. The change in attendance presented an 89% reduction in attendances and 394 hours of operational crew time that was redirected into risk critical training and community engagement activities.

- Progress was made on the development of the new REFLECT intervention programme, which engaged 1,264 individuals during the reporting period, with a total audience number of 36,895 and an average audience size of 29 students per session.
- 196 pupils were engaged with as part of the Phoenix Project, with 153 pupils completing the course and gaining their Agored Cymru Accreditation Certificate.
- Education initiatives were delivered in schools across the Service area, reaching 20,000 individuals.
- A total of 2,500 children and young people were engaged at the Eisteddfod yr Urdd.
- 5,565 Road Safety engagements were undertaken.
- Bespoke fire safety sensory boards were successfully developed with Cerebra (a specialist charity). The prototypes were tested throughout the service area with children and young people with a variety of Special Educational Needs, including vision impairment, autism and additional learning needs. The feedback from schools' staff and pupils has been used to further improve the boards.
- Members of the Community Safety Education team were Highly Commended in the Public Safety category at the Safer Communities Awards for the inclusivity of the Fire Safety sensory boards.
- Community education was delivered at the Royal Welsh Show, Pembrokeshire County Show, community events, and Fire Station open days during the reporting period.
- The Service's Education Lead led on the development of Lithium Battery Safety resources, and educational worksheets and informative engagement products have been designed to spread the safety message. The resources have been shared with colleagues in North Wales Fire and Rescue Service (NWFRS) and South Wales Fire and Rescue Service (SWFRS) and will be used as engagement tools in large events throughout Wales, for example, the Eisteddfod Genedlaethol, Royal Welsh Show and the Urdd National Eisteddfod.
- Filming for an Urban Fires project is continuing, with segments from the Head of Community Safety, a Specialist Paediatric Burns Nurse from the Morriston Hospital Burns Unit and the Designing Out Crime Officers from Dyfed Powys Police. SWFRS are providing some financial support for the project. The aim is to reduce nuisance fires and risky behaviours among children and young people. The Service's Education Team will deliver this lesson in targeted areas that have had issues with fire setting and nuisance fires, as we have long established relationships with over 400 educational establishments in our service area. The lesson will also be made available to the Youth Team for the Phoenix project and the Arson Reduction team for school and/or youth club delivery.

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- A multi-agency water safety event was held in July 2025 at the waterfall near Glynneath, a location that has witnessed tragic water safety events in recent years, providing members of the public with the opportunity to watch water rescue demonstrations and receive safety information from both the Service and partner agencies.
- As part of ongoing community engagement efforts, meetings were held with residents in Llanelli in relation to fly-tipping and burning.
- End-of-term assemblies covering BBQ safety, arson awareness, and the dangers of derelict buildings were delivered at Milford Haven Secondary School. The ‘Stay on Side’ project was also presented to Year 6 pupils in Llanelli, focusing on anti-social behaviour and grass fire prevention.
- Over 200 young people engaged with Domino presentations in sixth forms, and three Biker Down courses were delivered in the Northern and Western Divisions in response to motorcycle related incidents.
- The Service organised the Youth-Related Crime Trends Conference, held at the Swansea.com Stadium on Tuesday 10 February, with over 100 attendees. The event brought together a range of organisations and focused on emerging trends in youth-related crime and the impact of exploitation on offending behaviour. It also aimed to strengthen collaborative working and information sharing.
- Filming of wildfire education content for the Welsh Government took place in Port Talbot.
- The wildfire balanced room process was completed, resulting in eight outcomes that were presented to and approved by the Executive Leadership Team (ELT). Balanced rooms are forums where diverse stakeholders with varying perspectives, interests, and power are equally represented and able to participate meaningfully. The goal of a balanced room is to foster open dialogue and ensure that all relevant perspectives are considered.
- Prevention-related outcomes from the wildfire balanced room process were presented to the Wales Wildfire Board for awareness.
- Wildfire prevention activities were carried out in Seven Sisters to help safeguard nearby properties and reduce the risk of fire spread.
- Arson reduction initiatives continued, including hosting a drop-in session at Cwm Du. The All-Terrain Vehicle (ATV) based at Brecon Fire Station was used to promote the “Burn to Protect” mission in partnership with Bannau Brycheiniog National Park.
- Collaborative working arrangements continued with Bannau Brycheiniog National Park at the Colbren site, which had experienced a burn the previous season. The area included over 1,000 acres of Sites of Special Scientific Interest (SSSI) land, and guidance was provided to the local farmer on best practices for land management to reduce future wildfire risk.
- Through collaborative assessments with Natural Resources Wales (NRW), several areas of concern were identified, including a property on the Gower surrounded by dense gorse.
- Arson prevention advice was delivered to students at Penyrheol Comprehensive School to raise awareness and reduce future risk.

- The Business Fire Safety (BFS) department continued to engage with the Welsh Government regarding the introduction of the new Building Safety (Wales) Act
- In preparation for the Act, a provision was established to ensure all consultations were communicated through a central point, with dissemination to appropriately qualified personnel.
- The Building Safety Visits (BSVs) Programme was extended to all wholetime crews across the Service area, with training delivered and positive feedback received.
- A total of 817 Risk Based Inspection Programme (RBIP) audits were undertaken during the reporting period. 37 Planned Audits Following a Fire and 70 Planned Audit Follow Ons.
- A total of 740 building regulations consultations were completed.
- A total of 357 business engagement activities were recorded across the Service area, ranging from small to large businesses.
- Work started on how to integrate Exeter Data with the Service's CFRMIS system to improve how information was gathered and allocated to crews. This included a visit to Shropshire Fire and Rescue Service to identify lessons learned from their implementation.
- The Service's strong partnership arrangements continued to deliver benefits, with HSC referrals from partner agencies contributing to 64% of those over 65 during the 2025/26 financial year.
- Members of the Community Safety team were Highly Commended in the Public Safety category at the Safer Communities Awards.
- A two-week Crucial Crew event was successfully delivered in Pembrokeshire.
- Sensory fire prevention tools for neurodiverse children were developed in collaboration with Cerebra, alongside the development and testing of Additional Learning Needs resources using Widget.

Key actions for the year ahead

- Continue to focus children and young people safety interventions on those most vulnerable.
- Progress wildfire balanced room outcomes, including management practices and community engagement to reduce the impact of wildfires on communities.
- Ensure the Risk Based Inspection Programme (RBIP) is delivered in line with available resources, while considering new legislation such as the Building Safety (Wales) Act in future planning.
- Implement the recommendations from the Audit Wales 'Targeted High-Risk Prevention' audit, especially regarding home safety vulnerability and increase the delivery of Home Safety Checks across Mid and West Wales.
- Support the business community regarding fire safety, while ensuring enforcement measures protect those most at risk.

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How Objective Five contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 5 *We will regularly review our Prevention (Community Safety) and Protection (Business Fire Safety) strategies to target and support the most vulnerable in our communities.*	Reviewing prevention and protection arrangements helps plan for long-term changes in community risk. Delivering a range of prevention and protection arrangements alongside partners will form connections in the community that are sustainable, positively impacting on people's lives in terms of increasing awareness to the risks from fire in homes, business and wider community environment, creating a more resilient community which is less reliant on public services.	Improving resident and business safety through awareness, education and intervention as well as identifying opportunities to reduce incidents and crime can reduce the risk of harm and bring economic benefits to ward population, residential areas, communities, businesses and beyond.	Understanding communities and positively influencing their safety and well-being alongside partners will contribute towards a positive and environment for all.	Working with Public Services Boards and partner agencies will enable the Service to reach and connect with all areas of communities, whilst removing boundaries to less deprived areas and destigmatising poor reputations and records in relation to socio-economic status.	Engaging with a range of stakeholders helps shape appropriate and targeted prevention strategies, whilst ensuring the interventions are effective.

Improvement and Well-being Objective Six – Engagement.



In order to achieve this Improvement and Well-being Objective, we said we would:

Action 6.1: Improve our understanding of the expectations of our communities through consultation and engagement.

Action 6.2: Identify and implement new approaches to staff and community engagement.

Action 6.3: Design, develop and implement new and innovative campaign and engagement strategies.

Action 6.4: Engage with trade unions in alignment with Social Partnership duties regarding organisational change.

Objective Six progress statement for the 2025/2026 reporting period:

- A series of community engagement drop-in sessions was concluded, with a detailed analysis undertaken and presented to both the Executive Leadership Team (ELT) and the Fire Authority.
- Following the completion of the engagement drop-in sessions, an evaluation was conducted to identify lessons learned, which could be applied to future engagement events. An event directory was also developed.
- A range of engagement approaches and methods were used to promote the survey. These included a full-page spread and digital advertisement in the *Tenby Observer* (digital advert viewed 24,000 times and newspaper advert 9,000 times), a full-page advertisement in *Heart of Swansea* magazine, and printed articles in the *Western Telegraph* (readership 20,707) and *Daily Post Wales* (readership 25,549).
- Online news stories were also featured on the *Wales Online* website and Facebook page (campaign impressions 115,241, clicks 2,243, and a click-through rate of 1.95%), alongside half-page print articles and additional online coverage in the *Western Telegraph* and *County Times*.
- An analysis of the social media campaigns for *'Re-shaping Mid and West Wales Fire and Rescue Service…Together'* and the associated drop-in sessions was undertaken. Key findings included: 58 social media posts were published, achieving a total reach of 69,164. Total impressions amounted to

73,911. Overall engagement totalled 3,616 (including likes, shares, comments, and clicks).

- Support was sought from an external consultation consultant, who analysed which elements of the Service's Community Risk Management Plan (CRMP) 2040 required engagement.
- The Business Fire Safety (BFS) team continued to utilise monthly whole-team meetings to improve the cascade of information within the department.
- Service Campaign Steering Group meetings were held to design and develop new and innovative campaign and engagement strategies, including the *'Register My Appliance'* and Wholetime Recruitment campaigns.
- A Social Partnership Duty (SPD) report, evidencing how the Service complied with the duty, was drafted and submitted to the Social Partnership Council (SPC) for consideration.
- Trade Union representatives continued to attend Objective Performance Monitoring meetings and Community Risk Management Delivery Board (CRMDB) meetings.
- Engagement with members of the public and staff using the *'Have Your Say'* survey continued over the summer period at Fire Station open days, car washes, the Royal Welsh Show, and Pembrokeshire County Show.
- A Petitions Procedure and a Controversy Procedure for all engagement and consultation exercises were developed.
- In response to feedback gathered during community engagement drop-in sessions, where concerns were raised about the Service's response to climate change, a series of Wildfire Balanced Room options development workshops was held in August, September, and October. Facilitated externally, these sessions aimed to collaboratively explore and co-design solutions to the increasing risk and impact of wildfires.
- A further series of Balanced Room sessions, focusing on flooding, was held in January and February 2026. These sessions brought participants together to collaboratively explore and develop solutions for the Service's flooding response. The process resulted in five outcomes, presented to ELT in April for final approval.
- Approved outcomes were allocated to internal and external working groups for implementation, along with the development of associated timelines.
- Work commenced on the development of an internal *'Balanced Room Lite'* procedure, enabling departments to apply the concept within their own operations.
- The Corporate Communications and Business Development (CCBD) department reviewed its communications approach and use of social media platforms, including the effectiveness of X (formerly Twitter).
- Communications representatives were introduced for departments to provide a single point of contact and support a consistent approach to sharing updates.
- The Internal Communication Change Programme was approved by the Strategic Leadership Team (SLT) and the ELT and was subsequently

launched across the Service.

- Work commenced to produce a new video, using an external supplier, to promote the CRMP and its associated workstreams.
- A series of On-Call videos showcasing operational incidents within the On-Call sector was produced.
- Work continued to further develop the CRMP website as a single source of truth regarding the plan and its progress.
- Well-being podcasts were introduced as an alternative approach to internal communications, covering a range of topics including personal cancer journeys, health and nutrition, online scams, atrial fibrillation, and heart attacks.
- A question-and-answer session, hosted by the Deputy Chief Fire Officer (DCFO) on Wednesday, 19 November, provided staff with the opportunity to learn about the Service's Strategic Priorities, receive an update on corporate budget planning, and ask questions directly.
- A series of well-attended online pre-tender engagement events was held on the welding framework, health benefits, and Business Fire Safety training. All events were promoted via the Service's social media channels and *Sell2Wales*.
- Recognising the importance of continuous engagement with staff and communities, a review of the Service's community engagement surveys was undertaken. This resulted in the merger of two surveys to create a single unified survey, *'Shaping Mid and West Wales Fire and Rescue Service – Together'*, which was launched in October 2025. Face-to-face engagement also took place at the Winter Fair in Builth Wells.

Key actions for the year ahead

- Use feedback from community engagement events and insights from the *'Shaping Mid and West Wales Fire and Rescue Service, Together'* survey to identify and agree a programme of 'Balanced Room' topics.
- Continue to embed alignment with all trade unions in accordance with social partnership duties relating to organisational change.
- Review and implement improvements based on lessons learned, and act on findings to strengthen approaches to staff and community engagement.
- Develop key performance indicators (KPI) to ensure that our level of engagement is in line with our expectations and to further ensure we are engaging with all groups of our diverse communities within mid and west Wales.

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How Objective Six contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 6 *We will engage and consult with our communities to understand their expectations of us.*	The communities of mid and west Wales are at the heart of everything the Service does, and therefore the importance of planning for the longer-term is extremely important. Engaging and consulting with communities to understand their expectations helps to ensure the services provided are people centred and inclusive. It also helped to identify challenges and issues, as well as emerging risks and priorities, which assisted with longer-term planning arrangements.	Continuous engagement and consultation help to encourage public involvement and raise awareness of the services provided to communities. It furthermore assisted with identifying risks and vulnerabilities.	Improving the understanding of the expectations of communities through consultation and engagement highlighted where the Service could align better with partner organisations.	Having a collaborative approach helped to identify best practice and lessons learned from partner organisations, to help shape new approaches to staff and community engagement.	It is recognised that engaging and consulting in line with best practice leads to better outcomes, allowing the experiences of others to be heard, providing valuable insights that can support effective decision making. Listening to the views of all stakeholders is extremely important to help shape the services provided to communities and by understanding their expectations.

Improvement and Well-being Objective Seven – Environment.



In order to achieve this Improvement and Well-being Objective, we said we would:

Action 7.1: Work towards achieving Net Zero 2030 targets in line with Welsh Government requirements.

Action 7.2: Produce a Net Zero Road Map for 2030.

Action 7.3: Identify and evaluate the effectiveness of alternative fuels for our vehicles.

Action 7.4: Embed and evaluate the benefits of a new Compartment Fire Behaviour Training Unit.

Action 7.5: Regenerate our estate to make sure our workplaces are environmentally sustainable.

Action 7.6: Prepare, manage and evaluate our organisational procedures to understand their environmental impact.

Action 7.7: Identify new operational techniques and equipment to mitigate harmful impacts on the environment.

Action 7.8: Work with our suppliers and end users to make our supply chain environmentally friendly.

Objective Seven progress statement for the 2025/2026 reporting period:

- A Net Zero Carbon reporting spreadsheet, capturing the Service's carbon emission statistics, was submitted to the Welsh Government. The spreadsheet monitors public sector progress towards the collective ambition of achieving a carbon neutral public sector by 2030.
- Good progress continued to be made against the objectives contained within the Carbon Reduction Road Map.
- Significant progress was achieved in Phase 1 of the Hydrogenated Vegetable Oil (HVO) implementation, with four of the five bulk fuel sites transitioning

from diesel to HVO. This resulted in the purchase of 28,000 litres of HVO in place of diesel.

- Phase 2 focused on expanding use at selected high-mileage locations, where the volume of HVO used would offset the embedded carbon cost of infrastructure upgrades.
- Progress continued on the development of the Building Management System (BMS), designed to monitor and manage the Service's energy usage. This included meetings to discuss system design and functionality.
- Various funding applications were submitted, including one to Ynni Cymru's Smart Local Energy System (SLES) programme for the installation of air source heating, solar PV with battery storage, and a BMS. An expression of interest was also submitted to SALIX to explore funding opportunities for solar battery installations across five source locations.
- In partnership with Neath Port Talbot County Council, green infrastructure projects were delivered at Cymmer and Amman Valley Fire Stations. Works included green roof structures, rainwater planters, bike shelters, canopies and bin shelters designed to support sustainability and biodiversity.
- A community garden was opened at Welshpool Fire Station as part of the Green Spaces project, aimed at enhancing biodiversity, supporting environmental sustainability and promoting staff wellbeing.
- Significant refurbishment works at Machynlleth Fire Station improved insulation values, resulting in better heat retention and reduced gas consumption.
- Work continued to develop the evaluation criteria in readiness for the use of the Compartment Fire Behaviour Training Unit (CFBT).
- Progress continued with Intégral Géotechnique, who conducted groundwater testing at the Earlswood site. All samples were collected over several months and underwent laboratory analysis.
- A meeting was held with Draeger to provide feedback on the CFBT, and the technical completion of the works was formally accepted.
- Electric Vehicle Charging Infrastructure (EVCI) grant funding of £138,000 was secured for the installation of EV charging facilities at several Service locations, including Pontardawe, Welshpool, Llanidloes, Rhayader, Glynneath, Newcastle Emlyn, Crickhowell, Builth Wells, Abercrave and Port Talbot.
- The Operational Equipment and Assurance (OEA) department continued to explore technologies to support Balanced Room outcomes, including assessing firefighting robots following the award of grant funding to external organisations to further develop and evaluate the concept.
- The use of drones was explored, and a strategy was developed to support controlled burn operations.
- Flow rate meters were installed on the Service's water bowsers to provide accurate measurement of contaminated water dispersed during incidents, with data shared with Natural Resources Wales (NRW).
- Options were explored following recommendations from the Chief Fire and Rescue Advisor and Inspectors (CFRAI) report, including the purchase of 22mm hose reel smoothbore branches. An evaluation of their effectiveness was undertaken.
- Research and development were carried out for the adoption of battery-powered fans and equipment.

- The use of ultraviolet (UV) treated water, in collaboration with Welsh Water and Natural Resources Wales, was reviewed.
- Key Performance Indicators (KPIs) were incorporated into all contracts to capture information supporting Scope 3 emissions reporting.
- Meetings were held with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service to discuss the development of objectives aligned with Fair Work and Sustainability elements of the Social Partnership Duty.
- Members of the Procurement and Contracting team attended the Business Wales Supplier Exhibition event on 10 September, providing opportunities to engage with organisations across Wales and discuss social value in procurement.
- Progress continued in working with suppliers and end users to improve supply chain sustainability, including encouraging engagement from Small and Medium Enterprises (SMEs) in the Service's tendering processes.
- Pre-tender engagement sessions were held both in person and online, enabling suppliers to engage with the Procurement and Contracting team and seek clarification prior to publication of tenders. Feedback sessions were also offered to unsuccessful suppliers.
- Multi-Function Devices (MFDs) were rolled out across the Service area, delivering benefits such as reduced energy consumption, lower utility costs, decreased paper and toner usage, and more environmentally friendly consumables.
- Enhancements were made to the PeopleXD system, including the introduction of an online expenses module and employee onboarding module, further reducing paper usage.
- Opportunities were explored by the Fleet, Engineering and Logistics Department (FELD) to digitise vehicle service sheets, replacing paper-based processes with electronic systems.
- Between January and December 2025, a total of 196,113 kg of Service waste was processed. Of this, 73% was recycled, 26% was recovered, and only 1% was sent to landfill. Mixed recycling and food waste achieved a 100% recycling rate, while general waste was primarily directed to energy-from-waste facilities, with only 3% sent to landfill.

Key actions for the year ahead

- Work will continue with suppliers to improve their ability to report on Scope 3 emissions.
- Development of a new Procurement Strategy for 2026–2031, in line with the requirements of the Social Partnership and Public Procurement (Wales) Act 2023.
- More trade frameworks will be established, with the aim on attracting local suppliers, thus further reducing the Service's carbon footprint when delivering services for the Estates team.
- Continue to identify a means to digitise and streamline processes across the Service, to reduce paper usage.

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How Objective Seven contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 7 *We will work in an environmentally friendly and sustainable way.*	Researching new and emerging technologies continued to support the Service to work in an environmentally friendly and sustainable way. The longer-term result ensured an environmentally responsible Service by improving the Service's environmental performance; improving efficiency in the use of resources; and minimising impact on the environment.	Utilising technology and software systems to monitor and analyse data enabled the implementation of preventative measures, helping to reduce carbon emissions and have a positive impact on the local environment and communities.	Continuing to integrate and embed environmentally sustainable processes throughout the Service will assist in reducing the environmental impact of Service activities on the local communities.	Exploring opportunities to collaborate with PSBs and partner organisations on environmental projects enabled the sharing of best practice and allowed opportunities for lessons to be learned, leading to positive outcomes for communities.	Involving staff in the shaping of sustainability initiatives and providing education and awareness, through the Sustainability and Environment Group, assisted in empowering them to take ownership of positive environmental change within the Service.

Improvement and Well-being Objective Eight – Vehicles and Equipment.



In order to achieve this Improvement and Well-being Objective, we said we would:

Action 8.1: Have vehicles and equipment that will support the effective management of contaminants at emergencies.

Action 8.2: Provide our firefighters with the appropriate vehicles to respond to the risks within our communities.

Action 8.3: Ensure that our operational equipment enables us to be effective at emergency incidents.

Objective Eight progress statement for the 2025/2026 reporting period:

- Clear cab fire appliances were introduced, with an evaluation planned to capture lessons learned prior to further rollout.
- Progress was made in establishing procurement contracts for welfare equipment and vehicles. These contracts will support the introduction of vehicles designed to enable post-incident decontamination.
- A concept for a fully functioning, generic Incident Support Vehicle was developed by the Fleet, Engineering and Logistics Department (FELD) for consideration by the Procurement and Contracting Department to initiate the procurement process.
- Following research and development, a vehicle options paper was drafted for the identified vehicles, including draft specifications for Medium Fire Appliances, Rural Water Carriers, Incident Support Vehicles, Welfare and Contaminants Facilities, and equipment and combined options.
- Work remained ongoing to improve hygiene and welfare standards at incidents, including exploration of options to introduce hand-washing sinks on surplus vehicles.
- Agreement was reached to purchase six appliances for an initial trial.
- The specification for rural water bowsers was completed, and a contract was put in place to proceed with procurement.

- Progress continued on the Phase 1 review of equipment on fire appliances, ensuring that equipment was appropriately relocated and secured in line with the original supplier inventory list.
- The Operational Equipment and Assurance (OEA) Department continued research and development to identify suitable equipment arrangements.
- Work progressed to identify suitable Multi-Function Personal Protective Equipment (MFPPE) aligned to the risks and types of incidents attended. A four- to five-phase approach was developed to explore PPE options, ensuring personnel are equipped with protection appropriate to the level of risk.

Key actions for the year ahead

- Continue the rollout of new corporate workwear to improve firefighter comfort, providing a more technical, diverse and task-focused range of clothing.
- Continue to explore opportunities to develop the Service's vehicle fleet across Divisions, Training and Community Safety, enabling the replacement of generic vehicles with those better suited to operational needs.
- Present options through the Service's governance process to trial a range of vehicle types, supporting the evolution of the fleet and enhancing operational response and resilience.
- Continue the review of equipment carried on fire appliances, with the aim of establishing a standardised inventory. Phase 1 will confirm the core equipment to be carried, while Phase 2 will explore opportunities for seasonal equipment, such as wildfire equipment in spring and flooding equipment in winter.
- Develop a long-term strategy for Multi-Function PPE.
- Work with suppliers to develop options for retrofitting and enhancing existing vehicles, incorporating learning and outcomes from the inventory review, including improvements such as leaf blower stowage.
- Enhance operational capability by introducing 4x4 appliances equipped to support shallow wading and off-road driving, strengthening response to flooding and wildfire incidents.
- Improve firefighter welfare at incidents through the rollout of appliance-based nutrition packs, including electrolyte sachets and energy bars, to support effective hydration and performance.
- Progress procurement of suitable All-Terrain Vehicles (ATVs), incorporating learning from trials to ensure vehicles meet operational and end-user requirements.
- Advance the procurement of leaf blowers to support wildfire response and operational effectiveness.

How Objective Eight contributed to the Five Ways of Working

	Long term *The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.*	***Prevention*** *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.*	***Integration*** *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.*	***Collaboration*** *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.*	***Involvement*** *The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.*
Objective 8 *We will evolve our fleet and equipment requirements so we can effectively respond to emergencies.*	Evolving fleet and equipment requirements ensures the Service can meet new and emerging risks. Further supports the Service to effectively respond to emergencies by remaining resilient and sustainable	Improves firefighter safety and assists with responding to the risks within communities in the most efficient and effective way.	Modern equipment improves efficiency and reduces environmental impact.	Working in collaboration with other Fire and Rescue Services, partner agencies and manufacturers helps to identify best practice and lessons learnt, providing greater value for money.	Involving stakeholders in developing and designing solutions ensures the vehicle and equipment requirements meet the needs of the end users.

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

- Community Risk Management Plan 2040.
- Corporate Plans.
- Strategic Plan.
- Annual Business Improvement Plans.
- Annual Performance Assessments.
- Consultation Reports.
- Audit Wales & 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 606 0699 or write to us at Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP. Alternatively you can email us at mail@mawwfire.gov.uk.

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This document is also available in accessible formats. If you would like this information in an alternative language, format or audio, please contact us on 0370 606 0699 or e-mail: crmp@mawwfire.gov.uk

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Appendix 1

Well-being of Future Generations (Wales) Act 2015 - Progress update.

The Service understands the purpose and aims of the Act and is committed to ensuring it considers the long-term impact of decisions on communities. The Community Risk Management Plan (CRMP) 2040 outlines a longer-term commitment and eight Improvement and Well-being Objectives which will help achieve the seven Well-being goals in several ways. The Improvement and Well-being Objectives were developed in accordance with the sustainable development principle and incorporated the five ways of working, demonstrating how each one helps to improve the economic, social, environmental, and cultural well-being of Wales.

The Service will therefore ensure that when making decisions, due consideration is given to the impact the decisions made could have on the people living their lives in Wales both now and in the future. The Service also gave due consideration to the rich diversity of people within mid and west Wales and continues to work collaboratively with others to help the Authority achieve its Improvement and Wellbeing Objectives, and conversely, to help others to achieve theirs.

Furthermore, during the development of the CRMP 2040, a collaborative approach with internal and external stakeholders was used, ensuring that the Improvement and Well-being Objectives contributed to the requirements of the Well-being of Future Generations (Wales) Act.

The CRMP 2040 also outlined how we had considered the Sustainable Development Principle and Well-being Goals:

Long-term

The Service continued to look at long term trends and undertook an analysis of its actions to ensure that the services provided are proactive rather than reactive, therefore better meeting the needs of our communities and stakeholders by making communities as safe as possible and not compromising the needs of our future generations. Long-term thinking has been embedded within business practices, and the Service will continue to adopt a horizon scanning approach as part of its planning processes.

When setting and reviewing its Improvement and Well-being Objectives the Service ensured that it remained sighted and monitored future trends and long-term challenges that may have an adverse impact on the services provided. The Service continued to adapt and diversify its activities to better meet the needs of our communities, as well as improve the way it meets the needs of the people that work, live, and visit the communities of mid and west Wales to make them safer.

Prevention

Prevention, protection, and early intervention remained a priority for the Service, and its commitment to making the communities as safe as possible, by continually

reviewing and adapting intervention services. The Service continued to take a proactive, integrated, and collaborative approach to the services it provides, by working closely with new and existing partner organisations to deliver tailored safety messages, maximising the positive impact in our communities. The focus for prevention was centred around preventing problems from occurring or worsening by ensuring early intervention was undertaken and that communities were as informed as possible.

Integration

The Service took an integrated approach when developing and reviewing its Improvement and Well-being Objectives, working in a more integrated way enabled the Service to solve problems more effectively and efficiently. By undertaking a joint approach to maximising opportunities and working collaboratively with both partners and stakeholders, helped to reduce the duplication of effort across public sector organisations and furthermore shared resources, learning and knowledge for the benefit of our communities and future generations.

Collaboration

Working collaboratively with partners remains of key importance to the Service. Collaborating with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service has produced an adapted "all Wales" approach in several areas. This collaborative approach also identified the most cost effective and efficient delivery methods across the three Fire and Rescue Services on a range of subject matters. The Service understands that working closely with partners, maximises the impact of safety messages on communities and delivers safety messages with a joint approach. The Service will therefore continue to build on existing relationships and look for new opportunities to develop new and existing partnerships to make the most effective use of its assets.

Involvement

The Service consulted widely with its stakeholders, partner organisations and the public. Engagement was undertaken with local communities through events, community engagement drop-in-sessions and consultations, encouraging them to get involved in the decisions that affect them, which encouraged a two-way dialogue and ensured that they have their say on how the Service deliver its Improvement and Well-being Objectives. Encouraging public participation and involvement in decision making was extremely important.

The Service's contribution towards achieving a **Prosperous Wales** included providing a greater level of information and support from contacts when visiting people in the communities to keep people safer in their homes. The Service also contributed to achieving a **Prosperous Wales** by managing its assets in better, more cost effective and efficient ways; building on existing relationships and looking for new opportunities to maximise the benefits for the community and enhance the contribution to the local economy and reduce costs to society.

Contributions towards a **Resilient Wales** were achieved through the consideration of new technology and innovation within the Service and better understanding the

impact on the environment, to enable reductions in our carbon footprint to be achieved, whilst continuing to maintain a high standard of service delivery.

A healthier Wales was achieved through an increase in connectivity and digitisation, which assisted the Service in delivering both emergency and community safety services to communities; ensuring that advice was provided and intervention programmes delivered to assist individuals to improve their lifestyle.

The Service's contribution towards a **Wales of Cohesive Communities** was accomplished by improving digitised solutions and advancing information and communication technologies, by contributing to the progression of connectivity and our delivery of services to the public.

To assist with creating a **More Equal Wales**, the Service prioritised its interventions at those individuals who were most vulnerable, to improve their circumstances and to provide them with advice to enable them to improve their lifestyle.

The Service's contribution to a **Wales of Vibrant Culture and thriving Welsh Language** was to continue to encourage and promote the use of the Welsh Language within the Service's area. Where possible, access to services was promoted through the utilisation of the Welsh language, to ensure that stakeholders can communicate in their preferred language. Employees were also encouraged to speak their preferred language in the workplace and provide opportunities to employees who wished to learn Welsh.

The Service influenced the achievement of a **Globally Responsible Wales** by continuing to make significant changes to reduce the amount of paper used in its activities by encouraging the submission of all electronic correspondence and documentation.

As specified within the Act, Public Services Boards (PSBs) must utilise the sustainable development principle to maximise contribution to the achievement of the seven national well-being goals by addressing the specific well-being needs of the area. The Service has embraced this principle and has remained fully committed to undertaking its responsibilities as a statutory partner.

The Service subsequently implemented the ethos of ensuring that the needs of the present are met without compromising the ability of future generations in its business practices. The significance of the Objectives contained within each of the six PSBs Well-being Plans, was reflected in the Service's own Improvement and Well-being Objectives, which ensured that working with partners to deliver better outcomes for our communities remains a priority.

Not only has the Service considered the Well-being of Future Generations (Wales) Act 2015 in the formation of its CRMP 2040, but it has also embedded several new ways of working within the day to day running of the organisation. The Golden Thread of the Service has been greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From individual development plans and departmental strategies, through to the CRMP 2040, the ethos of the Act is at the forefront of its mind. Whether it's forming new partnerships, adopting a horizon scanning approach

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as part of our future planning processes, or embedding the Well-being of Future Generations (Wales) Act 2015 in its internal processes, it has ensured that the needs of the present were met, without compromising our future generations.

Public Services Boards (PSBs)

The Service remained committed to the Well-being of Future Generations (Wales) Act 2015 and continued to embrace its duties and role as a statutory partner on the six Public Service Boards.

Some of the key areas the Service was involved in, included the following:

On behalf of the Swansea PSB, a community safety village event was held as part of the Welsh Firefighters Challenge on Saturday, 07 June 2025 in Dylan Thomas Square, Swansea Marina, and provided an opportunity to engage with members of the public on a variety of subject matters. The event was well attended and resulted in over 400 engagements with members of the public, 40 Children's quizzes completed, and goody bags given away with Electrical Safety being the theme.

A Youth Related Crime Trends workshop was held on Tuesday, 10 February 2026 by the Service, alongside partner agencies across the region, on behalf of the Swansea PSB at the Swansea.com Stadium. Contributions throughout the day came from South Wales Police, South Wales Police and Crime Commissioner’s Office, Swansea Bay University Health Board, the Ethnic Youth Support Team, Hillside Secure Unit, Cardiff Council and Mid and West Wales Fire and Rescue Service, covering school-based guidance, violence prevention and real insights into the experiences of young people. The event provided the perfect opportunity for partner agencies to discuss and promote best practice on how to keep communities safe.

The Assistant Chief Officer, Director of Resources became the Lead Officer for the Electric Vehicle (EV) Charging Infrastructure Task & Finish Group, which aims to increase collaboration on Electric Vehicle (EV) Charging infrastructure at public sector venues, by researching, analysing and preparing insight on the opportunities and barriers to EV Charging Infrastructure.

Support continued to be provided to several Public Services Boards’ sub-groups including the Pembrokeshire PSB, Poverty Working Group, Powys PSB Engagement and Insight Network Group, Swansea PSB Human Rights City Steering Group, Swansea Bay Regional Data Group and the Neath Port Talbot PSB Steering Group, to name a few.

Appendix 2 - Annual Performance Assessment 2025/2026 - Enablers progress update.



Our People. We recognise that our people are the heart of our organisation and are key to the successful delivery of everything we do. We are committed to ensuring our workforce is representative of the communities we serve, whilst inspiring and encouraging them to become the best they can be. Our people will be supported by the Service with their health and well-being enabling them to have the personal resilience they need to carry out their role.

Progress statement.

The people who work and volunteer for us work hard to deliver the best possible services to our communities. Recognising that our staff are our most valuable asset, we want to ensure that they are equipped and trained to be able to perform their roles to the best of their ability and encourage them to reach their full potential.

Recruiting, developing, and retaining a highly skilled, bilingual, and diverse workforce that represents the communities we serve is extremely important to us. This approach identified and maximised the potential of our workforce and maintained a high performing culture, whilst making the most effective use of public funds.

The health and wellbeing of our staff has, for several years, been a priority area for us, as we recognise that there are many benefits to having a healthy workforce. Our aim is to do what we can to help our staff enjoy longer, healthier and fulfilled lives, while reducing our sickness levels.

We want staff to have the confidence and space to grow and develop, enabling them to fulfil their potential and reach their career goals. Providing development opportunities for staff not only ensures they have the right skills to undertake their role, but also creates an environment where staff are empowered and encouraged to get involved in the work of the wider Service.



Leadership and Management: Governance, decision making and continuous improvement. We provide effective leadership and management that is proactive and allows us to adapt successfully to emerging opportunities, potential threats, and challenges. We are accountable for the decisions we make. Good governance and responsible decision-making are imperative to ensure we continue delivering the best services to our communities.

We recognise that accountability isn't just about taking responsibility – it involves committing to a set of actions, attitudes, aspirations, and expectations that establish how we lead and manage, the value we can

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add to our existing service, and driving innovation we wish to undertake.

Progress statement.

Mid and West Wales Fire and Rescue Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards; that public money is safeguarded and appropriately accounted for; and used economically, efficiently, effectively and equitably.

The Authority has a duty under the Local Government (Wales) Measure 2009 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, effectiveness and equity. The Well-being of Future-Generations (Wales) Act 2015 places a well-being duty on public bodies to set and publish well-being objectives, designed to maximise their contribution to the seven national well-being goals, with a focus on sustainable development.

The introduction of the Local Government and Elections (Wales) Act 2021 has also introduced the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance, including the provision of a multi-location policy for meetings.

In discharging its overall responsibility, Fire Authority Members and Senior Officers are responsible for putting in place appropriate arrangements for the governance of the Fire and Rescue Authority's affairs and the stewardship of the resources at its disposal, which includes arrangements for the management of risk.

Strategic leadership is given by and discharged through the Fire Authority and its various Committees, panels and working groups, which enable Members to decide on issues affecting the running of the Fire Authority, in accordance with the principles of openness and democratic accountability.

The day-to-day management and delivery of the Service's functions is carried out by Fire Service Officers under the overall control and guidance of the Chief Fire Officer, who discharges these functions in accordance with the governance framework and the determinations of the Fire Authority and its Committees. In so doing, the Chief Fire Officer is assisted by the Executive Leadership Team.

Robust governance frameworks ensure transparency, accountability, and continuous improvement. We regularly review our performance against Improvement and Well-being Objectives and engage with stakeholders to ensure our services remain responsive and effective.

Financial Resilience. As with any organisation, financial sustainability is key to long-term success. Whilst we settle our budget annually, we will work hard to manage our budget, capital programme and financial management arrangements to ensure we can plan and deliver an effective Service for the longer term.

Progress statement.

The Medium-Term Financial Plan (MTFP) presented to Authority members at Resource Management Committee in November 2024 and to Fire Authority in December 2024 clearly recognises the need to ensure that the outcome of the CRMP 2040 consultation will determine strategic direction which in turn will determine the financial plans and resources required to deliver those objectives. Those plans will be constructed to ensure the short, medium and long-term financial sustainability of the Authority.

The Authority uses the corporate budget planning sessions with Members, as part of the annual budget planning and budget setting process and uses Members' feedback to inform the budget process.

The outcome of the CRMP consultation conducted during 2025 will be used to inform the annual budget setting process for 2026/2027 and future years. Delivery of objectives will need to be managed within financial constraints to ensure financial sustainability of the Authority

Corporate Social Responsibility. Self-regulating our contribution to the well-being of Wales through environmental and social measures plays a crucial role in our Service. Being environmentally friendly; promoting equity, diversity, and inclusion in the workplace; giving back to the community; and ensuring business decisions are ethical will all form part of the Golden Thread of the Service and will directly inform the day-to-day actions we take.

Progress statement.

We recognise that we can have a considerable impact on the economy and environment and are committed to ensuring that we do our moral duty and maximise these benefits to the communities we serve, whilst enhancing our contribution to the local economy and reducing costs to society.

Every fire we attend has a cost to people, places, and our environment, so prevention, wherever possible, is a priority for us. Adapting and diversifying our activities to better meet the needs of our communities and improving the way we meet the needs of the people that work, live in, and visit our communities, will help to make them as safe and as prosperous as possible.

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Making a positive difference to the diverse communities we serve is extremely important to us, therefore, working closely with our partners not only helps to avoid duplication of services, it's also a better use of public funds and provides multiple benefits to our communities



Digital and Information Communications Technology Strategy. Information and Communications Technology (ICT) plays a pivotal role in providing the tools, capabilities, and infrastructure necessary to achieve our strategic aspirations. We are using digital and information technologies to support both our operational delivery and business transformation, and we will continually improve and enhance this as newer technology becomes available. We remain committed to exploiting digital and information technology solutions to deliver our strategic objectives.

Progress statement.

A Digital Transformation concept is being explored, to provide aspirations for future proofing the Service. The concept will streamline the way of working for the Service to improve accessibility, cybersecurity, provide automation of processes enhancements, and improve public engagement.



Partnerships and Collaboration. Our future success is directly linked to how we work with others. We recognise the importance of meaningful and effective partnerships and the need to develop and maintain collaborative initiatives with key stakeholders. It is without a doubt that partnerships and collaboration where appropriate can support the delivery of better outcomes for our communities whilst playing a part in delivering our services in a better, more cost-effective, and efficient way.

Progress statement.

Effective partnerships with individuals and groups within our communities is essential to supporting the work that we do and helps us to achieve the best possible outcomes. Engaging and interacting with all individuals and groups gives them the opportunity to help design and shape the services we provide, as well as promote what we do and the assets and initiatives that are available within our local communities.

Building on existing relationships, while looking for opportunities to develop new partnerships, enables us to make the most effective us of our assets for the benefit of all, maximising our impact and positive difference to the communities we serve**.** We continue to strengthen partnerships with local authorities, health services, police, and voluntary organisations. These collaborations are vital in delivering integrated services that address complex community risks and improve outcomes for all.

Appendix 3
Good news stories highlighting work undertaken across all departments between 1 April 2025 and 31 March 2026.

Business Fire safety (BFS)

- On Wednesday 11 February, our Western Business Fire Safety team delivered a successful engagement event at the Marine Centre of Excellence in Saundersfoot Harbour, bringing together five local businesses, to strengthen understanding of fire safety responsibilities. The session provided a valuable opportunity for direct engagement, helping attendees build confidence in meeting current statutory requirements.
- Through two informative presentations, colleagues highlighted the importance of fire safety, clarified the legal duties of business owners, and shared practical steps to maintain compliance. The event demonstrated our ongoing commitment to supporting local businesses, improving awareness, and promoting safer working environments across the region.




- The Western Division Business Fire Safety team successfully delivered the ‘Connect For’ event at Queens Hall in Narberth on 07 July 2025, focusing on strengthening collaborative working across partner organisations. The event provided a dedicated opportunity to bring teams together and reinforce a shared commitment to building safer, more resilient communities.
- Representatives from Local Authorities, Emergency Planning, Building Control, Business Fire Safety, and Community Risk Reduction teams attended, contributing to productive discussions on how services are adapting and transforming to meet the evolving needs of the communities we serve.




- Care Homes Connect Engagement event held on Wednesday, 13 May, which provided a valuable opportunity to reconnect with partners, strengthen relationships, and openly discuss both successes and ongoing challenges. As the first of many planned sessions across the Southern Division, it marked an

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important step towards a more joined-up approach to collaboration and knowledge sharing.



Community Safety (CS)

- The department held a Safety Village as part of the Welsh Firefighter Challenge on Saturday, 7 June in Swansea Marina. The event was a huge success, engaging with over 500 members of the public. Attendees were able to access free safety advice and information from the Community Safety Team, as well as a variety of partner organisations. Organisations represented included South Wales Police, GoSafe, Guide Dogs Cymru, Specsavers Mumbles, Wales & West Utilities, Sadie's Butterflies, the British Red Cross and Swansea Bay University Health Board. Positive feedback from both the public and participating agencies highlighted the event's impact and value, with all organisations reporting positive interactions with members of the public.





- Two members of the Community Safety team were recognised for their 'Exceptional Service to the Community' and awarded The High Sherriff of Dyfed Award 2025 following their actions in aiding a member of the public who was experiencing mental health and wellbeing challenges during a home safety visit.



- Members of the Community Safety team received Highly Commended recognition at the community network awards for their water safety intervention.



- In June 2025 Pass Out Parades were held at Amman Valley, Seven Sisters and Abercrave Fire Stations to celebrate the achievements of the latest group of Mid and West Wales Fire and Rescue Service (MAWWFRS) Fire Cadets. Over the course of the last two-years these dedicated young people have learnt a wide range of valuable skills and techniques through Fire Station ground training and education in the classroom.







- Over 80% of our Home Safety Checks were completed to people with multiple risk factors – demonstrating the importance of partnership referrals and targeted interventions.
- Re-branding of the Safe Havens campaign was undertaken, with a powerful video directing communities to our stations for help.
- Over 30,000 school children have been reached, with important fire safety messages and how they can influence their parents.
- The Arson Reduction Manager collaborated with partners in problematic areas, such as Cwm Elan.
- New cadet schemes have started and are in the pipeline, our volunteers have played a part in ensuring their success.
- Community Safety team members have attended numerous challenging Home Fire Safety checks.

Corporate Communications and Business Development (CCBD)

- The Service hosted its annual More Than Just Fires Awards Ceremony at Parc Y Scarlets in Llanelli on 25 September 2025. The event was hosted by BBC and S4C broadcaster Eleri Sion. The ceremony gave thanks and recognition to the remarkable efforts, hard work and dedication by Service staff and volunteers from across the Service area.

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- An “Ask Anything” style engagement event was introduced, led by Directors.
- Communication leads for each department were established, building on the process already implemented within Divisions.
- A review of the Service’s Campaign Steering Group was undertaken, with a view to broadening its terms of reference to support consistent, effective, and strategic communication and engagement across the Service.
- A successful Christmas Carol Service was held at Crymych on 10 December, at Ebeneser Baptist Chapel, Eglwyswrw.
- An internal comms change programme: ‘A Growth and Improvement Journey: Service-wide Change Programme’ was approved and launched.

Community Risk Management Planning Department (CRMP)

- An updated Strategic Assessment of the External Environment (SAEE) was published.
- Line Rescue work package completed, ensuring that enhanced rescue capabilities are located across the Service, improving response times and increasing speed of interventions.
- The FARDAP data system was successfully implemented in November 2025, replacing the previous Incident Recording System (IRS) and providing an enhanced, modernised platform for incident data management.
- All-Wales Planning and Performance and Statistics meetings continued to be held with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service, identifying best practice and lessons learnt and exploring opportunities to work collaboratively, where possible.
- Successful engagement took place at several events over the summer period, including the Royal Welsh Show in July 2025, Pembrokeshire County Show, fire station open days, and the Winter Fair. These events provided valuable opportunities to evaluate service provision and consult with local communities.
- The CRMP team facilitated a series of Balanced Room workshops focused on climate change, specifically wildfires and flooding. Balanced Rooms are structured forums where diverse stakeholders with varying perspectives, interests, and levels of influence are equally represented and able to participate meaningfully. These workshops encouraged open dialogue and ensured that all relevant viewpoints were considered. The sessions resulted in a range of outcomes, which were categorised under the themes of Prevention, Protection, Response, and Recovery.




Fleet Engineering and Logistics Department (FELD)

- Corporate wear sizing was completed, and an order has been placed.
- An Inventory Management Group was established to explore improvements following the end of the Red Kite contract. Through market research, the group identified the need for a single, end-to-end system that would integrate standard testing, acceptance testing, and inventory checks, with the potential to also replace the current OPS50 and defect reporting systems. As no suitable off-the-shelf solution was available, a decision was made to develop a bespoke system based on the group's specifications, marking a positive step towards more streamlined and efficient equipment management.
- A task and finish group was established to develop a proposal for extending vehicle tracking across the entire fleet. A comprehensive proposal has since been produced, advocating the full-scale implementation of vehicle tracking and digital logbook systems. This initiative is expected to significantly enhance safety, efficiency, sustainability, and accountability.
- Progress has been made in the new 4X4 appliance process.
- Wildfire All-Terrain Vehicle (ATV) trial undertaken.
- Crew nutrition packs progressing.
- PPmE Rolled out for Multi-Function Personal Protective Equipment (MFPPE).
- Vehicle tracker rolled out across the fleet, now electronic logbooks progressing as scoped last year.
- Specification for rural water carriers and incident support units produced to support service demands.

Information and Communications Technology (ICT)

- Multi-Factor Authentication (MFA) successfully rolled out.
- New laptops were purchased to enhance digital capabilities and replace all devices that were not compatible with Windows 11.
- The building re-location successfully brought all ICT staff together in a single location, improving collaboration and communication. A permanently staffed reception was also established, providing a clear and accessible single point of contact for all enquiries, both by phone and in person.

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Corporate Risk

- The Green Dragon reassessment took place, with the Service maintaining its Level 5 standard. The award provides good assurance that the Service has an appropriate environmental management system in place.
- Commencement of the Risk Assessment consolidation project.
- Business Continuity Management (BCM) audit completed, noting no recommendations.
- Meeting Mileage Carbon Saved Capture Form created and used at Service meetings.

Estates

- Work to install the summer house, green roof bin storage, and planting was completed at Amman Valley and Seven Sisters Fire Stations.
- Progress was made in developing a Building Management System (BMS) proof of concept.
- Electric Vehicle Charging Infrastructure (EVCI) grant funding was secured for the installation of Electric Vehicle (EV) chargers at Crickhowell and Welshpool Fire Stations.

Operational Procedures and Learning (OPAL)

- Oscillating ground monitors were purchased following feedback from crews via the Operational Learning System (OLS), highlighting their potential for enhancing operational response, and were subsequently proven to be of substantial benefit during a wildfire incident.
- A positive report was received following a recent external audit assessing the integration of Joint Emergency Services Interoperability Principles (JESIP) within the Service.
- Visits were made to Surrey, Dorset and Wiltshire, and Kent Fire and Rescue Services to share good practice in Organisational Learning. A consistent theme across these English Fire and Rescue Services was the use of AI to support processes, alongside advanced use of existing Microsoft applications. Opportunities to develop knowledge and skills in these areas will be explored through OPAL.

Operational Equipment and Assurance (OEA)

- Smoke blockers were approved for rollout to all first response appliances to support the control of ventilation pathways. Preparatory work was undertaken to assess stowage arrangements, with rollout due to commence once this is finalised.
- Procurement and purchase of 22mm hose reels, smoothbore branches, and flow rate meters were progressed in line with CFRAI recommendations.

- A new technology day was held, showcasing a range of equipment and drones, including the Fotokite drone.
- New procurement contract was completed with SOS Oxygen Ltd for the supply of medical oxygen cylinders.
- The Hydrant Team progressed to the final stages of transferring hydrant information from the existing HYDRA system to the SC Capture system, in collaboration with Airbus.
- Inaugural OEA newsletter released with positive feedback received.

Procurement and Contracting

- The Procurement team delivered a range of activity to strengthen engagement and support organisational priorities. The Head of Procurement contributed to staff wellbeing by recording a podcast on internet romance scams with the Fitness Team and played an active role in the Ceredigion Public Services Board Fair Work Group, supporting the development of the Fair Work Charter.
- The team engaged with external partners and stakeholders at events including the Business Wales Supplier Expo at Swansea Arena, providing advice to SMEs on tendering opportunities, and an Industry Insights event at Stradey School, promoting careers within procurement and the wider Fire Service.
- Forward planning was enhanced through the successful securing of Welsh Government funding to undertake a sandbox activity, ensuring the future mobilisation software specification is robust and fit for purpose over the life of the contract.
- A programme of pre-tender engagement events was delivered across a range of service areas, including health benefits, drainage, heating, and catering maintenance, helping to ensure suppliers—particularly local SMEs—are well positioned to bid for future opportunities.
- The Head of Procurement hosted and presented at a CIPS West Wales branch event at HQ, showcasing the Service's commercial procurement activities. The event included contributions from multiple departments and a station tour, receiving excellent feedback and supporting wider community engagement.

Human Resources (HR)

- The procurement exercise for an Independent Local Pension Board Chair for Mid and West Wales Fire and Rescue Authority closed 04 April 2025. Craven Advisory Services was successful and will take up the position from 01 August 2025.
- Reasonable Adjustments training was delivered to managers on a voluntary basis, supporting increased awareness and understanding of inclusive

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practices. A proposal was also developed to make this training a mandatory component of career pathways for all employees promoted into managerial roles, strengthening the Service's commitment to equality and support for staff.

- Digital onboarding was successfully rolled out to both On-Call and wholetime starters. The new process has improved efficiency and reduced administrative time, although some challenges have been identified and are being addressed to further optimise the system.
- Progress was also made with the expense's module. Training was arranged and delivered to a range of stations and roles, supporting the transition to a more modern, streamlined, and user-friendly digital expenses process.
- The appointment of a Mental Health & Wellbeing Advisor was approved and a recruitment process commenced supported by Insync Corporate Healthcare Limited.
- A Health Benefit procurement specification was published and presentations arranged with several potential suppliers as part of an open procurement process.
- An exercise was conducted to digitise the Service's Personal Record and Occupational Health files to support the digitisation strategy and enable more agile ways of working and accessing information.
- Exploratory work conducted to identify a suitable Applicant Tracking System to integrate the HR/Payroll system and enable e-recruitment. Two potential solutions were identified.

Joint Fire Control (JFC)

- In May 2025, the Joint Fire Control Centre in Bridgend, which is responsible for dealing with emergency calls for both Mid and West Wales Fire and Rescue Service and South Wales Fire and Rescue Service, received a call from a French family in distress.
- Thanks to the seamless collaboration between Control Firefighter Chris Morris and Crew Manager Caroline Hughes, the team was able to respond swiftly and effectively. Caroline, who is fluent in French, was able to communicate directly with the caller and establish that the child had sustained a laceration to his head.



Northern Division

- On Tuesday 13 May, crew members from Aberystwyth Fire Station completed a Level Two Rope Rescue training exercise at Castle Point, strengthening their capability to respond to incidents at height. The session involved a range of simulated scenarios requiring casualties to be lowered and lifted using rope systems, enabling crews to establish anchor points and further develop their technical, problem-solving, and communication skills.





- A community garden at Welshpool Fire Station was opened in February. The project, which began in June 2025, was a collaborative effort involving Welshpool Firefighters, the Service's Sustainability Manager, the Welsh Government's Local Places for Nature Programme, and Keep Wales Tidy, who supported the organisation, planning, and construction of the garden. The local community also played a key role in establishing the garden, with residents from Neuadd Maldwyn, an assisted living development opposite the Fire Station, contributing to the planting.
- On 05 April, members of a local running club visited Builth Wells Fire Station to receive basic life support training from Save a life Cymru.
- The Northern Division worked in partnership with the Powys Teaching Health Board People Development team to enhance leadership across both organisations. An initial workshop, held on 12 May titled *"Sharing Best Practice,"* explored the "20%" concept, based on the principle that 20% of activities generate 80% of the return on investment.
- Aberystwyth Fire Station hosted a family BBQ on 26 July and an open day on 02 August, raising funds for the Fire Fighters Charity and a local wheelchair rugby team.
- On Wednesday 21 May, Crickhowell Fire Station hosted a Family and Crew Appreciation event during their drill night, welcoming family and friends to recognise the dedication and commitment of crew members. The evening featured a formal parade followed by a presentation acknowledging the vital support provided by families, with certificates presented in appreciation of their understanding and ongoing contribution to the Service.




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Southern Division

- Morriston Fire Station introduced a new Wellness Room in April, providing a calm and dedicated space for crew members to reflect, relax, and recover following incidents. Launched to coincide with Stress Awareness Month, the initiative demonstrates a continued commitment to supporting the mental health and wellbeing of personnel.
- The Wellness Room has also enhanced facilities for On-Call staff, offering a quiet area for rest and reading when they are supporting wholetime crews at short notice. This development has strengthened welfare support arrangements across the station and contributes to maintaining a resilient and ready workforce.





- Staff from the Service attended Swansea Pride on Saturday 17 May, supporting a vibrant day of celebration that brought communities together to champion diversity and inclusion. The Community Safety Team provided safety advice and information alongside a Pride-wrapped fire engine, while the Service mascot, Sbarc, also made an appearance. The event provided a positive opportunity to connect with the community, promote key safety messages, and demonstrate the Service's ongoing commitment to inclusivity.





- On Thursday, 17 July, crews from Glynneath Fire Station joined forces with South Wales Police, Dyfed- Powys Police, Central Beacons Mountain Rescue and Natural Resources Wales for a Water Safety Day in the Glynneath Waterfalls area. This multi-agency event was a great opportunity for members of the public to watch some water rescue demonstrations as well as get safety information and speak with the partner Services.







Western Division

- On Wednesday 29 April, crews from Haverfordwest and Milford Haven Fire Stations successfully delivered Exercise ‘Red Kite’ at Withybush Airport, enhancing operational preparedness for incidents in complex environments. The exercise provided a realistic setting for crews to practise coordinated rescue responses, develop incident command skills, and strengthen teamwork across different operational units.





- On Friday, 20 June the Service welcomed the High Sheriff of West Glamorgan Diana Stroia, High Sheriff of Dyfed Ann Jones DL and High Sheriff of Powys Sally Roberts for an annual visit to Service Headquarters and Carmarthen Fire Station.






- On Saturday the 28 June, Crymych Fire Station hosted a successful charity car wash, raising an impressive £1,500 in support of three fantastic causes: The Firefighters Charity, Welsh Air Ambulance and Jig-So. The event drew fantastic support from the local community, with friends, families and residents turning out in force to get their vehicles cleaned for this meaningful cause.



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Training Delivery

- On Thursday 5 March, Training and Development hosted the Service's first Female Experience Day of the year, providing a positive and engaging opportunity to inspire potential future recruits. The event brought together participants from across the area to learn more about careers within Mid and West Wales Fire and Rescue Service and gain insight into the wide range of roles available.
- Throughout the day, attendees took part in informative sessions covering career pathways, firefighter fitness requirements, and the role of support staff, alongside practical activities including ladder drills and equipment handling. The event formed part of a wider programme of Experience Days aimed at encouraging more people to consider a career in the Fire and Rescue Service, supporting ongoing efforts to build a more inclusive and diverse workforce.





- Funding was received for the construction of Water Mapping Rigs.
- The Service progressed a collaborative initiative with the University of Wales Trinity Saint David (UWTSD) to develop a Leadership and Firefighting Undergraduate Degree Programme, delivered by the University. As part of this pilot programme, students were employed on an On-Call contract and worked through the development-to-competent pathway alongside their academic studies.

People and Organisational Development (POD).

- A Digital Learning Day was held at UWTSD encouraging staff to explore and embrace the use of technology within learning and development. During the event, immersive Incident Command scenarios were demonstrated, showcasing how innovative tools such as Adobe and AI are being used to enhance and modernise training approaches across the Service.
- Heads of Department attended sessions with POD to discuss the standardisation of the Service's leadership approach. These sessions provided a valuable opportunity to share ideas and review progress in developing a consistent and effective leadership strategy.

- Middle Managers technical exam was facilitated in April with five successful candidates.
- Welsh Government misconduct and discipline training was delivered to members of the Executive Leadership Team (ELT) and Service Leadership Team (SLT).
- Work with One Step North continued, focusing on exploring technological advances in training and development.
- A visit was undertaken to Swansea University to explore the use of augmented reality in learning scenarios and to gain a better understanding of the technology underpinning this.

Other 'good news' stories.

- On Saturday 13 September, Firefighter Rhys Fitzgerald led a team of six firefighters in taking on the challenge of climbing Ben Nevis. Rhys, together with five of his Fire and Rescue Service colleagues, completed the climb in full firefighting kit - an incredible demonstration of strength, resilience, and solidarity. Their effort was dedicated to honouring the memory of firefighters who have given their lives in service, while also raising vital funds for the Fire Fighters Charity. Thanks to their determination, the team raised just under £1,000 in support of the charity.



- The Service joined 17 other Fire and Rescue Services (FRS) from across the UK to deliver firefighting equipment to Ukrainian firefighters and replace crucial resources that have been lost during the ongoing conflict in the country.
- Coordinated by FIRE AID and partners, and supported by His Majesty's Government, the convoy departed the UK in early April 2025 and was the largest ever convoy of UK Fire and Rescue Services. Travelling through

France, Germany and Poland, the convoy delivered over 30 FRS vehicles, carrying more than 15,000 items of equipment donated by various FRSs across the UK.





- Three members of Mid and West Wales Fire and Rescue Service attended a three-day collaborative exercise at the Bovington Training Area in Dorset and Wiltshire, designed to strengthen emergency response to incidents involving armoured vehicles. The exercise brought together the Armoured Fighting Vehicle Schools Regiment (AFVSR) alongside national and international civilian emergency services, providing a valuable opportunity for joint working.





Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

