



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Annual Performance Assessment

2018 / 2019

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Introduction

We are pleased to introduce our Annual Performance Assessment for **2018-2019**.

This report outlines how we have performed against the Improvement Objectives we set ourselves within our Corporate Plan for 2018/2019.

There is no doubt that we are a high performing Service and we are extremely proud of what we have achieved during 2018/2019. Our vision is “to be a world leader in Emergency Response and Community Safety” and over the last 12 months we have tried and tested new and innovative ways of delivering our services. However, we recognise that more needs to be done and remain committed to engaging with our communities, exploring new ways of delivering services and working with our partners to safeguard our communities. Our priority is to ensure our Improvement Objectives are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales.

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



A handwritten signature in black ink, appearing to read 'Chris Davies'.

Chris Davies QFSM
Chief Fire Officer



Councillor Jan Curtice
Chair of the Fire Authority

About our Annual Performance Assessment

By 31 October each year, we are required to publish our Annual Performance Assessment, which reports progress against our Improvement Objectives from the previous year. We follow Welsh Government guidelines to ensure the way in which we assess and report our achievements are understood by our communities, staff and stakeholders. Throughout our Performance Assessment, we will tell you how we delivered against what we planned to do in 2018-2019.

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

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

Our Commitment to Improve

As a Public Service, we know it is our duty to continually improve on the way in which we work and deliver our services. 2018/2019 has been a very challenging year for the Service, with greater regulation and reduced (financial) budgets. Our five year Strategic Priorities, which include Collaboration, Innovation, Improving our Service Delivery, Empowering our Staff, Making better use of our Assets and Resources, Sustainability and Communication and Engagement, reinforce our commitment to continuously improving the services we provide our communities.

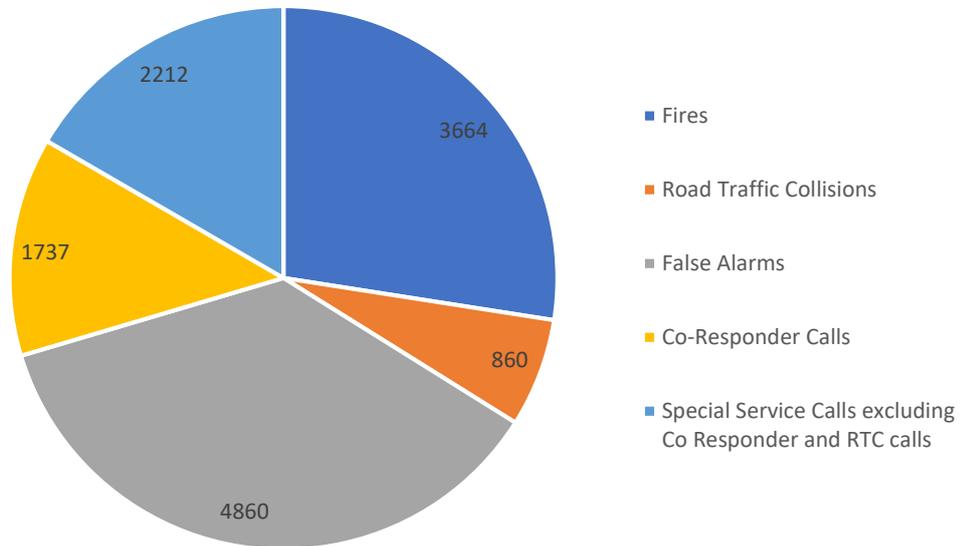
INDICATORS.

We are required to report annually on our statutory and sector performance indicators. The following table and graph provide an overview of our performance against those statutory and sector indicators for 2018/2019.

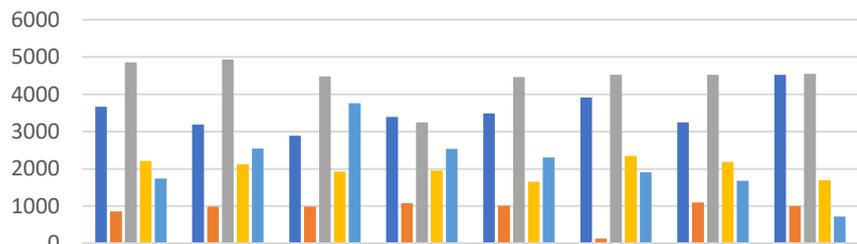
	Mid and West Wales		North Wales		South Wales	
	2017-18	2018-19 (p)	2017-18	2018-19 (p)	2017-18	2018-19 (p)
Number of Fires Attended	3190	3734	2025	2281	5790	6898
Number of False Alarms Attended	4939	4886	2109	2269	7691	7847
Road Traffic Collisions Attended	983	870	204	220	1139	1112
Special Service Calls Attended	4665	3967	1380	535	2621	2062
Deaths and Injuries from Fires	50	61	63	48	67	71
Deaths and Injuries from Accidental Fires	47	51	59	28	58	55
Percent of dwelling fires confined to room of origin	85.31%	88.59%	88.86%	86.94%	83.65%	82.50%

Incident	2018/2019	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013
Fires	3734	3190	2886	3393	3491	3916	3245
Road Traffic Collisions	870	983	985	1081	1008	1133	1101
False Alarms	4886	4939	4484	3249	4464	4520	4521
Co-Responder Calls	1737	2546	3765	2532	2303	1914	1677
Special Service Calls excluding Co Responder and RTC calls	2212	2122	1926	1957	1650	2346	2182
Grand Total	13333	13780	14046	12212	12916	12829	12726

2018/2019 Incidents Attended as a Percentage



Incidents Attended by Year and Type



	2018/2019	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
Fires	3664	3190	2886	3393	3491	3916	3245	4522
Road Traffic Collisions	860	983	985	1081	1008	133	1101	1004
False Alarms	4860	4939	4484	3249	4464	4520	4521	4553
Special Service Calls excluding Co Responder and RTC calls	2212	2122	1926	1957	1650	2346	2182	1700
Co-Responder Calls	1737	2546	3765	2532	2303	1914	1677	718

Welsh Performance Indicators for 2018-2019

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 2018/2019.

Performance Indicator	2018/2019 Actuals	Average 2009/10 to 2013/14	Average 2013/14 to 2017/18	Average 2013/14 to 2017/18	Average % Reduction 2012/13 to 2017/18
Total number of all deliberate fires attended per 10,000 dwellings	1721	2365	1553	1552	-34.4% ↓
Total number of all accidental fires attended per 10,000 dwellings	1945	1797	1751	1733	-2.5% ↓
Total number of all fires in dwellings attended per 10,000 dwellings	546	625	588	604	-5.9% ↓
Total number of all accidental fires in dwellings attended per 10,000 dwellings	519	568	552	563	-2.8% ↓
Number of deliberate fires in dwellings per 10,000 dwellings	27	57	36	41	-36.6% ↓
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	204	278	213	221	-23.2% ↓
Total number of fire deaths per 100,000 population	7	7	7	8	0.0% ↑
Deaths caused by fires started accidentally in dwellings per 100,000 population;	5	5	6	60	26.1% ↓

Deaths caused by fires started deliberately in dwellings per 100,000 population;	0	0	0	6	0.0% ↑
Performance Indicator	2018/2019 Actuals	Average 2009/10 to 2013/14	Average 2013/14 to 2017/18	Average 2012/13 to 2016/17	Average % Reduction 2012/13 to 2017/18
Total number of injuries (excluding prec checks) arising from fires per 100,000 population	52	61	59	1	-3.6% ↓
Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings per 100,000 population;	37	43	40	41	-6.6% ↓
Injuries (excluding precautionary checks) arising from fires started deliberately in dwellings per 100,000 population	4	5	5	5	0.0% ↓
Total false alarms caused by automatic fire detection per	1409	1819	1541	1540	-15.3% ↓

1,000 non-domestic properties.					
Total false alarms caused by automatic fire detection per 1,000 domestic properties.	1464	1448	1559	1558	7.7% ↑
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended.	44.69%	38.00%	37.00%	37.00%	-2.6% ↓

Our Performance against the All Wales Dwelling Fire Response Charter

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

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

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

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

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

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

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

Commitment 1

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

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

In 2018/2019 we provided advice and encouragement to people on how they can prevent fires from starting in their home and how they can keep themselves safe from fire. Our prevention activity included delivering Home Fire Safety Checks to householders and children and young people at key stages received a fire safety talk.

During 2018/2019 we attended **519** accidental dwelling fires, resulting in the deaths of **5** people and another **37** people sustaining injuries. (excluding first aid and precautionary checks).

Also, during 2018/2019 we attended **27** dwelling fires that had been started deliberately, resulting in **0** deaths and **4** people being injured. (excluding first aid on scene and precautionary checks).

The trend in the number of dwelling fires in the Fire and Rescue Service area over the past five to ten years shows a gradual decline (with the exception of 2010/2011, 2013/2014 and 2016/2017).

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

Commitment 2:

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

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

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

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

In 2018/2019, we handled a total of **27,231** 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 20% 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 2018/2019 we responded to **14%** of dwelling fires within **1-5** minutes, **53%** within **5-10** minutes, **23%** within **10-15** minutes and **11%** in over **15** minutes. These response times include the time it takes for personnel to turn in to the fire station as well as the travel time, so a number of things can affect the speed of response figures, including the urban/rural geography and the nature of road networks in the area.

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

We equip our firefighters with high quality personal protective equipment and firefighting equipment. We require them to be operationally fit and healthy and we make sure that their skills are routinely 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 2018/2019 our crews attended **3735** fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, **24** operational staff received an injury. It is rare that firefighters sustain serious injuries – of the total above, there was **2** classed as ‘major’ injury under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

Commitment 4:

We will deal with dwelling fires effectively, efficiently and professionally

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

In 2018/2019, of all the accidental dwelling fires that we attended, **481** were successfully contained within the room of origin, without spreading any further. Although a number of factors could contribute to this statistic that would be outside the control of the attending crews (such as how long it took for someone to discover the fire in the first instance, whether or not internal doors had been shut to help prevent the spread of the fire, and how far away from a fire station the dwelling was

located), we still consider this to be a reasonable indicator of our firefighting success.

We recognise the importance of research and equipment improvements and ensure that we invest time and effort in staying in touch with the latest developments. During 2018/2019 we continued to explore a number of new firefighting techniques.

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 whole communities 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 2018/2019 17 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 or by a person attempting suicide.

In 2018/2019 we attended **546** fires in dwellings, of which **27** were found to have been started deliberately.

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

As an enforcing authority, we ensure that responsible persons fulfil their obligations under this legislation and can select from a range of enforcement options available to us, depending on the seriousness and risk posed by the contravention. In 2018/2019 we served **26** Enforcement Notices, **30** Prohibition Notices and **0** Formal Cautions in relation to non-domestic premises that failed to comply with the requirements contained within the Regulatory Reform (Fire Safety) Order 2005.

Commitment 7:

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

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

Our Improvement Objectives

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

During 2018/2019, we identified and developed 12 Improvement Objectives which we believed would reduce risk and improve the safety of our communities. They were:

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

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

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

Objective 4 – Our role in Public Service Boards and the implementation of their Well-being Plans.

Objective 5 – To contribute to and implement the new Emergency Services Network (ESN).

Objective 6 – Implementation of options developed from our Service Review Programme.

Objective 7 – Fire Medical Response.

Objective 8 – Our response to water related incidents and developing our role in educating and advising communities.

Objective 9 – To invest in our people.

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

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

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

Objective 1

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

<p>Reason</p>	<p>For a number of years, we have developed our activities specifically to improve fire safety in the home, which has been achieved primarily through carrying our free Home Fire Safety Checks (HFSCs), with particular emphasis on vulnerable people.</p> <p>In order to reach households that we may not otherwise have access to or knowledge of, we work collaboratively with a wide range of partner agencies who have links to vulnerable people. We are in the privileged position of being a trusted and valued service, with a long tradition of providing professional advice and assistance. We intend to use this reputation and our links to vulnerable households to maximise our impact by building on the collaborative work already undertaken with our trusted partners.</p> <p>Our data continues to show us that there is a subsequent long-term reduction in Accidental Dwelling Fires which demonstrates that providing advice, education and equipment can make a positive difference to the people with whom we are engaging.</p> <p>We will therefore, expand the delivery of advice and interventions to incorporate those our partners want to promote to improve the safety and health and well-being of our communities. This concept of “Making Every Contact Count” is intended to improve lifestyles and reduce health inequalities enabling our communities to live safer, healthier and independent lives.</p>
<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Deliver innovative and more holistic home safety interventions which encompass safety, wellness and independent living. • Review and evaluate the improvement in our community intervention with our staff, our external partners and the communities we serve. • Develop the role of Community Safety Volunteers to provide ongoing local support to

	<p>those people who have benefited from our interventions.</p> <ul style="list-style-type: none"> • Expand the training provided to our partner agencies to support our community safety interventions.
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Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none"> • To evaluate the quality of the interventions we deliver to the most vulnerable members of our community. • To monitor the feedback we received from partners, staff and the community on the benefit of our interventions and how they reduce risk. • To use our own Accidental Dwelling Fires and also partner data and national data to measure the long-term impact of our new approach. <p>By evaluating and measuring the quality of our activities, we have ensured that our communities are safer and healthier as a result of our advice and interventions.</p>
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What we did to meet our objective

We undertook a consultation with our partner agencies, which identified that five priority messages were to be added to the current delivery of Safe and Well Visits, these messages were; Falls Prevention, Scamming Awareness, Smoking Cessation, Home Security and Loneliness and Isolation.

Training Plans for each command were developed to ensure that the staff delivering the Safe and Well Visits provided a consistent level of messages to members of the community. The PSB sub-groups also supported and promoted this work.

Work was undertaken with researchers from Swansea University to learn about the evolving holistic approach to home safety and establishing what outcomes could be evidenced from the Welsh Fire and Rescue Service approach. A bid for funding was also submitted to the National Institute for Health Research (NIHR) to evaluate the outcomes of Fire and Rescue Service interventions.

Community Safety teams delivered training on the Safe and Well approach to home safety throughout the Service area. Challenge was received from the Fire Brigades Union, regarding the Firefighters Role Map, which has formed part of the FBU's national negotiations with employers and the wider working role map for their

members. Until this issue has been resolved nationally it will impact upon the comprehensive adoption of the Safe and Well Visits within the Service.

THE JOURNEY CHECKER – The Service’s journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making ‘simple changes’.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 1 To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales.				✓	

Objective 1 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

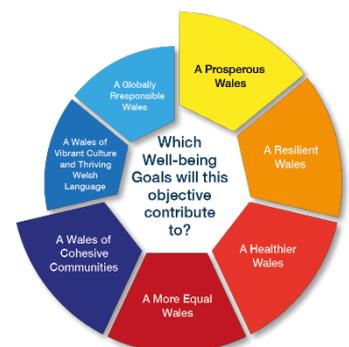
A prosperous Wales: By providing a greater level of information and support from each of our contacts when we visit vulnerable people we will keep people safer in their homes. This will reduce the number of accidents and injuries and improve well-being and therefore reduce economic and other costs to society that these negative experiences incur.

A resilient Wales: By maximising the benefit of our contacts and promoting partner health and safety messages, including any local environmental risks, we make all our partners stronger.

A healthier Wales: The focus of the messages that we promote is ultimately to keep our communities safer and support future health through positive choices and behaviours. The bespoke nature of our visits means that we will tailor our advice on health to reflect the needs of each household.

A more equal Wales: We prioritise our interventions at those individuals who are most vulnerable to improve their circumstances and to provide them with advice to enable an improved lifestyle.

A Wales of cohesive communities: Addressing the safety of communities and vulnerable individuals within communities allows for general improvement and greater community cohesion



Objective 2

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

<p>Reason</p>	<p>The Arson Reduction Team co-ordinates the Service's wide range of interventions to reduce the risk of deliberately set fires. This work is driven by the Strategic Arson Reduction Board (SARB), which comprises of representatives from the three Fire and Rescue Services in Wales, Police, Local Authorities, Natural Resources Wales Welsh Government, Met Office and other partners.</p> <p>Over recent years, we have had significant success in reducing the number of deliberated fires, and where there have been specific challenges, we have seen the benefits of a co-ordinated approach.</p> <p>The operation "Dawns Glaw" initiative is one of the key deliverables to reduce the risk of arson through delivering a multi-agency targeted response aimed at reducing deliberate grassland fires between February and April.</p> <p>A further initiative being delivered by the Strategic Arson Reduction Board, is Operation Be A Nice Guy (BANG) which is targeted at the issues around unofficial public bonfires and Anti-Social Behaviour (ASB) over the Halloween and Bonfire periods. This operation also adopts a multi-agency approach, which has seen significant success in reducing calls relating to Bonfires and ASB to the Fire and Police Services.</p>
<p>Planned Action</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Continue to maintain excellent partnership work, education and intervention programmes that have been put in place to reduce risk as arson continues to impact upon society, our heritage and our environment. • Continue our education and diversionary activities in youth intervention areas of high risk. • Support Land Management arrangements and build upon the links established through Dawns Glaw and influence Land Management strategies to reduce the risk of uncontrolled burning.

	<ul style="list-style-type: none"> • Bring together key partners to review rural land management arrangements and provide a dedicated focus on reducing deliberate rural grass fires across Wales. • Actively engage with partners and community volunteer groups to promote arson awareness.
<p>Expected Outcomes</p>	<p>Our communities will be safer from the risk of arson and the societal and economic impact of this activity will be reduced.</p> <p>It is expected that there will also be increased community involvement through collaboration with our partners.</p>

What we did to meet our objective

The Dawns Glaw multi-agency approach to reducing deliberate grassland fires continued to be our focus area for this Objective. Interventions included media releases, targeted public intervention and increased collaborative working with groups in high risk areas. Dawns Glaw teleconferences took place between partners to share information and data. These teleconferences were of great value and ensured that all partners were aware of levels of activity, sharing intelligence on largen incidents and assisted with the preventative and diversionary activities taking place.

The Corporate Communications and Business Development Department produced an All Wales Communications Plan that was used to inform the Dawns Glaw media outputs. A short film was also made to support the Dawns Glaw Operation. The film discussed the issues of wildfires and the impact on individuals, the Fire Service’s and the environment. The film was put on the Service’s social media pages and was added to form part of the school’s engagement strategy.

We held a range of Easter holiday activities with South Wales Police (SWP), Dyfed Powys Police (DPP), Local Authorities and Youth Services, in hot spot areas within the Swansea and Neath Port Talbot areas. The activities looked at engaging with young people, with the aim of distracting them from Anti-Social Behaviour (ASB) and fire setting. Patrol strategies were also developed with SWP and DPP, to respond to heightened grass fire activity.

The targeted interventions provided to reduce grassfires were extremely successful and evaluation showed that we had been working in the right areas and that we had contributed to reducing Deliberate Fires. All of our arson reduction activities were

monitored and reported through the multi-agency Joint Arson Group, the Strategic Arson Reduction Board and the Welsh Government.

Fire Station Community Rooms were utilised to bring together partners to engage with groups of young people, who were being drawn into dangerous gang cultures. Sports engagement and firefighter for a day were among some of the initiatives used. These sessions enabled partners from the Fire and Rescue Service, Police, Probation and Natural Resources Wales to raise awareness of arson, derelict buildings and knife crime. Graffiti artists were used to create art work boards to convey important arson messages.

As part of a targeted school's intervention programme was held which included a Pantomime for primary school highlighting general fire safety, the dangers of grass fires and derelict buildings and the impact of peer pressure on anti-social behaviour. Excellent feedback was received from the schools and our partners, and the concept was adopted wider by other Welsh Fire and Rescue Services.

Our continued approach to dealing with waste fires with South Wales Police and Dyfed Powys Police resulted in the arrest and conviction of an arsonist in Port Talbot, which saw bin fires in Port Talbot cease.

Reducing fires resulting from poor land management remained a focus area for the Service, with an emphasis placed upon the farming, land owners and land management community by utilising on-call staff who are part of the agricultural community. We also launched a radio advertising campaign on various radio stations to highlight the Service's safe burning advice strategy.

Farm Liaison Officers continued to provide engagement and advice at Farmers Marts and agricultural shows throughout all areas of the Service. The advice provided encouraged land managers to receive assistance from the Service in producing Burn Plans and providing safety measures for any controlled burns they needed to undertake.

Awareness has continued to be raised with Commoner and Land Managers groups, which has enabled the Service to gain their support in preventing uncontrolled burns taking place, which subsequently contributed to a 39% reduction in grass fires between January and May 2018 in comparison with the previous year.

The Arson Reduction and Community Safety teams worked with partners to reduce wider arson risk, which included waste sites and prosecuting and convicting fly tippers.

High visibility patrols and the Small Fires Unit were operated for the 'Operation Be A Nice Guy' initiative. The Service targeted areas of historical high activity, and furthermore worked with partners to remove illegal bonfires and also provided advice on safe burning. There was a significant reduction in the number of bonfire incidents attended in 2019 following the collaboration undertaken with partners for this initiative.

Our Arson Reduction Team continued to look for new and innovative ways to reduce fire loading on Common Lane, and the Service worked closely with the Pori Natur a

Threftraeth (PONT) who were a conservation grazing group who are supported by Welsh Government. Following our partnership working with PONT, a project bid was submitted to manage fire loading on poorly maintained commons, where the under grazing of vegetation had significantly increased fire loading due to unchecked vegetation growth. This project focussed on an integrated approach to managing coming land that was currently not being used for agricultural purposes.

Partnership work to took place to remove excess vegetation to allow grazing animals to be reintroduced. This work had a positive impact on the environment and reduced fire loading, which ultimately reduced the severity and impact on wildfires.

The Pembrokeshire Wildfire Group conducted controlled burns and created fire breaks to ensure that areas at risk were protected. This information was sent to the Mobile Data Terminals which would provide relevant information to fire crews attending incidents in the Pembrokeshire Coast National Park. Similarly, fire breaks had been cut and fire loading reduced on several commons of high fire activity by the Swansea and Gower Wildfire Group, which enabled a fire on Mynydd Cadle to be brought swiftly under control and extinguished due to the newly created fire breaks.

A further wildfires group was established with Brecon Beacons National Park, PONT, the graziers and Dwr Cymru, due to numerous fires being set on the Black Mountain. Fire breaks were created, and a fire plan was written to establish a management strategy that was agreeable to all parties.

THE JOURNEY CHECKER – The Service’s journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making ‘simple changes.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 2 To reduce the incidence of arson across mid and west Wales.				✓	

Objective 2 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

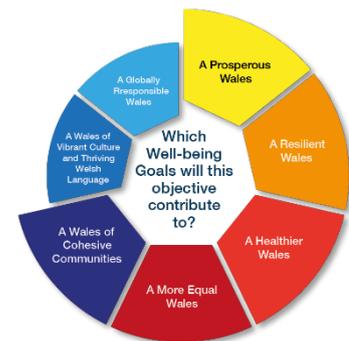
A prosperous Wales: Deliberate fires are responsible for millions of pounds' worth of damage across Wales. By working actively and collaboratively to prevent deliberate fires from occurring and minimising the impact when these fires occur, there is an enormous positive impact on the Welsh economy. Our intervention means that businesses can continue to operate, families can live safely in their homes and crops are safeguarded.

A resilient Wales: Deliberate fires cause significant damage to the environment, the local landscape and the ecosystem and this in turn has the potential to negatively impact on the community.

A healthier Wales: As well as the obvious risks of fire and smoke on health through burns and smoke inhalation, our work with health agencies has identified that there are real risks to health from being exposed to the by-products of fire. Smoke and flames are visible but other by-products of burning are often not as apparent and can have serious and long-term risks to public health, particularly to those who are young, old or have existing health conditions.

A more equal Wales: Communities can be blighted by the aftermath of deliberately set fires and the visible after-effects of a fire has a negative effect on that community. The damage can often deter potential investors as well as impacting on well-being.

A Wales of cohesive communities: The initiatives that the Service has put in place to reduce the number of deliberately set fires have a strong focus on ensuring that the community plays its part in identifying that this kind of behaviour and the impact arson has is not acceptable. Local community groups are often an essential means of identifying risk and supporting partners in promoting safety messages.



Objective 3

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

<p>Reason</p>	<p>We deal with the consequences of Road Traffic Collisions (RTC) and the impact they have on human life and our communities on a daily basis. We rescue significantly more injured people from RTCs than from fires.</p> <p>Road safety has improved considerably in recent years, in 2014 there were a total of 8,208 reported casualties as a result of RTCs – 103 people were killed, and 1,160 people were seriously injured in Wales.</p> <p>Recent figures released for the April 2016 year show that Road Traffic Collisions in Wales, are not achieving the casualty reduction targets set out in the Wales Road Safety Framework. The Key Strategic Indicators on Welsh roads set by Welsh Government is set at a target of 40% and the current figure is reported at 21%.</p> <p>Our data shows us that road safety education and interventions are key to reducing the number of RTCs on our roads and the Service has a shared role in delivering this along with other road safety partners.</p>
<p>Planned Actions</p>	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none"> • Support the Welsh Government review of the Welsh Road Safety Framework by contributing to each of the review workstreams. • Deliver the Behavioural Change element of the Strategy Review and present our findings to Welsh Government. • Host a Road Safety event that would bring together our Road Safety Partners in Wales to engage with a range of drivers on key safety messages such as the FATAL 5. • Deliver activities to improve the safety of motorcyclists on our roads through encouraging participation on Motorcycle Safety Courses. • Develop a Multi-Agency Road Safety Youth Intervention Course that targets those young people who have been identified as being of high risk due to their behaviour on the roads. • Target road safety education activities and intervention at older drivers. • Utilise Immersive Experiences through technology to better present the dangers from driving irresponsibly.
<p>Expected Outcomes</p>	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p>



- We would use the national data on Road Traffic Collisions and injuries to monitor the outcomes of all road safety interventions.
- We would develop our interventions through post intervention evaluation.
- We would use the targets contained within the Welsh Government Road Safety Framework for Wales;
- A 40% reduction in the total number of people killed and seriously injured on Welsh roads by 2020.
- A 25% reduction in the number of motorcyclists killed and seriously injured on Welsh roads by 2020.
- A 40% reduction in the number of young people (aged 16-24) killed and seriously injured on Welsh roads by 2020.

What we did to meet our objective

We continued to collaborate with our road safety partners, which included Local Authorities. This collaborative working enabled us to deliver our part of the Welsh Governments Road Safety Framework. Following a review of the Road Safety Framework, a new governance structure was put in place to assist with its delivery.

Our Corporate Head of Prevention and Protection is now a member of the Welsh Government Road Safety Board. This appointment has enabled the focus from a Fire and Rescue Service perspective to be considered in the strategic planning of road safety in Wales for the future.

The Service successfully hosted the second, multi-agency car cruise in the Royal Welsh Agricultural Show Ground in June. The Cruz Cymru event included partners from across different organisations in Wales and included; Go Safe, Dyfed Powys Police, ROSPA, North Wales and South Wales Fire and Rescue Service. The event was attended by over 3000 people and attracted over 400 cars. The three Fire and Rescue Services in Wales provided a dedicated focus on road safety and positive feedback was received following our engaged with a young target audience. The event was also supported by 25 volunteers from the Service and South Wales Police Volunteer Sector. A debrief of the event was undertaken in September, and all of the outcomes recorded were used to refine the planning of the 2019 Cruz Cymru event.

We continued to successfully deliver the Revolutions Youth Road Safety courses within mid and west Wales, the course is targeted at vulnerable young drivers likely to be involved in road traffic incidents, due to anti-social driving and speed related incidents. We utilised virtual reality sets, which enabled us to deliver more courses across a wider Service area, this intervention was also delivered to diverse groups, using new technology to control the devices via a cloud-based programme. Support was also provided to Community Speed Watch (CSW) activities, local CSW groups arranged events to raise awareness of the dangers of speeding through their communities and the impact that this could have on local people and schools.



In September 2018, the Service Road Safety team contributed towards Project EDWARD (European Day Without A Road Death) through undertaking education and intervention activities, we also raised awareness of road safety standards with Partners across the Service area. There was positive feedback received from the four Welsh Police Services, who confirmed that on the date of the initiative, no road deaths were incurred, which was testament to how much road safety awareness was provided by Road Safety Partners, both in the lead up to the event and during the Project EDWARD day.

A number of Road Safety interventions were delivered across the Commands through effective Partnership working, these interventions included; Pass Plus, Dominos, Mega Drive and Revolutions interventions. A multi-agency approach to road safety called Operation Options was utilised to reach, interact and educate with drivers of all ages. One example of effective road safety education and enforcement delivered by Operations Options was the March Seatbelt Campaign.

The Mature Drivers Scheme was rolled out in Ceredgion, the scheme was aimed at enhancing existing skills and knowledge while introducing ideas such as dealing with stressful situation and planning for the future to keep mature drivers driving safely for longer.

The Bikerdown Cymru training, which targeted motorcyclists was also delivered successfully, with an increase in the number of events being delivered by the Service. The training was aimed at reducing the number of motorcyclists killed and seriously injured in road accidents. The training covered the scene management of a Road Traffic Collision (RTC), casualty first aid, and safer motorcycling. The training complemented the Bike safe Hazard Awareness workshops which were delivered in partnership with Local Authorities, Police and the Police motorcycle safety campaign Operation Darwin.

During Road Safety week in December, we engaged with a number of your people throughout the Service, this engagement saw new initiatives launches for Powys Young Farmers, Gower Young Drivers and Territorial Army Cadets. The immersive 360 system (Class VR) was utilised and provided a new and innovative way of interacting with young drivers and enabled a more targeted intervention to a larger audience. The immersive headsets had an embedded educational content which helped students to visualise and understand the road safety messages.

Furthermore, we reviewed the means of recording road safety interventions, and amended them to allow for a more meaningful collection of data. This incorporated evaluation and behavioural change techniques to show successful outcomes and aid continuous improvement of the work being carried out in road safety.



THE JOURNEY CHECKER – The Service’s journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making ‘simple changes.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 3 To deliver our part of the Welsh Government Road Safety Framework.				✓	

Objective 3 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

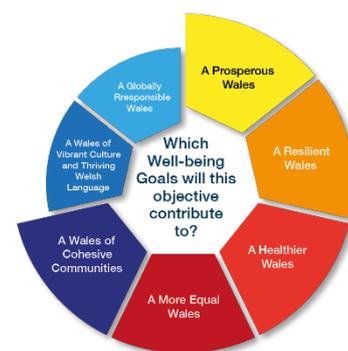
A prosperous Wales: Road Traffic Collisions account for a devastating amount of death and injury on Welsh roads each year. As well as having a huge impact on families and the community, each collision will have a detrimental financial impact to a lesser or greater extent dependant on the outcome. These losses arise through road closures and the impact this has on the economy, repairs following the collisions and of course the damage to the vehicles. By working actively and collaboratively to reduce the number of Road Traffic Collisions, the financial and societal costs can also be reduced.

A resilient Wales: Road Traffic Collisions can cause damage to the environment by the pollution that is very often caused following the collision. Reducing speed and promoting safer driving also reduces vehicle emissions.

A healthier Wales: Deaths and injuries from Road Traffic Collisions account for a significant amount of all such statistics. This obviously has a devastating effect on those involved, but is also a huge burden on health agencies, from ambulances attending the incidents to the costs of care and rehabilitation which can be staggering. Injuries sustained at Road Traffic Collisions are often life-changing but also often avoidable.

A more equal Wales: Providing information and advice on road safety is targeted at those groups we know are at greater risk of having a collision. This intervention, we know, improves driving behaviour and reduces the risk to all.

A Wales of cohesive communities: The Service has a wide range of initiatives to improve the safety of Welsh roads. Collaborative working means that we can provide messages about road safety using a range of partners and methods of delivery.





Objective 4

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

Reason	<p>Following the introduction of the Well-being of Future Generations (Wales) Act 2015, we embraced our role as a statutory partner within each of our six Public Service Boards.</p> <p>Well-being Assessments, consultations and public engagement events across each Public Service Board area have informed the Well-being Priorities, of each Public Service Board's Well-being Plan, which were published in May 2018.</p> <p>Each Well-being Plan outlined how the PSB would collectively utilise the five ways of working to improve the Well-being goals in each local area and contribute towards the national Well-being Goals.</p> <p>As a statutory partner, we committed to assisting with the delivery of each of our Public Service Boards' Well-being Objectives, ensuring that we worked collaboratively with our partners, to support the aims and priorities of the Plans.</p> <p>We will continue to provide services and advice to our partners, share learning experiences and best practice where required, as well as use our own resources in a collaborative way with Public Service Board partners to find new ways of dealing with old and historic problems and reduce duplication, to better met the needs of our communities, which in turn will see improved Service Delivery through collaborative working with Public Service Board partners.</p>
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Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Ensure that relevant objectives from each Public Service Board are incorporated within our business processes.• Work with our partners to identify areas of mutual interest that will help fulfil the requirements of each of the Well-being Plans.• Co-ordinate and synchronise our approach with our PSB partners to ensure that we provide our communities with the best service possible.• Continue to embed the ethos of the Well-being of Future Generations (Wales) Act 2015 across the Service.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• Success factors and indicators will be performance measured via the scrutiny arrangements in place within Local Authorities, our own Fire Authority, Welsh Government and the Future Generations Commissioner, which will ensure that the Well-being Objectives identified across our six Well-being Plans, have been delivered for the benefit of the public, utilising the Sustainable Development Principle and thinking about the long-term impacts for future generations.

What we did to meet our objective

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

As a Fire and Rescue Service we ensured that our Improvement Objectives contributed to the seven Well-being Goals by demonstrating in our Corporate Plan, how each one helps us to improve the economic, social, environmental and cultural well-being of Wales.

In line with the requirements of the Well-being of Future Generations (Wales) Act 2015, we aligned our Strategic Priorities and Improvement Objectives for the 2018/19 reporting period with the Well-being Goals. Quarterly reporting was also provided to the Performance, Audit and Scrutiny Committee, these updates incorporated our progress against our contribution towards the requirements of the Well-being of Future Generations (Wales) Act. For each Improvement Objective, we reported on the RAG status and percentage completion, which enabled us to monitor the progress of each Objective and the contribution towards the Well-being Goals, as well as our seven Strategic Priorities.



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

The Service has continued to play a strategic role in each of the six Public Service Boards within the Authority area. We played an integral part in producing the Well-being Plans, and lead on several aspects of their development.

We led and chaired a number of the delivery sub-groups for each PSB, which included the Early Years Group in Carmarthenshire, Ageing Well in Neath Port Talbot, Transport Infrastructure in Powys, Strong Communities in Swansea and the Co-location and integration of front-line services in Ceredigion. Representatives from the Service also led on some bespoke initiatives, which included promoting and increasing the number and access to public defibrillators in Pembrokeshire and the development of an information/data sharing agreement across organisations in Carmarthenshire.

An internal Public Service Board workshop was held in January, which assessed and reviewed our involvement within the PSBs and their sub-groups to ensure effective use of our resources. Following this workshop, a mapping exercise was undertaken which identified that the Service were involved in 34 different workstreams across the six PSBs.

Senior Management were heavily involved in providing information and producing the Local Well-being Plan Annual Reports for the attention of the Well-being Commissioner. These Annual Reports will provide the first year's appraisal of progress made towards addressing the Well-being Objectives identified within the six Well-being Plans.

Progress was made towards collaboration across PSB boundaries on specific issues, such as Adverse Childhood Experiences (ACEs), and a regional PSB meeting with representation from Carmarthenshire, Pembrokeshire, Ceredigion and Powys was also held to discuss ways in which they could work together to address common areas of work.

Our involvement within the PSBs was significant in shaping their future priorities and challenging the traditional way of thinking and ways of working, as well as promoting innovation.

THE JOURNEY CHECKER – The Service's journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making 'simple changes.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 4 Our role in Public Service Boards and the implementation of their Well-being Plans.				✓	



Objective 4 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

A Prosperous Wales: The Service will contribute to A Prosperous Wales by embedding the ethos of the Wellbeing of Future Generations (Wales) Act 2015 and undertaking our role as statutory members of our Public Service Boards. This will enable us to play our part in creating an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately.

A Resilient Wales: A Resilient Wales will enable us to assist in creating a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example, climate change).

A Healthier Wales: Embedding the ethos of the Wellbeing of Future Generations (Wales) Act 2015 and undertaking our role as statutory members of our Public Service Boards, will enable us to contribute to creating a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more Equal Wales: Undertaking our role as a statutory member of our Public Service Boards, will enable us to contribute to creating a society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic circumstances).

A Wales of Cohesive Communities: This Improvement Objective will enable us to assist in maintaining attractive, viable, safe and well-connected communities.

A Wales of Vibrant Culture and Thriving Wales Language: Embedding the ethos of the Wellbeing of Future Generations (Wales) Act 2015 and undertaking our role as statutory members of our Public Service Boards will enable us to contribute to creating a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.

A Globally Responsible Wales: The Service will contribute to a Globally Responsible Wales, which will enable us to contribute to creating a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.





Objective 5

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

Reason	<p>The current communication service, Airwave, has served the emergency services effectively, and have averaged 99.9% availability since April 2010. It is however, an expensive system, with high costs per handheld or vehicle-mounted device per year and its data capabilities are limited.</p> <p>The current system is only suitable for voice communications and limited data transmission. The technology standards required to deliver a fully functional replacement, that can meet current and future data transmission requirements, that does not yet exist.</p> <p>As such, the UK Home Office, in line with the Government's digitisation agenda, has embarked on the Emergency Services Mobile Communication Programme (ESMCP) to deliver a new Emergency Services Network (ESN).</p> <p>The new Emergency Services Network (ESN) will be a mobile communications network with extensive coverage, high resilience, appropriate security and public safety functionality. The Network will allow the three emergency services to communicate even under the most challenging circumstances.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Begin the preparation work to allow us to access the ESN from February 2016.• Procure the required hardware and software• Undertake the preparation of the relevant networks.• Deliver staff training and awareness sessions.
Expected Outcomes	<p>In order to allow us to measure achievements against this objective we made the following commitments:</p> <ul style="list-style-type: none">• Success will be measured following the introduction of a fully operational connection to the ESN.• We will have a network and system that will enable an integrated response to incidents.



- The collaboration with our partners will ensure a more efficient and cost-effective Service and will improve the service we provide to our communities.

What we did to meet our objective

The Emergency Services Communications Network Programme is running behind schedule due to several issues which have delayed the start.

ESMCP (Emergency Services Mobile Communications Programme) National Governance & Reset, the National Plan and Full Business Case were placed under review with engagement from the All Wales Regional Team and Welsh Government. Several national reviews have taken place at a high level and Chief Officers across the country met with the Permanent Under Secretary to discuss opportunities and concerns. The Permanent Under Secretary was quite robust in stating that ESN was the correct way forward for Emergency Services Communications due to a host of strategic, operational and financial reasons. Whilst delivery dates remain to be fully settled for the Emergency Services Network, we understand that Wales will not start its full transition over to ESN before 2021.

THE JOURNEY CHECKER – The Service’s journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making ‘simple changes.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 5 To contribute to and implement the new Emergency Services Network (ESN).			✓		



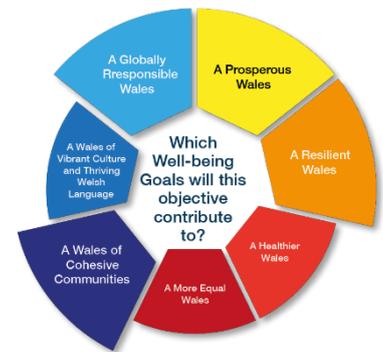
Objective 5 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

A Prosperous Wales: ESN will provide an innovative and unique solution to the provision of Emergency Service Communications in the UK and Wales will be world leaders in this respect. ESN when fully operational will provide considerable cost savings, compared with the current system and will provide further opportunities for the workforce in Wales to become involved with ESN through related projects such as infrastructure installation, vehicle installation, consultancy etc.

A Resilient Wales: ESN will provide a resilient communications system for the eight Emergency Service Organisations in Wales.

A Wales of Cohesive Communities: As part of the ESN roll out, mobile 4G on EE's network has to be improved. This will profit all communities as they will benefit from enhanced mobile phone and mobile data cover across many parts of the principality. This will also enhance the safety and connectivity of communities.

A Globally Responsible Wales: ESN is being pioneered in the UK and when successfully completed may go on to be adopted by many more countries across the globe.





Objective 6

Implementation of options developed from the Service Review Programme.

Reason	<p>We carried out a Risk Review 2016/17, which allowed us to understand the risks that our communities face and ensure that we identify the most appropriate deployment of our services to reduce the risk as much as possible. By carrying out a review on all of the Service's risks, this will enable us to clearly identify how we can optimise matching our resources to the prevailing risk in our communities.</p> <p>During 2017-2018, we completed several significant pieces of work to create a solid foundation for continuous improvement across the Service. Phase 1 of the Service Review Programme consisted of data collection and analysis which, when combined with professional judgement and horizon scanning, which enabled us to turn information into intelligence.</p> <p>We utilised this intelligence and the professional judgement of our people during Phase 2, to develop a robust and sustainable options across five strands of Organisational Improvement.</p> <p>The work of the Service Review Programme will ensure that as a public-sector body within Wales, we are as effective and efficient as possible in delivering high quality future services to the public, that demonstrate excellent value for money.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Implement the options developed from the Service Review Programme during 2018-2019.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• To measure the success through formative and summative evaluation of the implemented options, measuring the difference between expected and actual outcomes.



- To engage with Welsh Government Academi Wales' continuous improvement team to benchmark our methodology of approach and continuous improvement activities.

What we did to meet our objective

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

Work continued across the various strands of the Service Review. A bespoke implementation team was put in place to work through the 71 recommendations that had been identified through the On-Call review, at the point of writing this report, 25 of the recommendations had been implemented. The recommendations related specifically to recruitment and retention, succession/promotion, and planning and improving appliance availability. A further recommendation for improvement identified through the Review was a focus on greater management support for On-Call Stations. In line with this recommendation, the On-Call Implementation Team initiated a trial which utilised existing middle managers within specialist departments to support On-Call Stations.

The outcome of the Review enabled the Service to transfer particular functions to ensure better alignment to strategic areas of responsibility, examples of this included; Moving National Resilience into the Response Directorate, aligning Purchasing and Supplies with the Transport Department and aligning the Joint Emergency Service Interoperability Programme (JESIP) with our People Development Department. The re-alignment of these responsibilities proved to be beneficial as they were a more natural alignment to other work streams in the Service.

Progress was made with the T20 Project, which was designed to improve business by mapping out business processes to identify areas where improvements and efficiencies could be made. Work also progress on the implementation of a single integrated software platform for a more cohesive approach to the work undertaken by the Service. The Firewatch platform, once implemented, will form the basis for several business and process improvements, which will include; the introduction of contactless payment for our on-call staff, which will reduce the need for paper-based processes and unnecessary handling.

Due to circumstances beyond the Service's control, the phase one go live date of the Firewatch platform has been deferred until April 2020.

The work of the Services Risk Review Programme attracted considerable attention from Fire Sector organisations worldwide. We received approaches from across the UK, Europe, North America and the Middle East in relation to what was developed in the Service. Senior Officers were key note speakers at multiple UK and European conferences. We also extensively engaged with suppliers and developers of IT systems and technical equipment; many of whom expressed an interest in working with us to develop next generation hardware and equipment.



Other areas of Service Review work relating to operational response were explored, which would ultimately result in improved efficiency in that field. The areas explored included; the introduction of compact appliances which were better suited to operating within the rural communities; and also changes to aspects of our technical rescue capability, which included line rescue, bariatric and large animal rescues, water rescue and disposition of aerial appliances.

A trial of the Compact Appliance was undertaken, where the final evaluation will be fed into the All Wales Appliance Tender Framework and used to inform our future fleet replacement strategy. The trial proved to be extremely worthwhile, as it helped to identify a number of technical and material improvements to the appliance, which were fed back to the manufacturer.

Following internal cross-mapping exercises that were undertaken as part of the implementation work across the various strands of the Service Review, an improvement was made to our Service Delivery to communities through shared resources and the future delivery Incident Response and Prevention and Protection.

THE JOURNEY CHECKER – The Service’s journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making ‘simple changes.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 6 Implementation of options developed from the Service Review Programme.				✓	

Objective 6 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

A Prosperous Wales: The Service will contribute to a Prosperous Wales through the consideration of more effective working practices in order to increase productivity and optimise the use of resources, whilst exploring opportunities to further develop our people into global citizens. The Service Review also ensures the efficient use of public money for the provision of an emergency service, where prevention and protection activities continue to reduce the incidents the Service would otherwise attend.

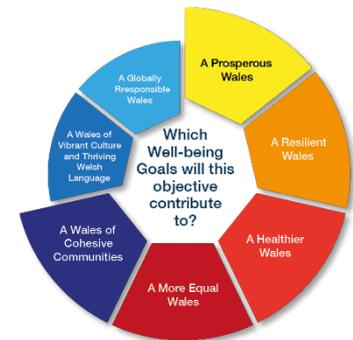


A Resilient Wales: Through the consideration of new technology and innovation within our Service, where our impact on the environment is better understood in order for reductions in our carbon footprint to be achieved, all the while continuing to maintain a high standard of Service Delivery. The implementation of the Service Review will ensure that all facets of Service Delivery are optimised, through the effective and efficient use of physical and human resources.

A Healthier Wales: A Healthier Wales will be contributed to through consideration of our people's mental health and well-being in undertaking their sometimes-challenging roles associated with the wider emergency responder role, as well as ensuring the health and well-being of all staff members through various organisational initiatives. And by considering our prevention activities and more holistic interventions in the communities we serve.

A more Equal Wales: The Service Review Programme will assist with a more Equal Wales through the exploration of opportunities for more holistic development of our people to help them reach their full potential, regardless of their background or circumstances.

A Wales of Cohesive Communities: A Wales of Cohesive Communities will be contributed to through the consideration and use of community-based facilities and partnership working with new and existing organisations and sectors, all of which helps foster a sense of belonging and unity amongst the well-connected communities.





Objective 7

Fire Medical Response.

Reason	<p>Mid and West Wales Fire and Rescue Service (MAWWFRS) began co-responding in 1998. The first station to provide this service was Reynoldston on the Gower Peninsular. Since that time a number of participating stations has grown.</p> <p>Co-responding is a scheme created in collaboration with the Welsh Ambulance Service Trust (WAST) whereby, Fire and Rescue Service (FRS) personnel provide an initial response to the most serious categories of medical emergencies.</p> <p>In addition, as a life-saving organisation, firefighters can be called upon to respond to a wide range of scenarios in the normal course of their duties, during which they may have contact with someone who has or may go into cardiac arrest. The remote and isolated nature of the communities of MAWWFRS means that FRS resources are often able to reach the scene of an incident before an ambulance.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Actively engage with WAST to identify where the provision of further FRS co-responder teams can help reduce the time taken to deliver emergencies medical treatment to casualties/patients and introduce new schemes accordingly.• Work closely with WAST to identify and deliver the requisite level of training to ensure co-responder/medical response crews can maximise their potential to save and preserve life at medical emergencies.• Monitor and review medical response activities and respond to lessons learnt to ensure crews are appropriately prepared, equipped and protected whilst undertaking their role.• Actively engage with staff and monitor the potential impact of medical calls on Well-being and effectiveness of the Services mental Well-being arrangements; and identify and implement improvements and additional measures as necessary.



	<ul style="list-style-type: none">• Work with WAST to develop a protocol for the sharing of data and information.• Engage with command-based response managers to highlight their role in managing the day to day activities of co-responder teams to devolve responsibility for the effective performance of co-responders to the operational commands.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• To monitor and disseminate the outcomes of reviews, investigations and debriefs.• Collect performance and management data.• Collect evidence of operational incident outcomes and exercises captured through the Operational Support and Review system.• To hold regular performance meetings with WAST.• Improve performance outcomes for WAST.

What we did to meet our objective

The Service's Fire Medical Response (FMR) provided an emergency response to support the "chain of survival" on behalf and in support of the Welsh Ambulance Service Trust (WAST). We responded to four main clinical call types of Cardiac Arrest, Unconsciousness, Obstructed Airway and Severe Haemorrhage, and other incidents where Fire Service responders were able to add value with their trauma training.

FMR operates a two-level model with responders providing an emergency response to red and amber Medical Priority Dispatch System (MPDS) codes. Level 1 FMR was provided by personnel at Defibrillator only stations, with personnel responding to the MPDS codes aligned to their competence and training level. These staff hold the Immediate Emergency Care (IEC) qualification and complete a basic life support and defibrillator awareness session, which was provided in collaboration with Cariad, a charitable organisation supporting MAWWFRS with defibrillator training. The number of Level 1 FMR stations in the Service is 15. We attended a total of 59 cardiac arrest incidents by Level 1 FMR stations, with a combined total of 9 Return of Spontaneous Circulation (ROSC) events.

Level 2 FMR was provided by personnel at Co-responder stations who responded to the MPDS codes in line with their competency and level of training. These staff hold the IEC course and completed a two-day gap course. The Service have 19 stations undertaking Level 2 FMR, who attended a total of 1322 Level 2 incidents, with a combined total of 16 Return of Spontaneous Circulation (ROSC).

The on-going National pay negotiations progress impacted on progress with the Fire Medical Response area, which had also resulted in a reduced operational response for WAST incidents.



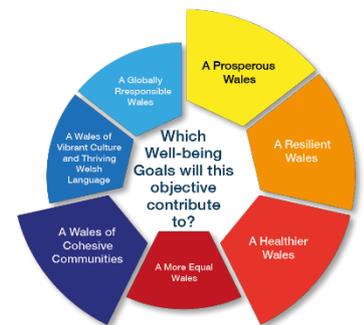
We further collaborated with WAST and South Wales Fire and Rescue Service over the introduction of a new updated IEC course and the feasibility of a further WAST secondee to assist with the upskilling of instructors and the quality assurance of courses.

THE JOURNEY CHECKER – The Service’s journey towards meeting the Objectives that had been set and maximising our contribution to the seven well-being goals and acting in accordance with the sustainable development principle starts in a place of making ‘simple changes.

Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 7 Fire Medical Response.					✓

Objective 7 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

Fire medical response aims to make Wales a healthier nation by allowing the Service to support our medical partners by providing immediate, lifesaving medical interventions to communities within our Service area. This in turn will enable communities to be more cohesive and resilient.





Objective 8

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

Reason	<p>Largely as a result of climate change, firefighters within mid and west Wales are increasingly being called upon to respond to incidents of flooding, to carry out rescues and to protect property from the damaging effects of water and contamination.</p> <p>Welsh Government subsequently recognised this through the placement of a Statutory Duty on the three Fire and Rescue Services in Wales to respond to incidents of flooding and water borne rescues.</p> <p>Whilst operational procedures, equipment and training requirements are well embedded, there are compelling reasons for us to use our knowledge and experience to help communities protect themselves from the effects of water related incidents through prevention and education.</p> <p>By providing our communities with education and advice, the people living in our communities will be more risk aware and better able to protect themselves, their properties and their possessions.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Develop preventative initiatives/educational programmes to help the people living in our communities to protect themselves from the effects of water related incidents.• Work with other organisations and our communities to deliver educational and preventative programmes and offer advice and guidance to those at risk from water related incidents.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• To monitor and disseminate the outcomes of reviews, investigations and debriefs.• To collect and analyse performance management data to inform our future decision making.• To gather evidence of improved community outcomes captured through the Operational Learning System.



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| | <ul style="list-style-type: none">• To monitor and report our performance in line with the Welsh Government's programme of Sustainability (Well-being of Future Generations (Wales) Act 2015. |
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What we did to meet our objective

In April 2017, the Welsh Fire and Rescue Services were given a Statutory Duty to respond to flooding emergencies. The Welsh Government made grant monies available for the replacement of existing water rescue equipment assets including emergency vehicles, boats and personal protective equipment (PPE). The assets procured were embedded into the Service, with the training and distribution of the equipment. The six Swift Water Rescue Stations were fully functional with the new equipment and performed well in the first large scale flooding event in October 2018, "Storm Callum". The new vehicles have 4x4 capability, which allows them access to challenging terrain within remote areas. Familiarisation training was delivered by the Training Department prior to the vehicles going on the run in July 2018.

We attended a number of "persons reported" incidents and were instrumental with "missing person" searches alongside partner agencies, where Swift Water Technicians and water assets were required to assist operational response.

We hosted the Wales Inland Flood and Water Rescue group in April, which brought together all responding agencies from across the Welsh region to discuss the development of best practice and partnership working. Due to the uncertainty of Brexit, the Brexit Dyfed Powys Local Resilience Forum (DPLRF) requested that the Service postpone Exercise Coracle until October 2019. The postponement of Exercise Coracle on two occasions during 2018/19 impacted on the Service and multi-agency partners ability to test our response to a major flooding event. The event is scheduled to take place in October 2019, which will hopefully resolve the situation regarding testing our response to a major flooding event.

The Service works in partnership with water safety agencies to provide a consistent message on water safety and have provided water safety interventions in high risk areas and promoted water safety at large events.



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Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 8 Our response to water related incidents and developing our role in educating and advising communities.				✓	

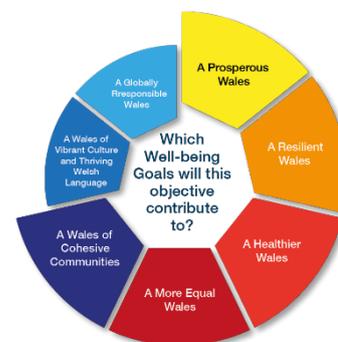
Objective 8 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

A Prosperous Wales: We will contribute to a more prosperous Wales through the continued delivery of Flooding and Water rescue prevention activities to reduce the number of and types of Flooding incidents and their consequences across Wales.

A Resilient Wales: We will work with communities to become involved in the local solutions for managing flood risk, raising awareness of flood risk and its consequences. We will also continue to engage with collaborative partners to reduce the incidents of Death and Injury caused by Flooding and Water incidents.

A Healthier Wales: We will continue to work with key stakeholders to deliver preventative activities. Our response capability will be developed in line with national expectations, creating a healthier Wales through a reduction in incidents and a more robust delivery model.

A Wales of Cohesive Communities: We will continue to engage with communities and collaborative partners in all areas of planning and response to ensure a more cohesive approach to flooding, Water rescues and with the reduction of Water rescue and Flooding incidents.





Objective 9

To invest in our people.

Reason	<p>In March 2015, the Service achieved an Investors in People (IIP) Gold accreditation which was re-evaluated and endorsed by IIP at a Mid Term Review hosted in November 2016.</p> <p>In line with the range of guidance documents that outline how competence must be achieved and maintained, our current IIP accreditation recognises that employees have skills and qualifications aligned to National Occupational Standards across FRS professional frameworks.</p> <p>Through the work of the Human Resources, People Development and Training Delivery teams, the Service aims to maintain this level of IIP accreditation to ensure that the principles of high performance are managed and developed in accordance with people's roles.</p> <p>On an annual basis, the Service promotes an Individual Development Review (IDR) which aims to check that employees at every level have the skills, competencies and qualifications needed to undertake their roles effectively.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Embed a learning culture that meets the current and future needs of our Service by carrying our periodic reviews of our Strategic Development Pathways.• Embed a Talent Management framework which will identify the most talented individuals in our organisation, either in view of their high potential for the future or their business-critical roles. The link that exists between talent, talent management, and succession planning will support the way in which MAWWFRS identifies, integrates, develops, motivates and retains the most talented individuals.• Ensure that the concepts of talent management and succession planning will include performance management and development planning. These concepts will support workforce planning and effective recruitment and on-boarding together with career development.• Develop coaching and mentoring models which will underpin all aspects of career progression.



	<p>These models will be embedded at every level within the organisation to ensure that new managers are upskilled internally and have the necessary competencies to deliver high performance in their roles.</p> <ul style="list-style-type: none">• Explore all opportunities to learn from and collaborate with partners through the National Issues Committee (NIC), Public Service Boards (PSBs) and Local Resilience Forums (LRF), as well as other stakeholders during 2018-2019.• Ensure our employees work in an environment which protects them from discrimination during the course of their duties.• Ensure that our research and development functions look beyond the UK Fire Sector for future innovative solutions; a continuous process over the next 5 years.• Ensure that Risk Critical Skills and competencies accurately reflect the risk profiles of our Communities as part of Station and Department risk profiles and the subsequent Training Plans that emanate.• Engage with North Wales and South Wales FRS to procure and develop the Learn Pro electronic learning platform so that the most up-to-date learning materials are available to personnel across the Service.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• Audit PDR Pro and the Risk Critical Skills Matrix to ensure compliance with requirements including links with the organisational pathways.• Use the IIP Framework to evaluate the impact coaching and mentoring has had within the Service.• Use evaluation to demonstrate how we used innovation to deliver better outcomes for our communities.• Use business intelligence to inform improvement in Emergency Response and Community Safety.



What we did to meet our objective

Following an extensive and rigorous process, which included an online survey, interviews and an onsite review, the Service successfully achieved the Generation Six Platinum Award, which is only held by 1% of 15,000 IIP accredited organisations across the world. IIP confirmed that MWWFRS were the only Fire and Rescue Service in the world to hold this prestigious award.

We have held pre-retirement seminars to provide employees nearing retirement age with the necessary advice and guidance to support their transition to retirement, with particular reference to pensions and financial planning. The retirement seminars were available to employees from all sectors of the Service including Wholetime, Fire Control, On-Call and Support Staff.

The Service worked collaboratively with public-sector partners within the mid and west Wales area to agree and finalise a timetable for the next regional consultation exercises around the 2020-2024 Strategic Equality Plan, which ensured the best approach to conducting an effective consultation process in this regard.

International Women's Day was supported by the Service on the 8 March, by publishing hourly social-media posts throughout the day recognising the efforts and achievements of a cross-section of our female personnel. We also marked LGBT History Month in February by circulating information internally around key milestones in LGBT History.

We signed up to the Dying to Work Charter, which will ensure that should an employee of the Service be diagnosed with a terminal illness, the Service will support, protect and guide the individual throughout their employment.

Investigation training has taken place, which was facilitated by ACAS, and covered the requirements of Disciplinary investigation processes. The training was aimed at Middle Managers in the Service and will enable the relevant employees to undertake investigations more confidently and in the knowledge that they are undertaking such processes in line with the requirements of recognised procedures and best-practice.

Work was undertaken with regards to aligning the separate people related procedures linked with the Joint Fire Control (JFC) in Bridgend where employees from both South Wales Fire and Rescue Service and Mid and West Wales Fire Service working collaboratively. Several procedures were re-aligned to harmonise Conditions of Service.

The Training Delivery Department completed work on the 2019/20 training plan, which will deliver a full suite of Risk Critical courses across the Service. During one quarter, 200 spaces were allocated for Risk Critical Initial courses and 350 spaces for refresher courses and assessments. Continual Professional Development events for instructors were also built into the plan, together with days set aside for course development to ensure that courses were compliant with the new National Operational Guidance roll out.

We reintroduced Positive Pressure Ventilation (PPV) training, which was another form of firefighting in properties that enhances firefighter safety by expelling hot fire gasses out of premises prior to crews entering the risk area.

Road Traffic Collision (RTC) training was provided which enabled a more flexible and local approach to this type of training. This training supported the outcomes of the Service's Risk Review Programme, where risk critical skills and competencies will be refreshed and taught during



drill periods, eliminating the need for personnel to take annual leave to maintain the risk critical competencies. This initiative has increased efficiency and also provided a more cost-effective approach to the training of personnel.

As part of our workforce planning arrangements, we employed 12 wholetime firefighters in September and completed an intake of external transferees. Additionally, 5 On-Call Firefighters were promoted to Wholetime Crew Manager positions during November 2018, demonstrating the opportunities for On-Call personnel to secure Wholetime supervisory manager posts through recognised development pathways.

Work progress on the HR Transformation project, with the aim of delivering services to the organisation through a business partnering model. Individual meetings took place between the HR Department and Heads of Departments and Commands. A number of HR Transformation / Line Manager briefing sessions were held, which formed part of the consultation process on the new HR operating model.

Further briefing sessions for line managers were developed and delivered. The briefings aimed to reinforce the managers responsibilities in relation to people management activities and also set clear parameters between the line managers roles and the role of HR. The HR Transformation Project also looked at reducing duplications, automating processes and devolving responsibility for people matters to the right areas in the Service.

Equality Impact Assessment (EIA) Training sessions were delivered to managers within the Service, who are required to complete the Assessments as part of their roles.

The Trauma Risk Management (TRiM) training was finalised within the Service. This was done in consultation with the representative bodies, with a guidance document produced.

World Mental Health Day was promoted throughout the Service by raising awareness both internally and externally around the importance of talking about mental health issues and by signposting to appropriate sources of support. We also supported National Coming Out Day by raising awareness internally and circulating the “coming out stories” of some members of our LGBT forum. Non-LGBT employees were encouraged to “come out” as LGBT allies, in support of their LGBT colleagues and were signposted to the Service’s LGBT forum for support if required. Support was also provided to Black History Month, by highlighting events taking place within the mid and west Wales area, celebrating the achievements and contributions of black people in the world.

The annual Individual Development Reviews (IDR) were launched in January 2019. Minor amendments had been made to the form, which now included two performance-based questions. The process closed on the 30 April, and the completion rate was in excess of 90%. A full review of the IDR process will be carried out in the 2019/20 business plan.

The People and Organisational Development Department facilitated a Supervisory and Middle Manager ADC process to support Service needs. The Assessment and Development Centres (ADC’s) represent the initial gateway for operational employees who seek promotion to supervisory, middle management and strategic management roles.

Leadership and Management Training was facilitated by the People and Organisational Development Department. The Discovery, Challenge and Pioneer programmes continued to become embedded at each management grade. These courses provided delegates with an opportunity to develop their existing knowledge and skills in a challenging and supportive learning



environment. Evaluation of the previous courses was undertaken in order to ensure that the content of each course is aligned to the needs of our future leaders.

The Service actively engaged in developing opportunities for apprenticeships and had discussions with Welsh Government to identify future funding streams to support this important work. Furthermore, we led on the development of the new apprenticeship qualification.

An All Wales Group was established to look at the options for adopting apprenticeships into the Fire and Rescue Service. The group was supported by representatives from Skills for Justice (SfJ) and an Apprenticeships Manager from Welsh Government (WG). Subsequently, an All Wales Fire and Rescue Service' firefighter qualification (NVQ Level 3 Firefighting Operations) was developed and placed on the Welsh Framework. The qualification was also adopted by Skills for Justice.

The Service also led on the development of an All Wales Firefighter Apprenticeship level 3 Diploma qualification in collaboration with Skills for Justice, the sectors awarding body. This replaces the National Vocational Qualification and enables the Service through a Welsh Government procurement process to enter into a sub-contractor agreement with Gower College. As an approved provider of the Firefighter apprenticeship, Gower College are able to assist the Service in offsetting some of the cost of the Apprenticeship Levy by enabling us to draw down funding for the excellent training provided to our Firefighters.

An Inclusive Workforce Group was set up to identify and prioritise new initiatives to improve equality, diversity and inclusion throughout the Service, through engagement with all sectors of the workforce. The Group reviewed existing facilities, provisions and working practices, including contractual arrangements, which ensured that the varying needs of the workforce were adequately catered for and that employees could contribute to any developments through their representatives on the group.

Additional Associate Instructors (AI) were trained and qualified to provide additional resilience for the department when additional training beyond what was planned was required. The AI's are also available to support a more regional approach to training as well as being an additional, flexible resources for commands to draw upon to support local initiatives and needs such as supporting the operational exercise program.

Incident Command Training and Development was undertaken by the Service, following the adoption of Skills for Justice qualifications for all management levels. These qualifications were assessed externally by an External Quality Assurer, and the People Development Department received Direct Claims Status, which meant that the External Assessor was satisfied that the processes and systems we had in place to measure competence against these qualifications met the relevant criteria.

The All Wales Operational Assurance report confirmed that the Training Department was performing at "Established" and "Advanced" levels for the focus areas scrutinised during the recent Assurance process and the development areas from the report were built into the 2018/19 Business Plan. The Department also implemented a robust Quality Assurance Strategy to ensure quality and consistency of standards were maintained across the Department.



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Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 9 To invest in our people.					✓

Objective 9 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

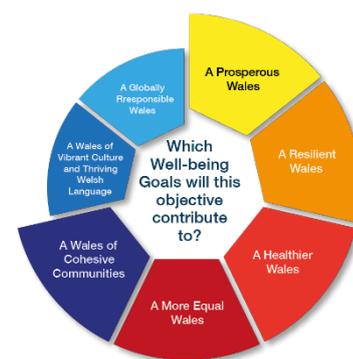
A Prosperous Wales: The Service has embraced the principle of developing new and existing employees through a variety of apprenticeship programmes so that they receive the best learning and development opportunities available to them.

A Resilient Wales: Maintaining a low risk critical skills gap will ensure that operational staff are training in accordance with National Guidance and Health and Safety Legislation. This in turn will allow operational staff to provide a safe and effective response to the public in times of need and provide the opportunity for citizens and communities to recover more effectively.

A Healthier Wales: The Service is committed to providing the necessary support and advice to employees, in order to ensure that they not only attain the necessary fitness levels as part of the operational role requirements, but also achieve a far better lifestyle in terms of their general health and well-being.

A more Equal Wales: Improved internal communication and continuous course evaluation will identify opportunities for development coupled with greater linkage with other departments should improve engagement with all staff.

A Wales of Cohesive Communities: Provision of driver training for Fuel Cell Vehicles will allow the Service to reduce the carbon footprint of vehicle movements. The provision of training, where appropriate, at local training facilities and stations reduces road risk and environmental impact.





Objective 10

To Make the Best Use of our Assets and Resources.

Reason	<p>It is the statutory duty of Mid and West Wales Fire and Rescue Service to provide the citizens of the region with an effective Fire and Rescue Service that is mobilised effectively to emergencies, keeping people safe from fires and other dangers. We are committed to improving the safety and quality of life for residents and visitors to the region and in doing so we aim to ensure that our assets and resources are suitable, sufficient and central to our decision-making processes.</p> <p>We intend to ensure that our vehicles, equipment and property assets are procured, renewed and replaced to meet our current and future business needs. Our assets and resources will meet user requirements and the needs of the communities we serve. We will do this by ensuring that our capability and effectiveness is aligned to our Risk Review and Strategic Assessment findings. We will also ensure that our funding arrangements are aligned to deliver the best outcomes over the life of the assets.</p> <p>This work will ensure a full understanding of the services we provided and at what cost and allow resource decisions to support a sustainable Fire and Rescue Service moving forward.</p> <p>Value for money will be at the heart of the arrangements made for the provision of our vehicles, equipment, property and assets.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Continually examine our spend and financing arrangements for our assets via our Strategic Asset and Capital Management Group and establish a forward planning model for both assets and resources.• Maintain cost effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of existing assets. We will extend opportunities for collaboration with our partners and review opportunities and developments in technology that will support our asset and resource management programme.



Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• To monitor progress with full involvement of employees and the Fire Authority and report improvements in comparative costs of value for money.• Align our Medium Term Financial Plan to our reviewed Sustainable Asset Management Plan.
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What we did to meet our objective

Work progressed on delivering the 5-year Capital Programme, which was approved by the Fire Authority in February 2018. The progress of this Programme was monitored via the Strategic Asset and Capital Management Group, whose purpose is to ensure asset management practices and investment into physical infrastructure, supports the strategic planning objectives and were consistent with best practice.

The Finance Team undertook an exercise with all relevant Heads of Department to review the asset register for vehicles, plant and equipment. The Statement of Accounts 2016/17 was then updated to reflect the Gross Book Value and Net Book Value of these assets.

A Project Board was set up for the Northern Area Development Project, and the Executive Leadership Team agreed to the development of Parc Noyadd Park to house a Transport workshops facility with a single bay extension and site the training facility at Newton Fire Station. The proposed development would provide a centralised Transport Hub within Powys, with increased Health and Safety provision in terms of vehicle inspection facilities, and more localised Firefighter Risk Critical facilities at Newtown. The proposed development will also provide a modern training facility for On-Call colleagues within the Powys and North Ceredigion areas. The property minor works and vehicle replacement programme also made good progress.

Following a recommendation from the Strategic Workforce Group, a comprehensive exercise was completed by the Human Resources and Finance Departments to reconcile the approved establishment and budgeted establishment. The outcome of this exercise realigned detailed budget which provided a sound basis for budget monitoring. The Strategic Workforce Group also met regularly to monitor vacancies, over established posts, and temporary contacts. Improved communications resulted in improved control of the establishment workforce.

Works were completed on two collaborative projects, which saw the Welsh Ambulance Service Trust (WAST) move into Whitland Fire Station and Llanidloes Fire Station. Dyfed Powys Police (DPP) also moved into Kidwelly Fire Station, which provided an essential base for their community policing team to work from.

The Fixed Asset Register which was previously maintained on a spreadsheet was migrated onto the CIPFA Asset Management System (AMS). The AMS is a fully integrated finance and asset management package for both capital accounting and asset management, ensuring that the asset register and property database and compatible at all times.



The Capital Programme 2019-2023 was approved by the Fire Authority in February 2019 and will determine the affordability of the Capital Programme for Treasury Management Strategy which was approved by the Fire Authority in March 2019.

The Asset Management Framework (Delivering Asset Improvement and Management) was finalised and approved by the Executive Leadership Team. Adopting asset management principles in the plan allow the Service to demonstrate that we are delivering services optimised to whole life cost. This Framework confirms that planning and programming is efficient and alternative options of cost, benefits and standards of service are available, allowing for informed choices for both Senior Officers and the Fire Authority to be made.

In March 2019, Fire Authority approved the Capital Strategy, which set out the long-term context in which capital expenditure and investment decisions were to be made in the Service. The purpose of the Capital Strategy was to tell a story which gives a clear and concise view of how the Authority determines its priorities for capital investment, decides how much it can afford to borrow and its risk appetite.

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Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 10 To Make the Best Use of our Assets and Resources.			✓		



Objective 10 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

A Prosperous Wales: By managing our assets in a better, more cost effective and efficient way by building on existing relationships and looking for new opportunities that will maximise community benefits, we will enhance our contribution to the local economy and reduce costs to society.

A Resilient Wales: By maximising the benefits of our asset management policy, strategy and plan and involving partners in future options, we will make all our partners stronger.





Objective 11

To use technology to innovate, collaborate and empower.

Reason	<p>Navigating today's ever-changing public-sector environment is a remarkably complex task and at some point, almost every route leads directly to information technology (IT). Therefore, putting IT to work in the most effective way possible across an organisation can address changing business needs and support great transformational opportunities.</p> <p>As the tools, techniques and cost structures that have traditionally surrounded the information and technology environment is no longer delivering the desired results in the modern digital world, there is a clear shift towards new delivery models and technologies such as Software as a Service and cloud-based computing.</p> <p>The Service has already adopted some cloud-based IT systems and other new delivery models for IT are being explored. However, it is essential to make further progress and deliver the right IT solutions to unleash new opportunities for success.</p> <p>Successful completion of the identified themes will ultimately result in enhanced security and robustness for the Service and improvement in our delivery of services to the public. The business process benefits delivered will also make for a better working environment for all staff and departments.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Pursue opportunities to innovate, collaborate, empower, increase scale and improve process efficiency based upon a number of key themes, which include;• A Digital Organisation;• A Digital Workforce;• A Digital Public;• Digital Governance;• Information Security.



Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• To measure successes based upon increased accessibility to IT systems, improved reliability of IT systems, enhanced security of data and through business efficiency gains.
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What we did to meet our objective

Skype for Business was rolled out to Heads and Deputy Heads of Department to encourage opportunities to reduce travel and increase flexibility. The increased use of Skype for Business was inherently linked to the development of an agile working process. The addition of Skype for Business was also linked to the renewal of the current Microsoft Office 365 licence.

An enhanced capability to the Service's Broadband with BT Openreach was agreed. The upgrade allowed for increased network speed across the Service area via the Public Service Broadband Network. New Mobile Data Terminals were procured and the software to run them underwent an All Wales procurement exercise.

The ICT Department worked towards introducing a much higher level of network security compliance for the Service's Wireless provision. This update enabled us to participate in the PSBA's Secure Roaming solution. The Secure Roaming solution will provide the ability to work anywhere in Welsh public sector buildings and seamlessly use on premise systems and access the internet for any cloud-based solutions.

We upgraded the Service's network infrastructure, which saw an enhancement to all local area network switching and wireless access provision across all our sites and complemented the network speeds increase.

The ICT Strategic Advisory Team was created, which discussed matters such as cross organisational discussions regarding meeting room bookings, displaying user details, the Office 365 strategy, digital forms and new meeting room technology. This Team was instrumental in the setting up of a trial of a new video conferencing system which allows calls from Microsoft Teams and Skype to join meetings along with a new wireless display being trialled in one of the Service's meeting rooms.



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Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 11 To use technology to innovate, collaborate and empower.				✓	

Objective 11 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:

A Prosperous Wales: Our digitisation programme allows us to improve the way we deliver our services, providing better information as our staff support our communities. This helps reduce the number of incidents and improves the well-being of individuals which in turn reduces the costs to society.

A Healthier Wales: Increased connectivity and digitisation assists us in delivering both our emergency and community safety services to citizens, ensuring that we can provide advice and deliver our intervention programmes to assist individuals to improve their lifestyle.

A Wales of Cohesive Communities: By improving our digitised solutions and advancing information and communication technologies, we will contribute to the progression of connectivity and our delivery of services to the public.





Objective 12

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

Reason	<p>As a Fire and Rescue Service we have always responded positively to the changing environment in which we operate and adapted in order to meet new challenges as they arise. New innovations and technological advances in recent years have provided us with the potential to greatly enhance and improve the way we deliver our services in the future.</p> <p>We have already embraced this philosophy, through the introduction of e-draulic cutting equipment, which has improved operator safety and capability in responding to entrapments; the use of unmanned aerial vehicles to support operations; and command and control and the Cold Cut extinguishing system.</p> <p>We want to explore further options to continually improve our delivery of services within the operational environment through the use of new technology and innovation.</p> <p>Engaging with new technology and innovation will allow us to introduce changes and enhancements to help improve the safety of our firefighters; improve the efficiency and outcomes of operational incidents; reduce the impact of our business and our emergency operations on the environment; and expand and enhance the learning environment for our staff.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Explore all opportunities to learn from and collaborate with our partners.• Engage in research and development which looks both across and beyond the UK Fire Sector for ideas and solutions.• Monitor and review the effectiveness of our techniques, processes and equipment.• Research new developments in technology and processes and conduct assessments and trials accordingly.



Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p> <ul style="list-style-type: none">• Monitor and disseminate the outcomes of reviews, investigations and debriefs.• Engage in research and development which looks both across and beyond the UK Fire sector for ideas and solutions.• Monitor and review the effectiveness of our techniques, processes and equipment.• Research new developments in technology and processes and conduct assessments and trials accordingly.
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What we did to meet our objective

Several projects were explored with the aim of introducing the most innovative products to meet Service requirements. These included; the procurement of Thermal Imaging Cameras; Fireground Radios; and Personal Issue Respirators. We also collaborated with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service to explore the viability of Ultra High-Pressure firefighting systems in the operational environment.

The Operational Risk Management Department undertook a full asset refresh on Operational Lighting (torches, scene lighting and Road Traffic Collision lighting). The ethos that ran through the work in this area was one of providing the most technologically advanced equipment available to ensure firefighter safety, within the Capital budget.

A new Incident Command Vehicle to support operational service delivery was procured. Delivery of the Unit was taken on the 31 March 2019, and the training of key members of staff was also undertaken in March 2019.

The Service worked with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service with regards to the procurement process for a new Structural Firefighting Personal Protective Equipment. Extensive market research and supplier engagement took place to inform the tender writing process, which proved both informative and valuable. The initial invitation to tender document was advertised to the market in November 2018 and closed in January 2019. Following the shortlisting process, there was a shortlist of five garments which were agreed to progress to practical trials. The trials are due to take place on the 29 April 2019.



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Improvement Objective	Getting Started	Making Simple Changes	Being more adventurous	Owning our ambition	Leading the way.
Objective 12 To develop our operational technology and improve the way we resolve operational incidents through innovation and the use of new technology.					✓

Summary of how the Improvement Objective enables the Service to meet the Well-being Goals in the following way:

A Prosperous Wales: We will actively seek new equipment, practices and processes to ensure that our operational personnel and the communities we serve, are afforded the best possible levels of safety and protection. Where possible, we will source local suppliers which generates wealth and provides employment opportunities in the communities we serve.

A Resilient Wales: Through effective research and development, we will contribute to an innovative, productive organisation which recognises the limits of the global environment and uses resources efficiently and proportionately.

A Healthier Wales: By continuously reviewing our operational activities, and by developing “best practice” working procedures which effectively reduce the risk from fire in our communities, we will contribute to a society in which people’s physical and mental well-being is maximised.

A Wales of Cohesive Communities: When developing new projects and processes, we will engage and consult with key stakeholders and partners in other Emergency Services and other sectors such as Local Authorities, which will contribute to safer and better-connected communities.





Find out more.

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

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

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

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

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Appendix 1

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

The Service has embraced the Well-being of Future Generations (Wales) Act 2015 since its introduction and we welcome our duties under the Act. We saw it as an excellent opportunity to further increase and strengthen our collaborative work with partner organisations to better meet the needs of the communities we serve.

The introduction of the Act and Public Services Boards (PSBs) created a consistent approach across the six unitary Authorities, thus reducing duplication and providing partners with an opportunity to achieve a common purpose through true collaboration for the benefit of our communities.

We had Director level representation on each of the six Public Service Boards within our area, along with the Chair and Deputy Chair of the Authority, who represent the Service on three Public Service Boards each. Also, our Heads of Response represent the Service on the sub groups which sit beneath the Core PSB Groups.

Furthermore, the Public Service Board's Objectives were incorporated within the ethos of the services we provide, in order to develop and improve the health and well-being of the communities we serve, for the wider and inclusive benefit of our communities.

In order to increase staff awareness of the legislation, communication regarding the Act and the work of the PSBs was provided throughout the Service at a variety of forums, such as Executive Leadership Team, Service Leadership Team, Directorate Meetings and Response Forums.

We had the Well-being of Future Generations Act and PSBs as an Improvement Objective in our Corporate Plan 2018-2023, where the progress was reported quarterly through our Performance, Audit and Scrutiny Committee meetings.

When setting our Improvement and Well-being Objectives for our Corporate Plan 2019-2024, we held workshops with Fire Authority Members, Trade Unions and Heads of Departments to encourage awareness of the Act and ensure that our Objectives were aligned to the Act.

We ensured that our Improvement Objectives contributed to the requirements of the Well-being Act; and demonstrated how each of the Service's Improvement Objectives met the seven Well-being Goals in our quarterly Performance and Improvement reports.

Our Corporate Plan includes visuals identifying which Well-being Goals our Improvement Objectives are contributing to, this is also available in a poster version. There is also a table in our Corporate Plan which highlights the correlation between the Well-being Goals and our Improvement Objectives.

Partnership working has continued to evolve within the PSB and their sub groups, examples of this include in the Ageing Well Strategy Group where a number of partner organisations such as the Local Authority, Health Board, Public Health Wales, Natural Resources Wales, Department of Working Pensions and Tai Tarian work collaboratively to address items such as,

Through working with partner organisations, we are able to discuss matters such as the ones above to identify multi-agency initiatives to the benefits of our local communities.

At a strategic group level, the six PSBs in our area have produced their Local Well-being Plan Annual Reports for the attention of the Well-being Commissioner. These reports provide the first



year's appraisal of the progress made towards addressing the Objectives identified within the 6 PSB Well-being plans.

Some progress is being made towards collaboration across PSB boundaries on specific issues i.e. Adverse Childhood Experiences (ACEs) and a regional PSB meeting with representation from Carmarthenshire, Pembrokeshire, Ceredigion and Powys was arranged to discuss how they may work together to address common areas of work. This meeting took place in June and considered the following areas; improving understanding and opportunities for collaboration, Asset collaboration, Additional Learning Needs and Universal Credit.

Examples of work and initiatives undertaken by the Service which have contributed to the Well-being of Future Generations (Wales) Act (WBFGA):

- The Service signed up to the Cymru Copier Scheme and became the first Welsh public sector organisation to fully commit to the Cymru Copier Scheme.
- Through the Cymru Copier Scheme, MAWWFRS will benefit from a more stable paper pricing whilst helping to secure the wellbeing of future generations and supporting the Welsh Economy.
- The Service's secure off-site shredding service, Elite Paper Solutions Ltd, are a Welsh social enterprise that employs disabled and economically disadvantaged people across the South Wales valleys.
- The Head of Procurement and Contracting sits on two of the Carmarthenshire PSB sub-groups, namely Food and Prosperous People and Places.
- The Head of Procurement & Contracting represents the Welsh Fire and Rescue sector on the Welsh Local Government Association Heads of Procurement group. Work is currently underway on agreeing a procurement strategy for Welsh public sector organisations with the aim of setting up local/regional procurement hubs to take on the frameworks that have been dropped by the National Procurement Service following the outcome of their review in late 2018. This should provide local small to medium enterprises (SME's) with greater opportunity to bid for public sector work.
- The Head of Procurement and Contracting sits on the Ceredigion Procurement Forum which feeds into the Ceredigion Public Service Board. During the past year a lot of joint working has been undertaken including a collaborative further competition on the National Procurement Service's workwear framework which was awarded to a local Pembrokeshire supplier called Simon Safety.
- The Head of Procurement has been working closely with the National Fire Chiefs Council procurement transformation workstream and has sat on the NFCC Training framework and Corporate Workwear project teams, ensuring that the Welsh FRS's requirements were represented.
- Through collaborative working with Dyfed Powys Police, we were able to identify ways in which working closely could assist personnel with carrying out their duties safely when entering premises.



- During 2018/19 the audit of 2015/16 Statement of Accounts was concluded with WAO issuing a qualified opinion.
- The Finance Team completed 2 further sets of Statement of Accounts (2016/17 & 2017/18) during the 2018/19 year. Both received unqualified audit opinions and ensures the Authority moving forward is on a secure financial footing.
- Caffi Tân has been open for just over 12 months and is believed to be the first of its type in any Fire Station in the UK. The café has grown into a focal point for local residents and visitors alike.
- The café has from the outset grown some of its own herbs and has ensured that environmental sensitivity is at the heart of its priorities through its principle of developing a plastic free environment.
- Through our Tender specification, we ensure that all new developments and retrofitting of existing facilities consider renewable energy sources and recycled materials, and furthermore biodiversity surveys are performance to provide spaces for wildlife.
- We have a number of apprenticeships in the Service, in our Information Technology Department, T2020 and People and Organisational Development.
- A number of employees are seconded to partner organisations such as Welsh Government, The Fire Service College, Fire Rescue Adviser, Police, National ESN Project, and the Future Generations Commissioners Office.
- Our staff canteens and Caffi Tân operate a single use plastic policy, and no plastic cups are provided for meetings. A group was also created to reduce / eliminate the use of single use plastic water bottles.
- Mental Health Awareness week was promoted throughout the Service in May, and the Service have implemented an Employee Well-being Strategy.
- Service employees were afforded Mental Health training, Stress Management Training and the ability to attend Mindfulness courses.
- The Service have been awarded the Gold Corporate Health Award. The Corporate Health Standard is one of the Healthy Working Wales programmes and is the national mark of quality for health and well-being in the workplace.
- A cycle2Work scheme is available to all employees, which is a tax-free bike for work scheme, and therefore encourages employees to cycle to work.
- Female and Black Minority Ethnic (BME) firefighter awareness days were held regularly to encourage people from groups which are underrepresented in the Service.



- We are a dementia friendly organisation and have Dementia Friends in the Service.
- The Service has a volunteer Co-ordinator who publicises opportunities to volunteer locally as well as volunteering opportunities within the Service.
- As part of our Corporate Plan consultation we have “have your say” conversations with members of the public and communities, which affords them the opportunity to shape their Fire and Rescue Service.
- Following a referral from a partner agency, the Service visited a high-risk, vulnerable member of the public in a high-rise property. The occupant of the property was a heavy smoker, a hoarder and took medication which made them drowsy. Equipment was installed within the property which actuated and extinguished the fire in its early stages. The Service worked collaboratively with partner agencies to provide holistic support for vulnerable individuals and provided specialist equipment to keep them safe in their homes.
- The Safe and Well team visited a lady who had been the victim on an online scam and had been transferring large sums of money to an account in Nigeria. The Safe and Well team provided advice which enabled nuisance calls to be blocked and also provided advice on the type of scams that were operating in order to give them confidence with these types of callers. A door chain was also fitted to keep the occupant safe in her own home.
- The Service’s Farm Liaison Officers have continued to engage with the farming communities to raise awareness on Safe Burning and the Burning codes. Following this engagement, there has been a noticeable change in attitudes from the farming community, many of which are now approaching the Service for advice. Positive feedback has been received with regards to the range of assistance that the Fire Service is able to provide in addition to safe burning and land management advice, examples of which include, bracken rolling, robo cutting, off-road illegal motorcyclists and reduced fly tipping.
- The Graffiti Intervention Project was held in two high risk areas to engage with young people at risk of being involved in fire setting and in accessing derelict buildings. The Peaceful Progress group promotes and teaches the lawful, ethical and environmental do’s and don’ts surrounding graffiti art, whilst offering the opportunity to engage with youths and promote our important messages. The events were well received and saw a 26% reduction in Anti-Social behaviour in the area.
- An engagement course was organised by the Service Youth team in partnership with South Wales Police and Swansea Community Kicks Project. The area was targeted for intervention due to its socio-demographic profile and known areas of anti-social behaviour. It was reported that within six weeks of the Project starting, there had been a reduction in Anti-Social Behaviour in the area.
- A group of pupils from a comprehensive school took part in a Phoenix intervention course held at Pontarddulais Fire Station. The Service were made aware that one of the pupils was a young carer for a relative and had previously found it difficult to engage and take part in school activities. The individual had willingly participated in all of the activities on the course and completed the full week. He had also provided feedback that he had benefitted immensely from attending the course.