



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Annual Performance Assessment 2017/2018

Introduction	3
About our Annual Performance Assessment	4
Our Commitment to Improve	5-14
Our Improvement Objectives	15-49
Find out more	50-51
Appendix 1 – Well-being of Future Generations (Wales) Act 2015	52-53
Progress Statement	

Introduction

We are pleased to introduce our Annual Performance Assessment for **2017/2018**.

This report outlines how we have performed against the Improvement Objectives we set ourselves within our Annual Improvement Plan for 2017/2018.

There is no doubt that we are a high performing Service and we are extremely proud of what we have achieved during 2017/2018. 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.



Chris Davies
Chief Fire Officer



Councillor Rowland Rees-Evans
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 for 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 2017/2018.

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

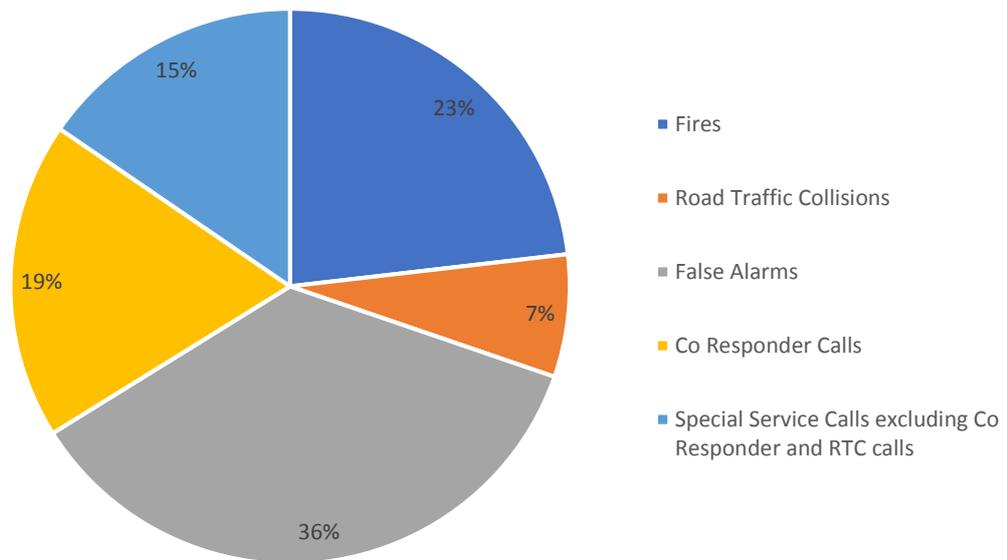
As a Public Service, we know it is our duty to continually improve on the way in which we work and deliver our services. 2017/2018 has been a very challenging year for the Service, with greater regulation and reduced (financial) budgets. Our five year Strategic Priorities, which include Collaboration, 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.

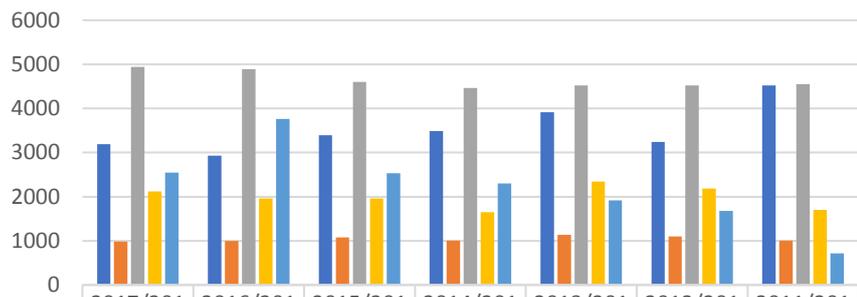
We are required to report annually on our statutory and sector performance indicators. The following table and graph provide an overview of our performance against those statutory and sector indicators for 2017/2018.

Incident	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
Fires	3190	2933	3392	3491	3916	3245	4522
Road Traffic Collisions	983	997	1081	1009	1133	1101	1004
False Alarms	4939	4889	4599	4464	4520	4521	4553
Co-Responder Calls	2546	3765	2532	2303	1914	1677	718
Special Service Calls excluding Co Responder and RTC calls	2122	1962	1957	1650	2346	2182	1700
Grand Total	13780	14546	13561	12917	13829	12726	12497

2017/2018 Incidents Attended as a Percentage



Incidents Attended by Year and Type



	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
■ Fires	3190	2933	3392	3491	3916	3245	4522
■ Road Traffic Collisions	983	997	1081	1009	1133	1101	1004
■ False Alarms	4939	4889	4599	4464	4520	4521	4553
■ Special Service Calls excluding Co Responder and RTC calls	2122	1962	1957	1650	2346	2182	1700
■ Co Responder Calls	2546	3765	2532	2303	1914	1677	718

Welsh Performance Indicators for 2017/2018

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 2017/2018.

Performance Indicator	2017/2018 Actuals	Average 2007/08 to 2011/12	Average 2012/13 to 2016/17	Average 2013/14 to 2017/18	Average % Reduction 2012/13 to 2017/18
Total number of all deliberate fires attended per 10,000 dwellings	1532	3184	1544	1552	0.5% ↑
Total number of all accidental fires attended per 10,000 dwellings	1682	1966	1677	1733	3.3% ↑
Total number of all fires in dwellings attended per 10,000 dwellings	566	678	603	604	0.2% ↑
Total number of all accidental fires in dwellings attended per 10,000 dwellings	533	305	561	563	0.4% ↑
Number of deliberate fires in dwellings per 10,000 dwellings	33	72	42	41	-2.4% ↓
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	219	331	221	221	0.0%
Total number of fire deaths per 100,000 population	11	8	6	8	33.3% ↑
Deaths caused by fires started accidentally in dwellings per 100,000 population;	38	75	64	60	-6.3% ↓

Deaths caused by fires started deliberately in dwellings per 100,000 population;	8	5	5	6	20.0% ↑
Performance Indicator	2016/2017 Actuals	Average 2006/07 to 2010/11	Average 2011/12 to 2015/16	Average 2012/13 to 2016/17	Average % Reduction 2011/12 to 2016/17
Total number of injuries (excluding prec checks) arising from fires per 100,000 population	0	0	1	1	0.0% ↑
Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings per 100,000 population;	34	51	43	41	-4.7% ↓
Injuries (excluding precautionary checks) arising from fires started deliberately in dwellings per 100,000 population	3	6	5	5	0.0% ↑
Total false alarms caused by automatic fire detection per	1512	1325	1574	1540	-2.2% ↓

1,000 non-domestic properties.					
Total false alarms caused by automatic fire detection per 1,000 domestic properties.	1381	1325	1570	1558	-0.8% ↓
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended.	42.05%	38.64%	35.01%	37.00%	5.7% ↑

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 2017/2018 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 2017/2018 we attended **534** accidental dwelling fires, resulting in the deaths of **8** people and another **34** people sustaining injuries. (excluding first aid and precautionary checks).

Also, during 2017/2018 we attended **33** dwelling fires that had been started deliberately, resulting in **0** deaths and **3** 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 2009/2010 and 2012/2013).

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 2017/2018, we handled a total of **23,073** 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 22% 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 2017/2018 we responded to **17%** of dwelling fires within **1-5** minutes, **49%** within **5-10** minutes, **18%** within **10-15** minutes and **7%** 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 2017/2018 our crews attended **3246** fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, **21** operational staff received an injury. It is rare that firefighters sustain serious injuries – of the total above, there was **1** 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 2017/2018, of all the accidental dwelling fires that we attended, **475** 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 2017/18 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 2017/2018 **10** 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 2017/2018 we attended **566** fires in dwellings, of which **33** 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 2017/2018 we served **10** Enforcement Notices, **13** Prohibition Notices and **0** Formal Cautions in relation to dwelling fires.

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 2017/18, 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 – The Well-being of Future Generations (Wales) Act 2015 and our role in Public Service Boards.

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

Objective 6 – Further develop the findings of the Service's Risk Review and Strategic Assessment.

Objective 7 – Review and develop our response to flooding incidents.

Objective 8 – To support economic sustainability within our business community.

Objective 9 – To invest in our people.

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

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

Objective 12 – To 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.

Reason	<p>Our data shows us that there is a significant long-term reduction in accidental dwelling fires, which demonstrates that providing advice, education and equipment can make a positive difference to the people we engage with.</p> <p>We ensure that we work collaboratively with a wide range of partner agencies, which allows us to reach households that we may not otherwise have access to, or knowledge of. We therefore plan on using our knowledge of providing professional advice and assistance in order to maximise our impact on vulnerable households.</p> <p>Our aim is to build on the collaborative work already undertaken to expand the delivery of advice and interventions that our partners want to promote in order to improve the safety and health of our communities.</p> <p>We want the advice and intervention we deliver to vulnerable people to reflect a holistic approach to community safety, which will mean that our communities will be safer and healthier as a result of our advice and intervention.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Produce an innovative, more holistic home safety intervention which would be rolled out across the Service to replace the traditional Home Fire Safety Check.• Review and evaluate the improvement in our community intervention activity with our staff, our external partners and the communities we serve.• Expand the role of Community Safety Volunteers to provide ongoing local support to those persons who have benefited from our interventions.• Expand the training provided to our partner agencies to support our community safety interventions.

<p>Expected Outcomes</p>	<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 adopted a proactive approach to ensure that we maximised our contact with vulnerable individuals when visiting their homes. We worked closely with Public Health Wales and other partners which ensured that we promoted consistent health, safety and well-being messages.

The Making Every Contact Count (MECC) Model was further developed within Powys Command, where we worked with partners in the Ystradgynlais area. A training programme was created for Abercrave, which includes generic information on slips, trips and falls; smoking cessation; home security and scamming; together with subjects that were relevant to the local area.

The Making Every Contact Count (MECC) training presentation was delivered to a Firefighters recruit course and rolled out to all Fire Stations, which enabled new entrants to be fully immersed in the Service's holistic approach to Home Safety. The package had been designed to act as a common foundation across the Service area, which allowed for the development of additional local messages and referral pathways. Furthermore, we adopted a train the trainers model, where Command Community Safety teams were trained to deliver the package within their Command areas.

In Carmarthenshire, a multi-agency steering group for the Gwerth/Save project devised a training programme which delivered Making Every Contact Count to staff in participating agencies. The approach included messages which were incorporated into Public Health Wales (PHW) brief intervention training, which gave front line staff

the ability to signpost individuals to health, safety and well-being information relative to their needs.

Our Carmarthenshire Community Safety Team and the Safe Well and Independent Living Team were provided with the MECC training package, which allowed us to assess the impact of the training and how it would influence our wider MECC approach. A similar approach was also undertaken in Neath Port Talbot, working with the Public Service Board sub-group “Encouraging Ageing Well”, which was supported in the Swansea Bay area by Swansea University Researchers.

We worked closely with Swansea University to develop a pilot to use their home visits to identify those at risk of loneliness and isolation, which enabled them to be referred to support services.

Partner agencies were trained to carry out Home Safety Checks, including British Red Cross Swansea, British Red Cross Pembrokeshire and Age Connect Neath Port Talbot. The training was provided using an on-line portal, which also enabled the Home Safety Checks to be submitted electronically, therefore improving the speed and security of data entry into our database.

We undertook partnership work with the Burns Unit in Morriston Hospital, which led to the development of a referral pathway for burns patients. We identified that many people who presented themselves to the burns unit were in many cases unknown to the Fire Service, and therefore may have benefited from a Home Safety Check and safety advice.

Collaborative work continued with Wales and West Utilities, supplying carbon monoxide detectors. Their carbon monoxide hotspots spreadsheet which had been developed following reports of carbon monoxide in domestic properties, was shared with the Service, which enabled us to cross reference and deliver Home Safety Checks.

A single point of contact was appointed within the Community Safety Department to ensure that our making every contact count (Safe & Well) approach was disseminated to all of our Fire Stations.

In June 2017, the Service received a visit from the Older People’s Commissioner for Wales, who learnt about our holistic approach by visiting a vulnerable individual and witnessing the range of advice and interventions being provided. We received extremely positive feedback from the Commissioner following her visit.

We hosted a meeting of the All Wales Multi-Agency Falls Prevention Group in January 2018, which is a Group of partners from across many agencies, created to better share information and support falls prevention. The Task force developed strategies and also held a Falls Prevention Summit where ideas from across the UK were shared and discussed.

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. In the eight-year period between 01 April 2009 and 31 March 2017 there was a 54% reduction in deliberate fires across Wales.</p> <p>The "Dawns Glaw" initiative saw great success in 2016, particularly for larger fires that destroy significant areas of grassland and forestry. Operation Be A Nice Guy (BANG) adopted a multi-agency approach to targeting the issues around unofficial public bonfires and Anti-Social Behaviour (ASB), which saw significant success in reducing calls relating to Bonfires and ASB to the Fire and Police Services.</p> <p>We will continue to maintain the excellent partnership work, education and intervention programmes that have been put in place to reduce risk, as we recognise that arson impacts upon society, our heritage and our environment.</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 deliver the objectives of the Wales Arson Reduction Strategy III. • Improve the information we hold about the scale and scope of arson across mid and west Wales. • Reduce the risk of deliberate fires in buildings. • Manage down risk due to deliberate fire setting associated with anti-social behaviour. • Reduce the risk of arson and hate crime against people and property. • Expand our network of community groups that are informed and active in reducing arson.

<p>Expected Outcomes</p>	<p>Ultimately, successful delivery of this objective will mean that our communities will be safer from the risk of arson and the societal and economic impact of this activity will be reduced.</p> <p>There will also be increased community involvement through collaboration with our partners.</p>
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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. Weekly teleconferences took place between All Wales partners, which were supported by Welsh Government. The teleconferences highlighted areas of concern surrounding the application of Grass and Heather Burning Code, which were then considered and discussed by the All Wales multi agency Strategic Arson Reduction Board (SARB).

In partnership with the Police and Youth services, we held activities in hot spot areas for the Dawns Glaw operation, for example an event was held in Montana Park Community centre where 11 youths identified by the local PCSO as having been involved in Anti-Social Behaviour and low-level fire setting activities, received a week-long programme of events and diversionary activities.

We held planned diversionary and intervention activities with partner organisations, for children and young people over the Easter and Summer holiday period, in areas at higher risk of deliberate fire setting. These intervention activities were arranged to distract young people from Anti-social behaviour and fire setting. The engagement activities were also expanded to include cross border liaisons with South Wales Fire and Rescue Service. The events provided valuable engagement with target groups and informed and fed into our wider youth engagement strategy.

Multi agency interventions took place in areas of higher risk, such as Bonymaen, Cymmer, Seven Sisters, Abercrave and Ystradgynlais. These patrols were supported by the Police and other partners, and also included the use of high visibility patrols by fire crews.

We educated and supported landowners to burn only within set timeframes, and subsequently produced a letter through the Joint Arson Group, which set out the necessary legislation in this regard, and explained the implications of burning outside of these time frames, including the impact on the Fire and Rescue Service.

The Joint Arson Group devised a plan to monitor the objectives set out in the Keeping Wales Green Strategy. We identified that bracken has a severe impact on upland agriculture; a negative effect on upland tourism; and the quality of water supplies. It was also a major contributory factor in the increased number of incidents of wildfires in some parts of the UK. We therefore agreed through the Joint Arson Group for a trial of Bracken Harvesting to be undertaken and a demonstration was

arranged in June 2017 at Erwood near Builth Wells. The event was attended by over 50 individuals from a wide variety of agencies and interested parties from the conservation and agricultural industry.

The demonstration showed how specialist machinery could be used to cut and harvest bracken on inaccessible areas due to steep terrain found in all areas of Wales. The bracken cut was then able to be harvested and used for various purposes, which included animal bedding, fuel briquettes and Bioethanol. There was a number of benefits from removing all of the combustible material, such as reducing the fire loading in the area, and increasing the grazing area available to livestock, furthermore it helped with the bio-diversity of the countryside.

A further Bracken Harvesting demonstration took place in the same location on the 13th September 2017. The event was successfully attended by farmers and graziers and also contacts from relevant agencies in mid and south Wales.

As part of an Arson Reduction Initiative, a pantomime themed grass fire message was delivered in an interactive way within high-risk areas in Neath Port Talbot and Swansea. We received excellent feedback from the teachers, children and cast members, and following the evaluation process, a videography in both languages was created and issued.

We focussed on expanding the communication links between the Arson Reduction Team, South Wales Police and Dyfed Powys Police, and provided information on the range of services provided by the Arson Reduction Team, which enabled better use of Police data to assist with targeting and reporting.

A successful multi agency operation involving the Arson Reduction Team, South Wales Police and the RNLI was launched following several fires in a coastal area. The Team spoke to locals, café owners, and members of the public, which resulted in the identification of the individual responsible for one of the fires, who subsequently received fire setting intervention.

The Arson Reduction Team worked with partners to put plans in place to safeguard high risk derelict and empty buildings. This work was undertaken in Neath Port Talbot, where several large school buildings were left unoccupied due to new schools being built under the school's redevelopment scheme. Following the success of this work, the Safer Neath Port Talbot Partnership set up a working group for abandoned and unused buildings to maintain a coordinated approach to safety.

We were successful in progressing with Arson Reduction activity across the Service in areas of target hardening, cylinder removal, safe storage and disposal of waste, direct intervention post incident and close working with Safeguarding and Local Authorities.

The inclusion of a Police Sergeant was an extremely valuable resource in supporting the Arson Reduction Team and their initiatives. A notable success story was the identification through local intelligence of a derelict caravan that had been loaded with cylinders, which had been intended to be burnt on the 05 November. Multi-

agency working identified and removed the hazard to the community and any attending Fire and Rescue Resources.

A new initiative to engage with the farming community and promote the safe burning message was promoted. Safe Burning Advice was provided to the farming community at the Royal Welsh Agricultural Show Winter Fair, and the Service's Farm Liaison Officers have further promoted this advice in Farmer's marts in the Powys, Ammanford and Carmarthen areas.

In order to further highlight our safe burning strategy, a radio advertising campaign was launched on local radio in Swansea, Carmarthenshire, Ceredigion and Pembrokeshire. We also undertook TV interviews to promote safe burning advice for farmers.

Objective 3

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

Reason	<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 as we rescue significantly more injured people from RTCs than from fires.</p> <p>Even though road safety has improved considerably in recent years, in 2017, there were a total of 3,157 reported casualties as a result of RTCs – 63 people were killed, and 607 people were seriously injured in Wales.</p> <p>The Welsh Government’s Road Safety Framework sets out road safety targets until 2020. As a Service, we are instrumental in contributing to the Welsh Government achieving their targets by delivering effective road safety interventions and targeting the right areas, in the right way, to reduce deaths and serious injuries.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• 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 would target 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.
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">• 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

A Community Safety Road Safety Manager was appointed which enabled us to progress with our road safety strategic priorities. Following this appointment, we were able to revisit our role on local and national Road Safety partnership groups, which enabled further opportunities to engage with key road safety partners and also promote national initiatives and identify possible opportunities for external funding.

The first multi-agency Car Cruise event, Cruz Cymru was held at the Royal Welsh Show Ground in June 2017. The event brought together partners from across Wales including Go Safe, Dyfed Powys Police, ROSPA, North Wales Fire and Rescue Service and South Wales Fire and Rescue Service. The event was extremely successful and was attended by over 1000 people. Partners were able to deliver key road safety messages and engage with our target audiences. Evaluation of the event identified that the engagement was very well received and delivered its goals of promoting the Fatal 5 road safety messages.

We understand that a disproportionate number of road accidents occur on rural roads and by drivers within their first three months of driving. We therefore worked closely with the Young Farmers Association to develop a Road Safety behavioural change intervention, which was tailored around road safety on rural roads, involving young drivers driving tractors and trailers.

The Road Safety youth intervention Revolutions course was also a successful initiative we undertook. The initiative, which was supported by funding from Welsh Government enabled us to work closely with Youth Services, and we engaged with over 50 young people aged between 16 to 25. The course provided young and pre-drivers with realistic training on what it would sadly be like to be involved within a Road Traffic Collision (RTC).

Students on a Public Service Course also received the Revolutions course, and subsequently created five road safety initiatives reflecting their attitudes towards road safety, which then formed part of their college work.

We continued to have a presence on local and national Road Safety partnership groups such as the All Wales Strategic Road Safety Partnership, Motorcycle Steering Group, Young Persons Steering Group, Wales Roads Policing Regional Strategic Group, Road Safety Wales Executive Group and Go Safe Steering Group.

During October 2017, the Service assisted the Ceredigion Road Safety team with their first Biker Down Course. We also attended the Forden Bike Show and engaged with over 200 motorcyclists and carried out a helmet removal demonstration in order to help promote Powys's bike down courses. The first Biker Down Course in two years was held in Powys; the course was well received, and we look to continue our support in running further Bike Down courses.

We hosted the all Wales Road Safety Practitioners meeting on the 31 January 2018, in Llandrindod Wells. The meeting was attended by Road Safety Practitioners from across Wales, and the latest themes and practices within Road Safety were discussed, with the ultimate aim of continuously improving the road safety standards within Wales. We also organised and completed an all Wales Road Safety Practitioners seminar, which saw colleagues from all three Fire and Rescue Services come together to share knowledge and understanding of all the different interventions available. The purpose of the seminar was to standardise the approach and information that is delivered by the three Fire and Rescue Services across Wales.



A Don't Drink and Drive campaign was held in Ammanford and Llanelli, and involved Dyfed Powys Police, Carmarthen Local Authority Road Safety Team, Carmarthen Community Safety Team and Personnel from Ammanford Fire Station. The campaign helped to significantly raise the awareness of the Fatal Five road safety risks. Road Safety staff also supported the educational element of the campaign through the Service's social media channels, which resulted in an increase of followers to our social media accounts.

Crews displayed the consequences of drink driving and gave demonstrations of what it is like to be trapped within a crashed car at anti-drink drive road shows. We also planned Operation Options which helped Police Forces within Wales to enforce the mobile phone and seat belt campaign.

During October 2017, we attended the Road Safety Wales Summit in Cardiff to discuss the final stage of the review of the Welsh Government Road Safety Framework. Strategic decisions were made which would shape the way in which Road Safety is delivered and funded in Wales, against the current Road Safety Framework, and also what the new 2020 Framework document would look like.

The Command Community Safety Teams assisted with delivering numerous Road Safety engagements at Brake Road Safety week, which took place between the 20 November and 26 November.

The Service's Corporate Head of Prevention and Protection led the review into Behavioural Change for the Welsh Government Road Safety Framework and was featured in the ongoing direction of travel for raising road safety standards in Wales.



Objective 4

The Well-being of Future Generations (Wales) Act 2015 and our role in Public Service Boards.

Reason	<p>The Well-being of Future Generations (Wales) Act 2015 is a piece of legislation that requires public bodies in Wales to work better with each other to take a more joined up and long-term approach. The purpose of the Act is to strengthen existing governance arrangements for improving the Well-being of Wales whilst ensuring that the present needs are met without compromising the ability of future generations to meet their own needs.</p> <p>Public Bodies therefore need to make sure that when they make decisions they think about how it will affect people living in Wales both now and in the future.</p> <p>We have welcomed the introduction of the innovative and visionary Well-being of Future Generations (Wales) 2015 Act. We are fully committed to the legislation and what it is designed to achieve. We see the Act as an opportunity for partners to achieve a common purpose through true collaboration for the benefit of our communities.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Following the production of the Well-being Assessment and Well-being Plans, common objectives were agreed for all PSB partners to commit to.• Ensure that the PSB objectives would be 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.• Incorporate the seven Well-being Goals into our Corporate Plan.
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 via the Local Authorities and the Fire Authority, which will ensure that the success factors and Well-being



	<p>outcomes identified have been delivered for the benefit of the public.</p> <ul style="list-style-type: none">• By taking a more joined up and collaborative approach to the way with work with our partners, it will enable us to focus our prevention, protection and response arrangements to those communities and individuals most in need.• Following the development of a Partnership Plan, this should reduce duplication across the six Unitary Authorities and furthermore enable us to contribute to the seven Well-being Goals.
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What we did to meet our objective

We have had representation at Director Board level and a senior Fire Authority member on each of the Core Group Public Service Boards, as well as Service representation at each of the Public Service Board Sub Groups within each of our six local constituent authorities. The Service played a critical part in forming and approving the established working groups, which will oversee and contribute to the development of their improvement objectives.

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 2017/18 reporting period with the Well-being Goals. Quarterly reporting was also provided to the Performance, Audit and Scrutiny Committee, which 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. It is worth noting that some of our Improvement Objectives run over more than a twelve-month period, therefore, may not have met the Well-being Goals within the initial twelve months, however, they will achieve each of the Goals and Priorities by completion of the Objective period.

A new role was created within the Corporate Communications and Business Development department to support the Service in delivering its duties set out in the Well-being of Future Generations (Wales) Act. We also seconded a Senior Officer into the office of the Well-being of Future Generations Commissioner, which assisted us in ensuring compliance, true collaboration and maximum benefit for the citizen.

Following completion of the Well-being plans, all six PSB Plans were presented to the Fire Authority for approval on the 19 March to ensure that the governance requirements of the Act were met.

We were integral in leading on several specific work streams including “Ageing Well” within the Swansea and Neath Port Talbot areas. We also led on a campaign to increase the number and access to automated external defibrillators within Pembrokeshire, together with site/estate sharing arrangements, also within Pembrokeshire.



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 we provided. The Statement also outlined our proposed activities to contribute to the Act and how our Improvement Objectives contributed to the Well-being Goals.

We contributed to the development of each of the six Public Service Boards Well-being Assessments and have assisted with developing their Improvement Objectives. Each Public Service Board consulted with their local communities in order to gather data and information which accurately reflected the needs of the communities they represented. These consultations were also promoted on our internal intranet, external website, as well as our social media pages.

The co-ordinated approach to communication, consultation and engagement, provided by the framework of each of the Public Service Boards, has enabled the Service and our partners, to engage with a wider public audience on matters that are important and may potentially impact on them.

Collaborative working has been of key importance in meeting this Objective. By working collaboratively with our partners as part of the Public Service Boards, we have co-ordinated and synchronised our approaches to a number of the services we provide, ensuring we provide our communities with the best service possible, therefore continuing to create a better future for Wales.



Objective 5

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

Reason	<p>Although our current Airwave Network is a reliable and effective means of communication, it is expensive and is only suitable for voice communications and limited data transmission.</p> <p>The U.K. Home Office, in line with the Governments digitisation agenda, has embarked on the Emergency Services Mobile Communication Programme (ESMCP). The Programme will provide the next generation communication system, including integrated critical voice and broadband data services, for the three emergency services.</p> <p>The 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.

Hand held devices were procured and evaluations completed, which subsequently created a framework of device suppliers to users. A project board was formed to ensure the timely implementation of ESN within the Service, which was meeting on a quarterly basis.

We agreed to undertake a full IT health check as part of the preparation for the ESN Code of Connection, which was needed to be acquired in order for the Service to connect to the DNSP within the Joint Public Service Centre.

It was reported that there had been recognition at the top of the programme that the Project has some major financial and technical hurdles to overcome.



Objective 6

Further develop the findings of the Services Risk Review and Strategic Assessment.

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>In order to fully understand the area, we serve, it is important we capture the necessary information in order to ensure our Risk Review is relevant, current and accurate. The work of the Risk Review will ensure that we are efficient and effective as possible in delivering future services to the public.</p> <p>During 2016/2017 we achieved two significant reviews, a Strategic Assessment of external factors that have the potential to impact on our Service in the future, and a Service Review of our core functions which involved a "root and branch" examination of our Service to identify key areas for improvement incorporating a strategic Risk Review. Both pieces of research work will enable us to make risk-based and evidence led future decisions, thus identifying key improvement areas across our organisation.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <p>Undertake phase 2, the options development phase of the Risk Review will begin to develop scenarios and significant options based on the evidence collected and analysed in phase 1.</p>



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 adopt a process where we would model potential scenarios and fully utilise gathered intelligence to maximise success potential.• To conduct pilots and or trials to establish the optimum way forward.• To implement agreed objectives and evaluate the outcomes.• To adopt a continuous improvement methodology.
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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.

A suite of options relating to options A and B, were presented to the Executive Leadership Team (ELT) in November 2017. ELT fully considered the options and where appropriate initiated actions relating to the options presented, to introduce associated business improvements over the short, medium and long term. The actions in relation to the outcomes/options considered will be initiated during the first quarter of the 18/19 reporting year.

We completed the On-call project, which produced a wide range of options designed to improve and enhance the on-call sector. A small dedicated team will be created during 2018/19 to support the implementation of the project recommendations, which will help to ensure the effective transition to the identified new ways of working.

The integrated software platform (Firewatch) was purchased and the implementation of the platform has progressed steadily.

The T2020 Project was initiated, which formed part of a wider digital transformation of the Service and included areas such as: real time GPS tracking of operational personnel; real time integration of UAV imagery with GPS tracking; seamless data access and sharing across partner agencies; and 3D mapping of operational environments using virtual and augmented reality technologies.



Objective 7

Review and develop our response to flooding incidents.

Reason	<p>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 recognised the need to formalise the basis on which flood response was provided, and subsequently following a consultation where 40 responses were received, an amendment was made to the order under the Fire and Rescue Services Act 2004 on the 01 April 2017, placing a new statutory duty to respond to flooding and water related emergencies which present a risk of death, serious injury or serious illness.</p> <p>In order to meet the challenges presented by the steadily increasing number of incidents, and to ensure our firefighters are better equipped and prepared, and consequently safer, we will ensure that the equipment and training requirements are evaluated.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Identify training requirements and develop a programme of development to ensure our staff have the required level of knowledge and skills.• Review our Command and Control competency framework to ensure our incident managers undergo appropriate development and assessment in relation to managing water related incidents.• Develop preventative initiatives/educational programmes to help the people living in our communities protect themselves from the effects of water related incidents.• Review and develop our standard operational guidance.



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 performance management data.• To gather evidence of improved, operational incident outcomes and exercises, captured through the operational learning system.• 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 & Rescue Services (FRS) were given a statutory duty to respond to flooding emergencies. Welsh Government also made grant monies available to the Welsh Fire and Rescue Service's for the replacement of existing water rescue equipment assets, including vehicles and personal protective equipment (PPE).

We outlined our requirements regarding asset replacement and orders for PPE and ancillary equipment were placed in November 2017. The equipment is scheduled to be distributed to operational stations by April 2018. We also added to our water rescue equipment assets and ordered new boats and engines, which further enhanced our flooding and water rescue incident capability.

Six Swift Water Technician (SRT) vehicles were procured. The new vehicles were constructed by E1 (Coachbuilders) and will be used to transport the SRT boats, stow operational equipment and provide improved welfare facilities for operational personnel at flooding and water rescue incidents. The new vehicles have 4x4 capacity to allow them to access challenging terrain within remote areas. Our Training Department delivered familiarisation training on the vehicles prior to them going "on the run" in April 2018.

We will be leading on the Exercise Coracle Project, a 2-day Flood and Water Rescue Exercise which will be held in October 2018, at a number of locations across the Service area. The Exercise will be a multi-agency flooding exercise which will provide responders with a unique opportunity to test resilience plans and operational procedures in a challenging environment. The Exercise will be attended by the Fire and Rescue Services, Police, Welsh Ambulance Service Trust (WAST), RNLI, Coastguard, Mountain Rescue Teams, and third sector partners.



Objective 8

To support economic sustainability within our business community.

Reason	<p>Our Business Fire Safety activities are directed towards ensuring compliance with the legislative framework. We would like to apply a sharper focus on ensuring businesses can develop and remain in operation and find ways to reduce the regulatory burden.</p> <p>As such, our protection activities ensure that the advice given is of the highest quality; our enforcement activity is proportionate to the risk posed by the business; and that the time taken to conduct our interactions with business is kept to the minimum necessary.</p> <p>Our business fire safety audit and education activities will support, develop and guide the business community in order to ensure they remain in operation, by reducing the incidence or impact of any fires. We want to encourage economic sustainability and cohesive communities in line with the Well-being of Future Generations Act.</p> <p>By promoting economic sustainability within our business community, they will be more resilient, sustainable and have increased levels of legislative compliance.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Extend our business fire safety audit programme to include the provision of support and guidance to businesses.• Amend the way in which we deliver our routine compliance activities to businesses by implementing the short audit process.• Increase our involvement with Primary Authority Schemes to reduce regulatory burden and increase consistency.• Increase the emphasis across the organisations on the need to consider the impacts of procurement as early as possible in line with strategic objectives.• Develop and deliver the initiatives dynamically throughout 2017/2018.



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 all customer feedback and evaluation.• Monitor the incidence of fire in the built environment and subsequent loss prevention.• Monitor the percentage of business placed with Small and Medium Enterprises.
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What we did to meet our objective

We have continued to collaborate with external partners and other stakeholders to reduce risk within the non-domestic and other commercial sectors. Our auditing programme is now complemented by the possession of fire risk data from Experian, which assists with the targeting of higher risk premises as part of the Risk Based Audit Programme.

Further collaboration continued with a range of partner agencies such as the NHS Estates, Local Authority Housing, Building Control, Licensing, Natural Resources Wales, CSSIW, HIW, Housing Associations, CADW / English Heritage and other Welsh Fire and Rescue Services. The collaborative work amongst agencies listed above was coordinated through the All Wales Business Safety Group.

Changes to the Primary Authority Scheme came into effect in October 2017, we were unfortunately not in a position to form any partnerships with businesses at that time due to capacity issues.

A positive engagement with Rent Smart Wales saw the production of a range of Fire Safety Training packages being made available to private sector landlords to enhance their understanding of fire safety matters and ensure compliance with the relevant legislation in rented properties.

We installed a new CFRMIS database, which provided greater back-office functionality and the ability to conduct and record BFS Short Audit activities.

Through collaboration activities with other Welsh FRS, the costs associated with training staff was reduced by combining numbers to provide sufficient delegates, making the running of internal courses viable. The better utilisation of funds enabled more personnel to attend a broader and more specialist range of courses that would not have otherwise been possible.

We introduced Hydrogen powered vehicles and electric bikes in the Neath Port Talbot and Swansea areas, which enabled personnel in that area to reduce their carbon footprint and move around the city more easily.

We contributed to the continuing prosperity of business and commerce across the Service area by continuing to reduce fire losses associated with non-domestic premises through proactive activities. Our Business Fire Safety inspectors provided additional advice around business



continuity that extended to flood prevention, security, arson prevention and increased levels of skills for staff in visited premises.

Following the introduction of the Short Audit, we were able to visit and inspect a greater number of premises, rather than re-visiting premises that had historically formed part of the Risk Based Audit Programme. We also implemented a more intelligent targeted approach to risk premises, which better informed the Risk Based Auditing Programme through the inclusion of the broader data-set.

Work progressed on the All Wales Operational Assurance process which drove improvements in work-streams to the benefit of the department and stakeholders. We continued to build and expand the networks in Business Fire Safety, where we were able to influence and educate businesses to ensure that they were safe from the effects of fire within the commercial and non-domestic sectors. We also engaged and shared best practice with the other Welsh Fire and Rescue Services.

Following the Grenfell Tower Fire, we inspected 80 premises within a 6-week window. Members of the Mid and West Wales BFS department were involved in the work of the All Wales Business Safety Group sub-groups that addressed the objectives of the Hackitt Review into Building Regulations and Fire Safety. We are currently awaiting the outcome of the Hackitt Review and will therefore adapt to any new changes should it be deemed necessary.

Quality Assurance of the delivery of Fire Safety Activities was applied to ensure a consistent enforcement regime in line with the regulators code. Further work was also undertaken to enhance Quality Assurance, such as applying a sharper focus on activities through Performance Management, which ensured that the activities conducted provided the desired outcomes. This provided a more targeted response to risk premises and a higher standard of engagement.

The administration of Building Regulations submissions was significantly amended, following the creation of a dedicated team who provided a single highly skilled technical hub of personnel, who were further developed to meet the needs of the new design of fire engineered buildings, providing a high-quality service.

A number of personnel achieved the Level 4 Diploma qualification which resulted in a reduced mentoring burden and therefore an increase in completed BFS Audits. The increased number of personnel at Level 4 also allowed for the creation of the Building Regulations Team. We ensured that internal staff training was regularly undertaken so that they remained current and focussed.



Objective 9

To invest in our people.

Reason	<p>In 2015, the Service achieved Investors In People (IIP) Gold and our aim is to maintain and improve on our IIP success, to ensure that internal and external stakeholders recognise the commitment we are making to people and organisational development. We have subsequently put the necessary frameworks in place to ensure that the measure of acquisition, application and maintenance of skills and competencies are correct, in order to ensure this.</p> <p>We want to ensure all of our staff have the correct skills and knowledge to deliver the best possible outcomes, as well as providing our staff with the best equipment and development opportunities to ensure the safety of our employees and the communities they serve.</p> <p>We have embraced the new e-learning method which is currently being used to complement any learning and development needs identified and will continue to review our Organisational Development Pathways to ensure that they deliver effective and efficient learning and development opportunities.</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 will meet the current and future needs of our Service as part of refreshing our Strategic Pathways and refining our IDR process during 2017/2018.• Explore all opportunities to learn from and collaborate with our partners and stakeholders.• Ensure our research and development function looks 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.
Expected Outcomes	<p>In order to allow us to measure achievement against this objective we made the following commitments:</p>



- Audit the Risk Critical Skills Matrix and PDRpro to ensure compliance with requirements including links with the organisational pathways.
- Use the IIP Framework to evaluate the impact coaching has had with 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

The Service successfully recertified against the Investors in People (IIP) Gold Standard, and furthermore embarked on a programme of organisational development to support attainment of the Platinum Standard.

During April 2017 we hosted the All Wales Strategic Assessment and Development Centre (ADC), where 16 candidates from across Wales participated, 9 of whom passed, 3 of whom were Mid and West Wales Fire Service employees.

A good indicator of our success and commitment to investing in our people is the Academic and Vocational Achievement Awards Evening we hosted at Coleg Sir Gar in Llanelli, where presentations were made to recognise the 190 qualifications achieved by our staff over the previous 12-month period.

We undertook a Wholetime (WTDS) recruits course in September 2017, which saw 12 new recruits successfully pass out during their passing out parade on the 07 December 2017. All personnel were working towards the NOS Level 3 NVQ Emergency Fire Services Operations in the Community, which will be completed within the first two years of the role.

Following the procurement of a new Breathing Apparatus (BA) set, the Training Delivery Department provided training for over 900 operational personnel in all Service locations.

We collaborated with the Welsh Ambulance Service Trust (WAST) to secure a 2-year secondment of a Paramedic within the Training Delivery Department. This secondment enhanced the provision of training for all operational employees within the Service and further developed the operational skills and competencies of training staff. We also worked with WAST to provide initial and refresher training for co-responding personnel.

An Employee Benefits Package was agreed and went live in November 2017, via a Service specific online Benefits Hub. The packages helped employees to maximise their earnings by facilitating Salary Sacrifice Schemes (saving on Tax and NI contributions) for vehicles, cycle to work, IT/Mobile technology and other discount schemes. Following the positive take-up during the initial limited ordering period, we took the decision to re-launch the scheme on an open-ended basis from April 2018.

The Human Resources Department had meetings with Neyber, the sole National Procurement Service provider of Financial Well-being advice services and low interest debt consolidation loans,



where the repayment would be made via the Payroll Department. Financial advice was also available to all employees via the iCom Benefits Hub.

A Disability Toolkit was created to provide managers with additional guidance for identifying and providing reasonable adjustments (where applicable) for team members. We held three Workshops during October 2017, which provided training to Managers, and allowed them to seek clarification and guidance on the Disability Toolkit.

We held Pre-Retirement Seminars in September 2017 and April 2018, which provided advice and guidance by qualified Financial/Pensions Advisors for employees who are approaching retirement age and service and wished to plan effectively for their futures. The information conveyed assisted them greatly in making important decisions in relation to planning for their retirement, in both a financial and personal capacity.

A new contract was awarded for Occupational Health Services which provided an established Health and Well-being provision, and also Critical Incident Diffusion Support, which assisted staff in managing the emotional and mental impact of the incidents they attended.

Female Awareness Days were held at several locations, including one at Port Talbot Fire Station on International Women's Day, to support the attraction of females and other underrepresented groups into the firefighter role and contribute towards a more diverse workforce in the future. The strategy to support the attraction and recruitment of females and other under-represented groups, was informed by the outcomes of a survey of female operational personnel, together with a survey of female applicants who were unsuccessful in their bid to become Wholetime Firefighters during the last recruitment campaign. This information informed the direction of positive action initiatives throughout the Service area.

Support was provided to operational staff regarding their physical fitness. Equipment was provided to all stations throughout the Service to help them achieve and maintain the required level of physical fitness for their role. This was accompanied by physical activity and exercise guidance, along with a nutritional booklet providing advice on healthier food choices to support overall health and well-being.

We continued to explore opportunities to draw down funding to support the development of apprenticeships within the Service, and in collaboration with the other Welsh Fire and Rescue Services, played a key role in shaping the new Firefighter Apprenticeship qualification. A new Level 3 Diploma in Firefighting was drafted, and it was anticipated that following ratification, the new qualification would be placed on the Welsh Apprenticeship Framework by June 2018.

A new Graduate Internship Programme was developed in partnership with Swansea Employability Academy (Swansea University and University of Wales Trinity St David's), the Programme will provide opportunities for graduates to gain exposure to the world of work whilst assisting the Service in a range of different areas.

In order to demonstrate the Service's commitment to employee welfare and investment in preventative and proactive strategies, the People Development Department developed a strategy to support Employee Welfare and Mental Health Training. The training was provided in four stages from Level 1 which encompassed all staff, to Level 4 which provided specialist training for a small cadre of Trauma Risk Managers (TRiM).

Future Leaders were developed utilising a blended approach to organisational development. This included a Supervisory Management Programme, consisting of themed seminars which addressed



the challenges facing modern managers, including building effective working relationships and creating the right mindset in organisations. Middle Managers were supported on the All Wales FRS Challenge Programme and two candidates attended the inaugural Strategic Leadership Programme, developed by South Wales FRS.

Interview refresher training was undertaken with employees at the appropriate managerial level. This training assisted managers in contributing effectively to future selection processes in relation to their teams, their personal development plans, and also ensuring that they had the necessary knowledge to undertake such processes safely and effectively.

The Human Resources Department ensured compliance with the Service's Auto-enrolment date, which meant that all applicable employees were opted-in to the relevant pension scheme in line with the Auto-enrolment regulations. The Pensions Auto-enrolment process continued to be administered by the Human Resources Department, which ensured that employees were advised effectively of important information relating to their pension scheme membership status.

Work progressed well for the External Quality Assurance (EQA) visit in January, and People Development staff and other stakeholders across the Service were supported to complete their EQA portfolios. The provision of EQA's across the Service supports the needs of those working towards Skills for Justice (Sf J) registered qualifications. Based on the development of learning, development and portfolio review that was carried out by EQA, the Incident Command reference achieved "Direct Claims" status which was extremely positive.

Following a successful trial period and of the PDR Pro Version 4 (Training Competency Recording Software), it was agreed to extend the use of Version 4 to County Commands in January 2018. The positive feedback received confirmed that the system was easier to use, easier to report against and easier to specify competence levels being achieved through training and within the operational environment.



Objective 10

To Make Best Use of our Assets and Resources.

Reason	<p>In order to ensure that all business decisions are transparent, sound and consistent, in line with the restrictions of the current economic environment, we need to fully understand our Service in terms of costs and ensure that we identify the most appropriate allocation of resources to provide the desired level and range of services at least cost.</p> <p>We have undertaken several efficiency exercises over the years, resulting in significant savings and efficiency of operations. However, these exercises have not extended to looking outwards to other organisations' detail cost comparisons per head or examined best practice across the UK and internationally on all areas of work.</p> <p>By undertaking efficiency exercises, this will result in a full understanding of the service we provide, what we want to provide and at what cost, and allow resource decisions to flow from this to best effect for a sustainable Fire and Rescue Service.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Undertake a comprehensive examination of our spend, comparing with others, and establish a forward planning model for both assets and resources.
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 Members and report improvements in comparative costs or value for money.• Our Medium Term Financial Plan will help shape the production of a sustainable Asset Management Plan.

What we did to meet our objective

We examined our spend and financing arrangements for our assets via our Strategic Asset and Capital Management Group. We established a forward planning model for both assets and



resources, aligned leases with vehicle life cycles and analysed the best financing options for securing our fleet.

Opportunities for collaboration between partners within our area were extended, and we reviewed opportunities and developments in technology that supported our asset and resource management programme. Via the Asset Management Group, we ensured that our vehicles, equipment and property assets were procured, renewed and replaced to meet our current and future business needs, therefore ensuring that our funding arrangements were aligned to deliver the best outcomes over the life of our assets.

The Strategic Asset and Capital Management Group continued to consider and review all asset management matters including the most appropriate methods of borrowing and/or financing for capital projects. A revised asset management plan was also developed for the Service with a view of being completed by 31 March 2018. The revised Plan outlined the Service's commitment to continued management of its assets in a manner that aligns with sustainable development. Our approach to revising the Asset Management Plan was based on continuously improving our performance, supporting social opportunities and community safety, whilst minimising our impact on the environment.

By adopting the Asset Management principles in the plan, this allowed the Service to demonstrate that it is delivering services optimised to whole life cost. This confirms that planning and programming is efficient and alternative options of cost, benefits and standards of service are available, allowing informed choices for both Executive Officers and the Fire Authority.

A trial group was approved by the Executive Leadership Team to consider workforce planning matters. The Strategic Workforce Group (SWG) was established to ensure that the Service's workforce planning and management supports the strategic planning objectives, is consistent with best practice, and delivers cost effective, sustainable, systematic and coordinated management of its people.

The Strategic Workforce Group is an integral group to ensuring that we undertake workforce planning and management activities as a corporate responsibility. The broad membership enables a whole-of-organisation view to ensure that the workforce is managed in a systematic, efficient and coordinated manner, which ensures that we have the right people in the right roles with the right skills to meet the required level of service delivery, in the most cost-effective manner for present and future users.

The Group also ensured that the responsibility for all workforce planning and management activities are assigned within the organisation and that skill and responsibility levels are sufficient to achieve the required results, together with ensuring that the information flow for planning and reporting is in place to review workforce data and associated risks; using this information to inform future workforce planning and development.

We will continue to improve our asset information, whole lifecycle planning and approach to sustainable development, adapting to our changing climate and developing our organisational culture



Objective 11

Digitisation – To use technology to innovate, collaborate and empower.

Reason	<p>We have history of pursuing cost saving IT collaborations with other Public-Sector organisations. We recognise that there is further potential to adopt information technologies in support of our activities and to rationalise some existing software systems.</p> <p>To achieve this objective our Operational, Business Development and IT teams will investigate new ways of working and delivering our services both within the Service and to external stakeholders; and seek to improve and adapt the delivery of our services by encouraging digital innovation, greater exploitation of our information assets and by embracing the ever-changing technological landscape.</p> <p>Undertaking these exercises and looking at new ways of working and delivering our services, through the extended use of advanced information and communication technologies, will in turn improve our business processes and secure operating efficiencies benefiting fire service personnel and stakeholders alike, and will result in enhanced security and robustness for the Service and improvement in the delivery of services to the public.</p>
Planned Actions	<p>In order to achieve this objective, we said we would:</p> <ul style="list-style-type: none">• Develop a new Information Systems Strategy.• Deploy an upgraded Business Fire Safety system.• Develop our Service website to improve public access to the organisation.• Deploy a new bilingual Intranet.• Procure a replacement mobile data system that is compliant with the new Emergency Services Network.• Deploy the UK Government's Emergency Services Network Mobile Communications Project.• Over the next 5 years continue with our commitment to the UK Government "Cloud First" strategy whenever reviewing our information systems requirements.



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">• Increase remote access to administrative and operational IT systems.• Improve reliability of IT systems and reduced “downtime”.• Increase the use of the Service’s Website.• Reduce the number of manual and paper-based business processes.• Increase protection for the fire service’s information assets.• Reduce “like for like” ICT expenditure.• Improve data capabilities for operational crews.• Improve operational collaboration.• Develop more sustainable ICT systems.
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What we did to meet our objective

In order to meet our Objective, we installed the CFRMIS V6.2, Sp1 software, and completed a Server Migration of CRR data, which enabled all contractual, procurement, financial, maintenance and licensing arrangements to be harmonised for Business Fire Safety, Community Safety and Operational Risk Management into one single package.

Work commenced on the development of the new ICT Strategy (2017-2022) which reflected contemporary ICT thinking such as Cloud Technologies and Mobile Accessibility. The Strategy also recognised relevant public-sector aspirations such as collaboration in order to deliver a strong digital infrastructure for the Service.

A provision was put in place by our external contractors to host the new Service website in the “cloud”, which will ensure the security and integrity of the new website, as well as providing a solution that provides the Service with more freedom and scope to enhance the user experience and functionality of its online presence.

The Corporate Communications and Business Development Department undertook work in order to introduce a new eDemocracy System which, once procured, would be incorporated into the new Service website to streamline a number of intensive, time-consuming processes.

Progress was made on the new Corporate Style for the Service, which helped develop and finalise the look and feel of the new Service website. Other features of the website were also developed to improve the functionality for end users.



Objective 12

To 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>A number of innovative firefighting techniques have already been embraced by the Service, such as 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 currently under trial.</p> <p>We want to further identify how developments in equipment design, operating techniques and innovation can enhance and improve the efficiency and effectiveness of services we provide to the public.</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 environments; 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">• Monitor and review the effectiveness of our techniques, processes and equipment.• 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.• 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.• Collect performance management data.• Gather evidence of improved outcomes at operational incidents and exercises captured through the operational learning system.• Monitor and report our performance in line with the Welsh Government's Programme of Sustainability (Well-being of Future Generations Bill).

What we did to meet our objective

In order to improve the way we resolve operational incidents through innovation and the use of new technology, we have continued to make notable progress in key areas. We collaborated with North and South Wales Fire and Rescue Services to replace Self Contained Breathing Apparatus (SCBA).

Our attention remained focussed on working with suppliers and manufacturers to identify opportunities to employ new technology within fire and rescue operations, including the procurement of the new Technical Rescue PPE.

The Incident Command Transformation Group made good progress with the development of future fire-ground support, communications, body worn video cameras and the replacement of the Incident Command Unit.

We successfully introduced the new Draeger Breathing Apparatus (BA) sets to all Fire Stations, which enabled a telemetry capability for BA incidents. The new BA sets will lead to improved communication at operational incidents and assist in health, safety and welfare of operational personnel. A project de-brief was also undertaken, and the learning derived from the process was used to inform future practice.

We developed an implementation plan for the successful introduction of the Multi-Function Personal Protective Equipment (PPE) to our Fire Stations.

In collaboration with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service, we commenced the evaluation and procurement process for the new Structural PPE. Work was undertaken to establish future requirements and develop a tender document in readiness for the future procurement process, with the aim of the equipment being introduced during Spring 2019.



The new PPE will incorporate the latest light-weight and breathable materials which will provide maximum protection whilst minimising weight. Furthermore, we developed a project plan which included undertaking PPE trials during the Summer of 2018.

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 our six Public Service Boards, 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 2017-2022 and 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 Plans, 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.



Examples of work and initiatives undertaken by the Service which contributed to the WBFGA:

We worked with the Welsh Ambulance Service Trust in implementing a joint Co-Responding Scheme, which was aimed at providing the earliest possible response to life-threatening medical emergencies. We currently have 18 co-responding stations, which we hope to increase in due course.

We worked collaboratively with the Cariad Charity to equip all of our front-line appliances with automatic defibrillators.

The Service led on the Pembrokeshire Public Service Board Defibrillators Project, which was a campaign aimed at raising public awareness of the use and locations of defibrillators in Pembrokeshire. The Project also aimed to increase the number of defibrillators in the County. Work for this Project is currently on-going.

We worked with Pembrokeshire PSB partners with regards to implementing a data sharing agreement; and undertook an initial fact-finding exercise with partners to establish their data sharing requirements and any current arrangements they have in place.

We installed LED lighting in all of our Fire Stations through an Invest to Save scheme. We also installed solar thermal panels and photovoltaic panels in five Stations across the Service, which have continued to be included in all new build and refurbishment projects being undertaken.

We worked with South Wales Police to deliver a fun filled Easter holiday activity programme for 12-16-year olds.

The Service's engagement with children and young people, provides them with education, training, and interventions, using positive role models to help keep them and their communities safe. During 2017/18 the Service engaged with over 41,000 children through our Schools education programme, station visits, events and specialist youth intervention courses.