



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Corporate Plan

2019-2024



YOUR FIRE SERVICE

We Cover
12000
SQUARE KILOMETERS

58
FIRE STATIONS

1304
STAFF



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Over the Last
FIVE YEARS
We Have Attended

3017
HOUSE FIRES

1103
NON-DOMESTIC FIRES

5202
RTC's

4090
GRASS & FORESTRY FIRES

1748
FLOODING INCIDENTS

12763
MEDICAL RESPONSES

Over the Last
FIVE YEARS

WE HAVE DELIVERED
102,000
Home Safety Checks
to our communities

WE HAVE ENGAGED
WITH OVER
163,861
young people through
education and prevention
programmes

WE HAVE UNDERTAKEN
7783 Business Fire
Safety Audits

WE ATTEND APPROXIMATELY
13617
INCIDENTS EVERY YEAR

ALL OF THIS COSTS YOU JUST

DAY
14p

MONTH
£4

YEAR
£52



Introduction	4
Mid and West Wales Fire and Rescue Service	5
The Executive Board	5
Mid and West Wales Fire and Rescue Authority	6
Our Vision	7
Our Plans	8
Well-being Statement	10
Our Performance	11
Developing our Corporate Plan	12
Our Strategic Aims	12
Our Strategic Aims	
Our Environment	14
Our Partnerships	16
Our Future	18
Our Communities	20
Our People	24
Our Resources	26
Find out more	28

75% recycled
This publication is printed
on 75% recycled paper

JR655 - Corporate Plan 19-24

HOFFI DILYN RHANNU | **Ein Negeseuon
Diogelwch**
   
LIKE FOLLOW SHARE | Our Safety
Messages



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

Introduction

We are delighted to introduce our Corporate Plan 2019-2024.

Despite budgetary constraints, we have continued to maintain a level of service, which has ensured the communities of mid and west Wales remain safe places to live, work and visit.

Over the last five years (01/04/2013 to 31/03/2018), we have attended 3,017 house fires, an increase of 3.53% on the previous five years. During the same period, our attendance at Road Traffic Collisions has decreased by 11.85%, from 5,901 to 5,202, whilst our attendance at flooding incidents has decreased 37.21%, from 2,362 to 1,748.

Whilst our attendance at traditional fire service incidents is decreasing as a result of our preventative work in the community; indeed, we have undertaken 102,000 Home Fire Safety Checks and engaged with 163,861 young people through our education programmes over the last five years; we have continued to expand our operational response capabilities. Our firefighters have responded to 12,7763 medical response incidents in the last five years. This is a 103.74% increase on the previous five years.

We have achieved all this despite making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery. However, there is no avoiding the fact that the financial climate we are currently operating in, will continue to place additional pressures on the levels of service we provide, as we stretch our resources even further. We will therefore continue to play our part in future budget reductions, by having an ongoing, open discussion with staff and the public, around how we can continue to make improvements and future efficiencies.

We are committed to adapting to these challenges in a positive way and our Corporate Plan 2019-2024 sets out our Strategic Aims and Improvement & Wellbeing Objectives for the next five years.

We believe that collaborative working is the future of the emergency services, enabling us to improve the way we work; share our people and financial resources; and ultimately save more lives. We are also committed to finding innovative solutions to improve the way we work, improve Firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

We recognise that listening to your views is crucial if the Service is to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would encourage you all to let us know what you think of our Strategic Aims and the Improvement and Well-being Objectives we are committing to for 2019/2020.



Councillor Rowland Rees-Evans
Chair, Mid and West Wales Fire Authority



Chris Davies *QFSM MBA*
Chief Fire Officer, Head of Paid Service

Mid and West Wales Fire and Rescue Service



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

Mid and West Wales Fire and Rescue Service covers:



The Service makes up almost two-thirds of Wales, covering a predominantly rural area of 4,500 square miles (11,700 km²), comprising 58 stations and employing 1,304 staff.

It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

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

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

The Executive Board

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



Chris Davies *QFSM MBA*
Chief Fire Officer
Head of Paid Service



Roger Thomas
Deputy Chief Fire Officer
Director of Service Delivery



Iwan Cray
Assistant Chief Fire Officer
Director of Operational Support and Improvement



Kevin Jones
Assistant Chief Officer
Director of Resources



Fire Authority

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

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

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

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



Chair of the Mid and West Wales Fire Authority

Cllr Rowland Rees-Evans - Liberal Democrat
Ystrad Teilo, Llanrhystud, Ceredigion, SY23 5AY

01974 202238
rowlandre@ceredigion.gov.uk



Deputy Chair of the Mid and West Wales Fire Authority

Cllr Jan Curtice - Labour
22 Dyffryn Road, Gorseinon, Swansea, SA4 6BB

01792 417563
cllr.jan.curtice@swansea.gov.uk

Our

Vision

To be a World Leader in Emergency Response and Community Safety.

Mission

To engage, connect, develop and inspire people to deliver an excellent Service.

Values

Do the right thing.

Treat people with respect.

Perform with excellence.

Strategic Aims

OUR ENVIRONMENT

OUR PARTNERSHIPS

OUR FUTURE

OUR COMMUNITIES

OUR PEOPLE

OUR RESOURCES

We will achieve by

**Working towards our
6 Strategic Aims and Improvement
& Wellbeing Objectives
in 2019-2020**



Our Plans

Corporate Plan

Our Corporate Plan sets out our vision for the future, and identifies how this will be achieved through our Strategic Aims and Improvement and Well-being Objectives.

Annual Performance Assessments

By the end of October each year, we publish our Annual Performance Assessment.

Our Annual Performance Assessment tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the previous year's Improvement Objectives.

Our Annual Performance Assessment also identifies how we have contributed to the Well-being goals, set out within the Well-being of Future Generations (Wales) Act 2015.

Sustainability and Environment Plan

Mid and West Wales Fire and Rescue Service is committed to embracing Sustainability in the delivery of Service excellence. We aim to do this by reducing energy consumption, working towards zero waste to landfill and reducing our Service Wide Carbon Footprint year on year.

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

Strategic Equality Plan

Our Strategic Equality Plan conveys the continued commitment of the Authority and the Chief Fire Officer to promote equality of opportunity across all Mid and West Wales Fire and Rescue Service's functions, policies, practices and procedures and sets out how the Service will seek to fulfil this commitment.

We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

<http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Equality-and-Diversity.aspx>

Welsh Language

As a Service, we are governed by legislation regarding the use of the Welsh Language and must comply with a set of national Welsh Language Standards. We are committed to actively promoting the Welsh language and ensure that it is not treated less favourably than English.

The Welsh Language Commissioner issued a Compliance Notice which sets out which Standards apply to Mid and West Wales Fire and Rescue Authority, along with any exemptions and their implementation dates. In response to the Compliance Notice, the Authority published a document noting how it intends to comply at a corporate level with the Standards and what its internal processes are for oversight and monitoring implementation, both of these documents are available on our external website.

<http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Welsh-Language-Standards.aspx>





Well-being Statement

We are committed to the Wellbeing of Future Generations (Wales) Act 2015 and embrace our duties and role as a statutory partner on our six Public Service Boards.

Our Corporate Plan 2019-2024 outlines our five year Strategic Aims and our Improvement and Well-being Objectives for 2019/2020. The plan has been developed in accordance with the requirements of the Act and ensures we consider the long term impact of our decisions on our communities. Throughout the plan, we highlight how our Improvement and Wellbeing Objectives contribute to the Act’s seven Well-being Goals. In delivering our Objectives, we will also ensure that we consider and incorporate, where appropriate, the sustainable development principle and its five ways of working.

As a statutory partner on each of our six Public Service Boards, we have played a key role in the formation of the Well-being Plans, which represent the communities of mid and west Wales. Representatives from the Service also Chair a number of delivery and implementation groups across each of the six Public Service Boards, ensuring that the objectives we have all identified as priority partnership areas are successfully delivered. The significance of the Objectives contained within each of the six Public Service Board’s Wellbeing Plans, is reflected in our own Service Improvement and Wellbeing Objectives, which ensure that working with our partners to deliver better outcomes for our communities remains a priority.

Not only have we considered the Well-being of Future Generations (Wales) Act 2015 in the formation of this plan, we have also embedded a number of new ways of working within the day to day running of the organisations. The ‘golden thread’ of the Service is greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From our individual development plans, departmental strategies, through to our Corporate Plan 2019-2024, the ethos of the Well-being of Future Generations (Wales) Act 2015 is at the forefront of our minds. Whether its forming new partnerships; adopting a horizon scanning approach as part of our future planning processes; or embedding the Well-being of Future Generations (Wales) Act 2015 project framework within the delivery of our own corporate projects, you can be assured that the needs of the present will be met, without compromising our future generations.

Well-being of Future Generations (Wales) Act 2015	Strategic Aims					
	ONE	TWO	THREE	FOUR	FIVE	SIX
A Prosperous Wales	✓	✓	✓	✓	✓	✓
A Resilient Wales	✓	✓	✓	✓	✓	✓
A Healthier Wales	✓	✓		✓	✓	✓
A more Equal Wales	✓	✓	✓		✓	
A Wales of Cohesive Communities	✓	✓	✓	✓	✓	
A Wales of Vibrant Culture and Thriving Welsh Language		✓				
A Globally Responsible Wales	✓		✓	✓		✓

Our Performance

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

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

	2017/18 Actuals	Average 2008/09 to 2012/13	Average 2013/14 to 2017/18	Average Percentage reduction 2008/09 to 2017/18
ALL FIRES FRS/RRC/S/001 (i)	3190	4473	3384	-24.3%
ALL FALSE ALARMS FRS/RRC/S/001 (ii)	4919	4967	4647	-6.4%
ALL ROAD TRAFFIC COLLISIONS FRS/RRC/S/001 (iii)	983	1180	1040	-11.8%
ALL OTHER CALLS FRS/RRC/S/001 (iv)	4879	3244	4729	45.8%
DEATHS AND HOSITALISED INJURIES FROM ALL FIRES. FRS/RRC/S/002 (i)	57	69	69	0.7%
DEATHS AND HOSPITALISED FROM ALL ACCIDENTAL FIRES. FRS/RRC/S/002 (ii)	54	62	61	-2.3%
THE PERCENTAGE OF DWELLING FIRES WHICH WERE CONTAINED IN THE ROOM OF ORIGIN. FRS/EFR/S/003	85.3%	87.0%	87.0%	0.0%



Developing our Corporate Plan

This Plan outlines our five-year Strategic Aims (2019-2024) and our Improvement and Well-being Objectives for 2019/2020.

In developing our Corporate Plan for 2019-2024 we have considered:

- The improvements we have made in delivering previous Corporate Plans.
- What our communities are telling us.
- What our staff are telling us.
- The resources available to us.
- The views of our partners and the importance of working collaboratively.
- The requirements of the Well-being of Future Generations (Wales) Act 2015.
- Our legislative requirements, including:
 1. Local Government (Wales) Measure 2009,
 2. Fire and Rescue Service National Framework 2016,
 3. National Issues Committee,
 4. National Resilience,
 5. All Wales Equality and Diversity,
 6. Welsh Language Standards.

Our Strategic Aims

Our Strategic Aims (2019-2024) set our direction of travel for the next five years.

Our Service plays a vital role in the community and our aims have been developed in consultation with staff, trade union representatives, senior officers and members of our Authority, and take into consideration the requirements of the Well-being of Future Generations (Wales) Act 2015.

Our Strategic Aims for 2019-2024 ensure we will continue to deliver the best possible services to our communities.

The six Strategic Aims, as outlined, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.

Our Strategic Aims are:



Our Environment

Well Being of Future Generations (Wales) Act 2015



We will improve our working practices and reduce the impact of our activities on the environment. We will continue to embrace our responsibilities by striving to reduce our carbon footprint, whilst exploring other opportunities to protect and improve the environment around us.



Our Partnerships

Well Being of Future Generations (Wales) Act 2015



We will work with organisations and individuals with the varied range of skills and expertise essential to achieve continued improvement. We will progress open, collaborative and flexible partnerships that put transparency and inclusivity at the heart of Service delivery.



Our Future

Well Being of Future Generations (Wales) Act 2015



We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.



Our Communities

Well Being of Future Generations (Wales) Act 2015



We will improve the safety and well-being of our communities through holistic interventions and partner engagement.



Our People

Well Being of Future Generations (Wales) Act 2015



We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.



Our Resources

Well Being of Future Generations (Wales) Act 2015



We will manage our assets and resources responsibly. We will explore opportunities to improve efficiency by working with other organisations to share functions and minimise duplication.



Well Being of Future Generations (Wales) Act 2015



One

Our Environment

We will improve our working practices and reduce the impact of our activities on the environment. We will continue to embrace our responsibilities by striving to reduce our carbon footprint, whilst exploring other opportunities to protect and improve the environment around us.

Where are we now?

For a number of years, we have been committed to embracing sustainability in the delivery of Service excellence. We recognise that sustainability is about improving our environmental performance; improving efficiency in our use of resources; and minimising our impact on the environment.

Our Environment Policy outlines the Service's commitment to the environment and our Sustainability and Environmental Strategy 2015-2020 sets out the main principles, proposals and actions required to reduce the environmental impacts of the Service's activities and operations.

Since 2014, the Service has successfully maintained its independently assessed Green Dragon Environmental Management Standard, Level 5; the highest level available. The Standard recognises the Service's commitment to environmental matters and environmental legislation, which has provided valuable assistance in supporting the Service in meeting its environmental objectives.

Over the years we have made great strides in our aim to reduce our Carbon Footprint including, the purchase of two Hydrogen fuelled vehicles and electricity assisted bikes. We have implemented several Sustainable initiatives through building design, such as PV Panels, LED Lighting used on Stations both internally and externally (externally PIR switching), and we continue to consider the environmental impacts when reviewing new technologies for the Operational Environment.

Where do we want to be?

Our intention is to be a Fire and Rescue Service where sustainable development and environmental issues are embedded in all our decision making processes; enhancing the economic, social and environmental well-being of our communities.

How we get there?

We will delivery this through the following Improvement and Well-being Objectives:-

- We will continue to educate our staff about environmental and sustainable issues, while encouraging and promoting a collective responsibility for future generations;
- We will continue to modernise our estate by utilising environmentally responsible and low carbon emitting renewable technologies;
- We will consider the environment as part of all our decision-making processes and implement environmental improvements where appropriate;
- We will minimise waste and pollution risks by developing and operating sound waste management practices and procedures; focusing on the principles of the waste hierarchy;
- We will create a green infrastructure which will enable us to progress the Ultra Low Emission Vehicle (ULEV) agenda within the Service;
- We will continue to consult with external stakeholders and learn from sector leaders; incorporating best practice solutions across the Service, as appropriate.

What will this mean to you?

Our efforts in transforming our activities to reduce the negative impact on the global environment will contribute to better air quality. Using less resources to deliver our services will reduce the strain on finite global resources, preserving them for future generations.

Producing less waste and re-using and recycling more materials, will reduce our demand for new resources and relieve some of the pressures caused by the processing of wastes such as incineration and landfill.





Well Being of Future Generations (Wales) Act 2015



Two

Our Partnerships

We will work with organisations and individuals with the varied range of skills and expertise required to achieve continued improvement. We will progress open, collaborative and flexible partnerships that put transparency and inclusivity at the heart of service delivery.

Where are we now?

We continue to build on our operational effectiveness with partner organisations, working with the Local Resilience Forum in both Dyfed Powys and South Wales areas, and through internal and multi-agency exercising.

As a statutory partner of the Public Services Boards, we are fully committed to the success of the Well-being Plans and are actively developing the foundations in the early stages of these newly formed Boards.

We continue to work closely with other agencies to deliver efficient and effective services across a broad range of areas including our delivery of medical response through Welsh Ambulance Service Trust, improving patient outcomes across the Service area.

Where do we want to be?

We aspire to be recognised as a lead organisation in operational innovation, developing through partnerships, operating systems and equipment; progressing the implementation of a digital fire ground to support firefighter safety across the range of operational activity.

Continued development of Fire Medical response, identifying partnership opportunities that assist participating agencies to meet their corporate objectives; working not only for their specific areas of responsibility but also to genuinely achieve well-being in the community through early intervention.

Delivering thorough structured partnership arrangements, with clear and effective governance and objectives, regularly reviewing the effectiveness to support delivery to the community in the most effective way possible. We aspire to develop streamlined processes, wherever possible, reducing duplication across agencies, improving our own and partnership delivery effectiveness.

How we get there?

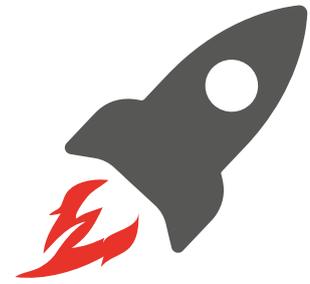
We will deliver this through the following Improvement and Well being Objectives:-

- We will work with our partners to establish clear and quality partnership deliverables and timescales, which pledge equal partner involvement through a single agreed process;
- We will continually review and evaluate the success of our partnerships in order to reduce duplication and ensure our partnership arrangements are of value to our communities;
- We will continue to deliver our commitments to the Well Being of Future Generations Act and our role within Public Service Boards;
- We will continue to build partnerships with other agencies to improve innovation and technological advances across the operational and non-operational functions of the Service.

What will this mean to you?

- Provision of a progressive emergency response through continual technology development to support operational effectiveness.
- Delivery of a broader medical service to support early community intervention and well-being.
- Delivery of effective partnership services to meet the specific needs of your community.





Well Being of Future Generations (Wales) Act 2015



Three

Our Future

We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

Where are we now?

We currently employ a range of IT software systems to support our business processes. However, these are primarily 'standalone' systems with limited interoperability across IT platform, we have an overreliance on bureaucratic, paper-based 'legacy' systems within our administrative functions.

From an operational perspective our business processes have evolved incrementally over the past 10-15 years. We currently utilise IT to support our incident management processes e.g. Mobile Data Terminals (MDT's); and Unmanned Aerial Vehicles (UAV's), however there is considerable scope to develop these processes further.

Where do we want to be?

- Develop integrated IT platforms to improve interoperability, introduce lean systems and reduce our administrative burden;
- Greater use of technology e.g. Skype, in order to reduce our carbon footprint, reduce costs and improve organisational effectiveness;
- Develop further research and development in order to reduce risk to firefighters and our communities;
- Create a culture of innovation within the Service which supports R&D, identifies invest to save opportunities and allows individuals and teams to be 'safe to fail'!

How we get there?

We will deliver this through the following Improvement and Well-being Objectives:-

- We will utilise technology to improve our business processes;
- We will reduce operational risk by investing in improved communication systems and enhancing the way in which we manage our operational data;
- We will develop an IT infrastructure which supports alternative ways of working;
- We will improve our internal communication and decision making to drive forward change.

What will this mean to you?

The way in which we work will change in the future and staff will need to embrace these changes in order to ensure that the Service maximises opportunities to work more effectively.





Four

Our Communities

We will improve the safety and well-being of our communities through holistic interventions and partner engagement.

Where are we now?

Partnerships

Effective partnerships are essential to a holistic approach to safeguarding our communities and the Service is engaged in a wide range of partnerships across the Service area. However, partnership arrangements to support the delivery of community safety can be complex and are subject to change as partner organisations change and restructure. This has created challenges for partnership working, joined up delivery and providing the right level of intervention within our Communities. Because public bodies do not always share the same geographical boundaries, partnership arrangements can be complex with some organisations having to duplicate activity by servicing a variety of fora within different governance and decision making arrangements.

These geographical differences add to an already complicated picture and can put a strain on already stretched resources, with staff having to attend multiple meetings and committees.

Where partnerships are focused on addressing common problems and are effectively aligned, they can make a positive difference. Examples of these include the relationships between the Service and Dyfed Powys Police in its pilot Safe Well and Independent Living (SWAIL) project based in Llanelli. Relationships developed between the Service and Public Health Wales and Trading Standards in the Making Every Contact Count (MECC) home safety approach is also a good example of effective partnerships. These are a small sample of positive partnerships that thrive as a result of a common understanding and aim on a particular subject matter, in this case, considering the vulnerable members of our society.

Youth

Helping children and young people learn more about fire safety is fundamental in making our communities safer in the future. We work with a range of agencies and partners on lots of practical and educational initiatives to engage with young people about keeping safe from fire, and the dangers and consequences of deliberate fire setting and hoax calls.

Our dedicated Youth Team run a variety of activities to enable young people to integrate with the Fire and Rescue Service through programmes such as Crimes and Consequences, Firefighter for a Day, Phoenix and additional targeted work such as the Hillympics at Hillside Secure Centre in Neath.

Schools Education

The Service has in place a widespread and comprehensive schools education programme that sees over 40,000 children and young people receive a safety related message from Mid and West Wales Fire and Rescue Service per year.

This is supplemented by bespoke messages during high activity periods during targeted campaigns such as Op Bang (Be a Nice Guy) and Dawns Glaw in areas of higher risk.

Home Safety

The Service delivers on average 18,000 Home Safety Checks annually using a combination of Community Safety Department staff, Operational Crews and Partners. The traditional 'Fire Safety' message is now being widened to include health and safety messages that promote the safety messages of partners such as the Police, Public Health and Trading Standards.

This leads towards a new identity for such intervention as 'Safe & Well' visits with messages also being delivered on smoking cessation, scamming, falls prevention and this requires a renewed approach to such checks.

Our positioning within our Communities as a highly valued and trusted service provider enables us to reach sectors of our Communities unseen by other Partners.

This 'Making Every Contact Count' approach, where every Fire and Rescue Service engagement is seen as an opportunity to deliver the most holistic message to maximise the safety and health of our citizens, is being rolled out but is challenging in terms of the resources required to provide awareness to all teams and staff who deliver home safety.

Road Safety

The number of Road Traffic Collisions that the Service attends continues to increase. The Service plays a key role in road safety education both individually and with partners such as the Local Authorities.

The Service is well positioned to increase its Road Safety engagement through the development and use of information and education toolkits, that can be delivered by both Operational crews and local Community Safety Teams, however this will require a measured approach against other competing demands placed on the Community Safety teams and Operational Crews.

Water Safety

The Service has committed to improving its response to water incidents and this includes our role in educating the community. There is an increasing community expectation that the Service plays a part along with partners in raising awareness of water safety.

Business Fire Safety

Of circa 42,000 business premises held on the Service register, some 2,000 per annum, are audited in accordance with the Regulatory Reform Order 2005.



Where do we want to be?

Partnerships

Partnership working as a means of delivering community safety outcomes is well established and has been promoted within the Fire and Rescue Service for the last 20 years. Successive national government policies have given a greater focus to the importance of agencies working together to address community safety. Building trust between partners is a key component of this success.

Our Service as a Statutory Partner on Public Services Boards coupled with its history in establishing effective and meaningful partnerships with a host of Blue Light, Local Authority, Private Sector and Third Sector groups, means that we are well positioned to progress partnerships further.

We aspire to have in place a common goal to improve the safety and wellbeing of our Communities, supported by adequate and appropriate resources, with a range of Partners. This extends to sharing information on a common platform.

Arson Reduction

Our arson reduction arrangements are long established and the network of partners that the Service involves in its work is broad and effective. We have used this partnership working effectively to educate and inform our communities and achieved significant success in reducing incidence of deliberate grass fires within the Service to date.

While this focus will remain ongoing for the foreseeable future, it is clear that such a collaborative multi-agency approach would prove useful in reducing other areas of deliberate fires, such as where it involves waste fires and empty buildings.

Schools Education

We will continue our Schools education programme and make sure that where it is delivered, that it combines messages from other Partners to help minimise the impact upon the school and maximise meetings from different community safety partners.

Home Safety

We will re-brand our Home Fire Safety Check (HFSC) to a Safe & Well Check to enable the wider more holistic messages of our partners to be delivered, which will compliment and maximise the check and support the growing public sector ethos of making every contact with our citizens (MECC). This re-branding will also enable access to alternative grant funding opportunities to support Safe & Well messages.

Road Safety

We will continue to inform Welsh Government through evidence that the limited education and intervention provided by the Service for Road Safety is extremely effective and brings about long term changes in driving behaviour with young drivers. It is our objective to continue using this information to inform a discussion around funding for the Service to invest in its road safety education resources.

Water Safety

Establishing a standard educational and awareness message that can be delivered by all water safety partners.

Business Fire Safety

While fulfilling our regulatory obligations, it is our ambition to wider our engagement with business owners through a range of safety related messages under the banner of Business Engagement. Already, information on matters relating to Business Continuity are a factor of engagement, however, there is scope to widen this information to provide even greater value in our contact.

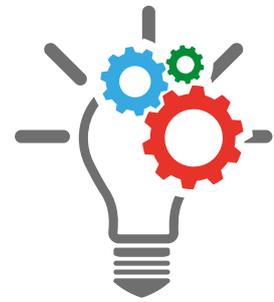
How we get there?

We will deliver this through the following Improvement and Well-being Objectives:-

- We will work with our Public Service Boards to ensure our prevention and protection activities engage with those most at risk within our communities;
- We will expand our data sharing arrangements with key partners to further inform our community risk profiles and shape our future community and business engagement activities;
- We will continue to ensure that our staff have all the skills and support they require to deliver their engagement activities in a safe, consistent and sustainable manner;
- We will evaluate our community safety interventions and engagement activities to ensure we continue to deliver the services our communities need.

What will this mean to you?

- Establish a clear understanding of the Service's Strategic Aims for supporting our Communities;
- Understand which Partnerships provide different focus and who to contact in our Departments and Commands;
- Know which forums will support our Local and Strategic Community Safety objectives;
- Be informed of what value our local engagement provides the Community;
- Heightened awareness of our prevention and protection work and their ensuing benefits within our Communities.



Well Being of Future Generations (Wales) Act 2015



Five

Our People

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

Where are we now?

Underpinning everything that we do is our belief in performance through people. Through the work of the Human Resources, People Development, and Training Delivery Teams, the Service aims to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Providing our employees with a healthy and safe workplace is essential for effective performance. The Service supports operational employees to maintain their fitness to meet the physical demands of the role and supports all employees with their overall health and well-being through the advice, guidance, and awareness initiatives it has put in place.

We have adopted the National Framework for Violence against Women, Domestic Abuse and Sexual Violence. We have also implemented the MIND Blue Light Programme to support mental health and well-being in the workplace and provide for early intervention and support for employees who may find themselves experiencing low mental well-being.

Our implementation of technological solutions to support employee development has enabled employees to access the most up to date learning materials. We have also commenced a transformation of people process with a focus on employee and manager self service which will provide greater levels of trust and empowerment to our workforce.

Where do we want to be?

We recognise that against a backdrop of on going financial pressure for all public sector authorities, our role is evolving, and innovative thinking and new ways of working will ensure that our workforce is equipped with the necessary tools and skill they will need to continue to provide a service that safeguards individuals and the communities we serve.

Delivering an improved and successful Service can only be made possible by employing the right people. We want to have the best employees who are representative of our communities, and who are trained to the highest standards in all aspects of the role they are required to undertake.

Our People and Organisational Strategy will provide the framework to enable the Service to meet evolving, current and future expectations of the role of our workforce, and will ensure that we have the appropriate recruitment, development and support mechanisms in place to meet our aim of employing the right people, in the right place at the right time.

How we get there?

We will deliver this through the following Improvement and Well-being Objectives:-

- We will continue to support the transformation of business processes by upskilling and rolling out human resource management and procedural information to commands and departments;
- We will review the Service's talent management procedure to provide alternative and fast track opportunities for individuals earmarked as potential high achievers;
- We will continue to provide our staff with appropriate skills, knowledge and opportunities to ensure they are able to undertake the roles which they are employed to do;
- We will utilise innovative technology to enhance end user experience for recruitment, development, retention and communication.

What will this mean to you?

Effective workforce planning, together with smarter working practices, and the continued streamlining of administrative processes and conversion to E-Systems wherever possible, will improve efficiency.

Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high performance culture, whilst making the most effective use of public funds.





Six



Our Resources

We will manage our assets and resources responsibly. We will explore opportunities to improve efficiency by working with other organisations to share functions and minimise duplication.

Where are we now?

Our assets and resources are the physical infrastructure owned by Mid and West Wales Fire and Rescue Authority and typically refers to vehicles, buildings and equipment.

The number and location of fire and rescue stations ensures that our attendance to emergencies within our area is rapid and efficient. Fire and rescue stations are generally located in prominent locations that not only provide for effective operational deployment, but present a positive and reliable public image, and a strong community link as part of our wider community engagement activities. Most members of the community will know the location of their local fire and rescue station and the reputation and status of Mid and West Wales Fire and Rescue Service in the eyes of the public is undoubtedly aided by their nature and location within local villages and towns/cities.

Our assets need to respond to new risks facing the six Counties of mid and west Wales such as terrorist threats, climate change, the increased risk of flooding as well as both sparsity and population growth. In meeting these challenges, there has been an increase in the number of our specialist vehicles over the past few years, including those which the Welsh Government has provided for National emergencies. In recent years, we have also seen our facilities being used more widely by partner agencies such as the Ambulance Service and Police. We have also led the way with innovative and technological equipment, such as the provision of unmanned aerial vehicles to aid with coordination of fire and rescue incidents.

Where do we want to be?

Looking ahead, the next few years are likely to see the public sector, including the Fire and Rescue Service, face further challenges to the way it administers and delivers its services. Affordability is going to be one of the main challenges and alongside every other public sector body, well informed assessments of what we can afford to provide will be key.

Our Asset Management Framework (AMF) provides the foundation for establishing new priorities for capital investment. The effective management of our assets requires a robust understanding of their behaviour and the most appropriate actions to mitigate asset degradation and failure.

This understanding must be supported by reliable information, effective processes and delivered by competent people.

Our aim is to meet our obligations in a manner that is demonstrably world class, with capabilities appropriately matched to the needs of our Service, our communities and our partners. We recognise that the principles of the discipline of asset management will help us deliver these.

How we get there?

We will deliver this through the following Improvement and Well-being Objectives:-

- We will develop our work areas and ICT infrastructure to incorporate greater flexible working arrangements where possible;
- We will maximise the use of current software systems, including Microsoft Office 365 functions, Agresso, Asset Management System, Firewatch etc;
- We will explore opportunities to spot hire vehicles as an alternative to the purchasing of vehicles to assess whether this could be a more efficient and effective future option;
- We will ensure we invest wisely by monitoring and reviewing our assets via our Strategic Asset and Capital Management Group and our Asset Management Framework.

What will this mean to you?

A holistic understanding of the whole Organisation is required to deliver services and associated long-term costs of capital, operations and maintenance, and is a critical element of asset management.

Our approach will yield fewer service disruptions, more predictable results, and lower total lifecycle costs than a reactive response to repair and replacement; thus, providing greater reassurance and transparency that we are making the best use of our assets and resources for the communities we serve.





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 our:-

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

We welcome your comments or suggestions for future planning improvements.

To provide your feedback, you can contact us via our website www.mawwfire.gov.uk telephone us on **0370 6060699** or write to us at Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP.

Alternatively, you can email us at mail@mawwfire.gov.uk

Alternative Versions

This document is also available in accessible formats. If you would like this information in an alternative language or format, including audio.

Please contact us on: **0370 6060699** or e-mail: mail@mawwfire.gov.uk