



Gwasanaeth Tân ac Achub  
Canolbarth a Gorllewin Cymru

Mid and West Wales  
Fire and Rescue Service

# ANNUAL PERFORMANCE ASSESSMENT

2021 / 2022

[www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)



## Alternative Versions

### English

This document is also available in accessible formats. If you would like this information in an alternative language or format, including audio, please contact us on 0370 6060699 or email: [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk).

### Arabic

هذه الوثيقة متوفرة أيضا بطرق تسهل قراءتها، لو تريد هذه المعلومة بلغة أخرى أو بشكل آخر، إضافة بطريقة مسموعة، المرجوا [: mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk) للتواصل معنا عبر 03706060699 أو عبر البريد الإلكتروني

### Chinese

该文档也备有无障碍格式版。如果您需要信息通过不同语言或格式提供，包括语音版本，请拨打 0370 60 60 699 或电邮到 [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk) 跟我们联系。

### Nepali

यो दस्तावेज अन्य सजिला फर्मेटहरूमा पनि उपलब्ध छ। यदि तपाईं यो जानकारी अडियोसमेत अन्य वैकल्पिक भाषा वा फर्मेटमा चाहनुहुन्छ भने कृपया हामीलाई फोन नं.: 0370 6060699 वा ईमेल: [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk) मा सम्पर्क गर्नुहोस्।

### Polish

Istnieje również możliwość uzyskania niniejszego dokumentu w dostępnych formatach. Jeśli chce Pan/Pani otrzymać niniejsze informacje w innym języku lub formacie, w tym w wersji dźwiękowej, prosimy o skontaktowanie się z nami telefonicznie: 0370 6060699 lub drogą mailową: [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk).

### Punjabi

"ਇਹ ਦਸਤਾਵੇਜ਼ ਪਹੁੰਚਯੋਗ ਫਾਰਮੈਟਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਵਿਕਲਪਿਕ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ ਵਿਚ ਚਾਹੁੰਦੇ ਹੋ, ਜਿਸ ਵਿਚ ਆਡੀਓ ਵੀ ਸ਼ਾਮਲ ਹੈ, ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰੋ: 0370 6060699 ਜਾਂ ਈਮੇਲ: [ਮੇਲ@mawwfire.gov.uk](mailto:ਮੇਲ@mawwfire.gov.uk)."

### Urdu

یہ دستاویز قابل رسائی شکلوں میں بھی دستیاب ہے۔ اگر آپ یہ معلومات آڈیو سمیت کسی متبادل زبان یا شکل میں چاہتے ہیں [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk) پر، براہ کرم ہم سے رابطہ کریں: 0370 6060699 یا ای میل: [میل@mawwfire.gov.uk](mailto:میل@mawwfire.gov.uk)

### Welsh

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



<b>Introduction .....</b>	<b>4</b>
<b>About our Annual Performance Assessment .....</b>	<b>5</b>
<b>Our Commitment to Improve.....</b>	<b>5</b>
<i>Indicators.....</i>	<i>5</i>
<i>Welsh Performance Indicators for 2021/2022.....</i>	<i>7</i>
<i>Our Performance against the All Wales Dwelling Fire Response Charter. ....</i>	<i>10</i>
<b>Our Improvement and Well-being Objectives .....</b>	<b>16</b>
<i>Strategic Aim One – Our People.....</i>	<i>17</i>
<i>Strategic Aim Two – Our Communities.....</i>	<i>22</i>
<i>Strategic Aim Three – Our Environment.....</i>	<i>27</i>
<i>Strategic Aim Four – Our Learning.....</i>	<i>31</i>
<b>Find out more. ....</b>	<b>36</b>
<b>Well-being of Future Generations (Wales) Act 2015 – Progress Statement.....</b>	<b>37</b>

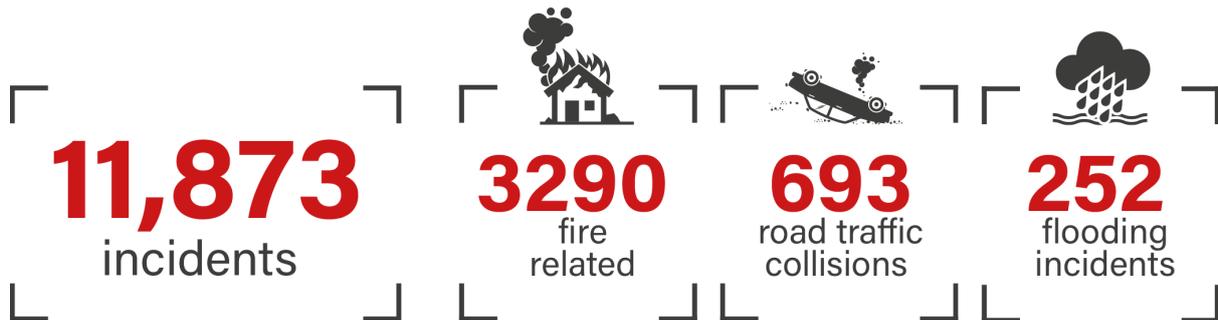


## Introduction

We are pleased to introduce our Annual Performance Assessment for **2021/2022**.

This report outlines how we have performed against the Improvement and Well-being Objectives we set ourselves within our [Corporate Plan for 2021/2022](#)

Over the last 12 months we have attended:



We also recruited:



Our vision is “to be a world leader in Emergency Response and Community Safety” and we will continue to engage with our communities, explore new ways of delivering services and work with our partners to safeguard our communities.

Our priority is to ensure our Improvement and Well-being 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 the improvements we have delivered for our staff and our communities over the last 12 months.



Roger Thomas BA (Hons) MSc  
Chief Fire Officer  
Head of Paid Service



Cllr Elwyn Williams – Plaid Cymru  
Chair of Mid and West Wales 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 and Well-being Objectives from the previous year. We follow Welsh Government guidelines to ensure the way in which we assess and report our achievements are understood by our communities, staff, and stakeholders. Throughout this Performance Assessment, we will tell you how successfully we delivered what we planned to do in 2021/2022.

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 Plans, Annual Improvement Plans and Annual Performance Assessments on our website by visiting [www.mawwfire.gov.uk](http://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. Our five-year Strategic Aims, which are Our People, Our Communities, Our Environment and Our Future, reinforce our commitment to continuously improve 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 2021/2022.

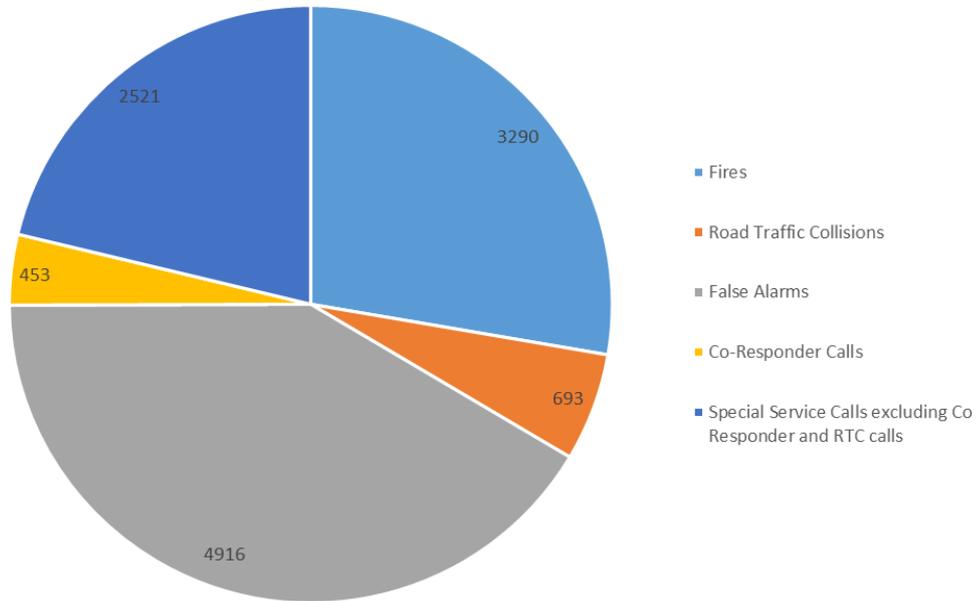
	Mid and West Wales		North Wales		South Wales	
	2020/21	2021/22 (p)	2020/21	2021/22 (p)	2020/21	2021/22 (p)
<b>Number of Fires Attended</b>	3,087	3,290	1,770	1,878	5,477	5,567
<b>Number of False Alarms Attended</b>	4,798	4,916	2,315	2,516	8,316	8,366
<b>Road Traffic Collisions Attended</b>	530	693	105	207	643	857
<b>Special Service Calls Attended</b>	2,383	2,974	509	749	2,264	2,712
<b>Deaths and Injuries from Fires</b>	59	32	50	58	49	62
<b>Deaths and Injuries from Accidental Fires</b>	56	30	47	50	42	53
<b>Percent of dwelling fires confined to room of origin</b>	87.02%	82.48%	87.60%	87.62%	82.23%	83.66%



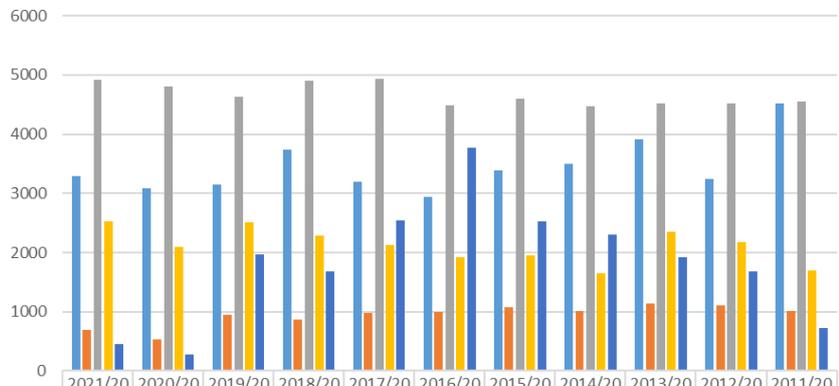
<b>Incident</b>	<b>2021/ 2022</b>	<b>2020/ 2021</b>	<b>2019/ 2020</b>	<b>2018/ 2019</b>	<b>2017/ 2018</b>	<b>2016/ 2017</b>	<b>2015/ 2016</b>	<b>2014/ 2015</b>
<b>Fires</b>	3,290	3,087	3,152	3,734	3,190	2,933	3,392	3,491
<b>Road Traffic Collisions</b>	693	528	948	870	983	997	1,079	1,008
<b>False Alarms</b>	4,916	4,798	4,627	4,895	4,939	4,489	4,599	4,464
<b>Co- Responder Calls</b>	453	285	1,969	1,684	2,546	3,765	2,532	2,303
<b>Special Service Calls excluding Co Responder and RTC calls</b>	2,521	2,094	2,515	2,282	2,122	1,926	1,957	1,650
<b>Grand Total</b>	<b>11,873</b>	<b>10,792</b>	<b>13,211</b>	<b>13,465</b>	<b>13,780</b>	<b>14,110</b>	<b>13,559</b>	<b>12,916</b>



2021/2022 Incidents Attended



Incidents Attended by Year and Type



	2021/20 22	2020/20 21	2019/20 20	2018/20 19	2017/20 18	2016/20 17	2015/20 16	2014/20 15	2013/20 14	2012/20 13	2011/20 12
Fires	3290	3087	3152	3734	3190	2933	3392	3491	3916	3245	4522
Road Traffic Collisions	693	528	948	870	983	997	1079	1008	1133	1101	1004
False Alarms	4916	4798	4627	4895	4939	4489	4599	4464	4520	4521	4553
Special Service Calls excluding Co Responder and RTC calls	2521	2094	2515	2282	2122	1926	1957	1650	2346	2182	1700
Co-Responder Calls	453	285	1969	1684	2546	3765	2532	2303	1914	1677	718

## Welsh Performance Indicators for 2021/2022

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 2021/2022.



Performance Indicator	2021/2022 Actuals	Average 2012/13 to 2016/17	Average 2017/18 to 2021/22	Average Percentage Change 2012/13 to 2021/22
Total number of all deliberate fires attended per 10,000 dwellings	1,679	1,538	1,629	5.9% 
Total number of all accidental fires attended per 10,000 dwellings	1,611	1,844	1,664	-9.7% 
Total number of all fires in dwellings attended per 10,000 dwellings	491	601	510	-15.1% 
Total number of all accidental fires in dwellings attended per 10,000 dwellings	453	562	475	-15.6% 
Number of deliberate fires in dwellings per 10,000 dwellings	38	41	35	-14.6% 
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	177	222	193	-13.0% 
Total number of fire deaths per 100,000 population	6	6	6	0%
Deaths caused by fires started accidentally in dwellings per 100,000 population:	4	5	5	0%
Deaths caused by fires started deliberately in dwellings per 100,000 population:	0	1	0	-100.0% 
Total number of injuries (excluding prec checks) arising from fires per 100,000 population	26	64	40	-38.0% 



<b>Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings per 100,000 population:</b>	21	43	31	-27.7% 
<b>Injuries (excluding precautionary checks) arising from fires started deliberately in dwellings per 100,000 population</b>	1	5	2	-57.7% 
<b>Total false alarms caused by automatic fire detection per 1,000 non-domestic properties.</b>	1,449	1,577	1,420	-10.0% 
<b>Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended</b>	45.00%	37.00%	44.00%	18.9% 



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

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

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

- dwelling fires
- dwelling fire casualties
- 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](http://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 2021/2022 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 2021/2022 we attended 453 accidental dwelling fires, resulting in the deaths of 4 people and another 21 people sustaining injuries. (Excluding first aid and precautionary checks). Also, during 2021/2022 we attended 38 dwelling fires that had been started deliberately, resulting in 0 deaths and 1 person 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 2013/2014, 2016/2017 and 2021/2022). There has been a significant decline between 2019/2020 and 2020/2021 (9%).

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 2021/2022, we handled a total of 25,816 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 19% 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 2021/2022 we responded to 11% of dwelling fires within 1-5 minutes, 52% within 5-10 minutes, 24% within 10-15 minutes and 12% 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 2021/2022 our crews attended 3,290 fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, 14 operational staff received an injury. It is rare that firefighters sustain serious injuries – of the total above, 0 were classed as “major” injuries and 9 were classed as “minor” injuries under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). 5 were RIDDOR reportable all over 7-day injuries.

---

***In 2021/2022 our crews attended 3,290 fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, 31 operational staff received an injury.***

---

It is rare that firefighters sustain serious injuries – of the total above, there were no injuries classed as a ‘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 2021/2022, of all the accidental dwelling fires that we attended, 375 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 2021/2022 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 2021/2022 **21** dwelling fires were recorded as having an unknown cause.

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

---

***In 2021/2022 we attended 491 fires in dwellings, of which 38 were found to have been started deliberately.***

---



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

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

---

***In 2021/2022 we served 18 Enforcement Notices, 12 Prohibition Notices, 172 Fire Safety Complaints, 107 Planned Audit Follow on visits in relation to non-domestic premises that failed to comply with the requirements contained within the Regulatory Reform (Fire Safety) Order 2005.***

---

## **Commitment 7:**

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

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



## Our Improvement and Well-being Objectives

Each year, as part of our planning process, we review and develop our Strategic Aims and Improvement and Well-being Objectives. Our Strategic Aims and Improvement and Well-being Objectives tell our staff, communities, and stakeholders what improvements we wanted to make during 2021/2022.

We identified and developed four Strategic Aims, which we believed would reduce risk and improve the safety of our communities. They were:



### **Strategic Aim One – Our People**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure staff are representative of the communities they serve and are supported by the Service in their health and wellbeing.



### **Strategic Aim Two – Our Communities**

We will continue to engage, educate, and support our communities to help ensure that they remain safe, health and prosperous.



### **Strategic Aim Three – Our Environment**

We will continually improve our environmental performance, and the impact the Service has on the environment, through both our operational activities and everyday duties.



### **Strategic Aim Four – Our Learning**

We will explore new ways of working to improve as a Fire Service through learning from ourselves and others.



## **Strategic Aim One – Our People**

**We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure staff are representative of the communities they serve and are supported by the Service in their health and wellbeing.**

### **Why we chose this Strategic Aim?**

Last year we focussed on inspiring co-production, the involvement of all, which looked at ensuring that all staff felt valued, empowered and that their feedback and views were recognised and acted upon.

Following on from the success of this, we chose to continue with this theme, by looking at inspiring co-production for the development of all. This approach looked to identify and maximise the potential of our workforce and better understand our staff's views on organisational barriers as well as encourage a collective understanding of the wider organisation.

Providing our staff with a healthy and safe workplace is essential for effective performance. We understand the importance of the health and wellbeing agenda and recognise the impact that positive health, safety, and wellbeing culture can have on the organisation.

Promoting health and wellbeing can prevent stress and create a positive working environment where individuals and the organisation can thrive. Good health and wellbeing promote employee engagement and improve organisational performance. Therefore, we wanted to be able to support our staff to feel happy and healthy at work.

We wanted to use what we had learnt from the Covid-19 pandemic, to explore new approaches to working, recognising that future budget pressures will require organisational change. Finding new ways of thinking and working will ensure that our staff have everything they need to fulfil their job roles, enabling them to continue to protect and provide a service to safeguard members of the public and our communities.

We want to make a positive difference in what we do and how we do it in order to maximise our impact by ensuring that the way we operate gives our staff the freedom to make a valuable contribution to the successful delivery of the Service.

### **In order to achieve this Strategic Aim, we said we would:**

#### **Inspire co-production – the development of all, which would be achieved by:**

- Capturing the lessons learnt from staff and stakeholders during the Covid-19 pandemic to inform organisational development.
- Ensuring that all staff are valued, empowered, and recognise that everyone has something to contribute.
- Ensuring that all employees contribute to the successful delivery of the Service, ensuring that they are trained to the highest standards and are able to maintain their competence through continued professional development.



## **We also said we would:**

### **Support the health and wellbeing of our people to help them feel happy at work and build personal resilience, which would be achieved by:**

- Developing our understanding on what “positive wellbeing” looks like in the organisation, this could be achieved through exploring what arrangements are in place currently and where the Service would like to be, together with identifying what best practice exists in similar organisations.
- Developing a programme that promotes health and fitness and helps to build personal resilience.
- Implementing a proactive mental health programme throughout the Service for all staff.
- Having health and wellbeing champions and TRIM practitioners who are able to offer support to colleagues.
- Offering health and wellbeing training for managers to not only recognise the signs but to help them to manage their teams with the right level of contact and support for each individual.
- Providing managers with the skills to manage their teams in consideration of the new approach to flexible working.
- Creating easy access to content via our internal intranet and external website.

## **What we did to meet our Objectives:**

The Service continued to support and develop its programme of wellbeing and health support through wellbeing seminars, as well as its internal Trauma Risk Management (TRiM) programme, providing training for 16 practitioners and 3 TRiM managers across the Service area.

A wellbeing app called My Possible Self was launched and complimented our Employee Assistance Programme (EAP) provided by Care First. The app provided employees with free confidential access to a new interactive platform, which offered helpful tips, visual and mental exercises, and engaging activities, including meditation exercises, mindfulness exercises, breathing exercises, and tool kits to identify behaviours and monitor progress and mood trackers.

The Service’s fitness team continued to deliver a proactive health and fitness programme to the organisation with an operational fitness assessment pass rate of 99%. The fitness team have also provided advice about physical fitness and nutrition to members of staff to encourage our people to maintain a healthy lifestyle.

To progress the internal learning gathered by a Learning Cell set up to capture the lessons learned within the Service, across Wales and the UK in relation to Covid-19, a Well-being and Agile Working Group was established to develop a wellbeing strategy for the Service, by exploring wellbeing practices of other fire and rescue services and organisations. The group also undertook a review of the remote and agile working procedural guidance to inform the future direction of the Service in this regard.

An external accessibility audit of the Service’s website was undertaken, with a report providing recommendations to improve accessibility and engagement that supported a



pathway for the Service to ensure both compliance with legislative requirements and to enhance inclusivity.

The People and Organisational Development (POD) department continued to engage with NFCC workshops to identify national best practice regarding self-assessment, self-appraisals and appraisals which helped to influence and shape the introduction of this process into the Service. A new development process, which used a combination of self-directed learning, formal assessments, and action learning sets, culminated in the creation of personal development plans.

Upgrades were made to the smokehouse training facility in our Training Delivery department at Haverfordwest. The combined work between the estates and training delivery departments resulted in a fit-for-purpose and cost-effective breathing apparatus (BA) facility, where personnel can practice and maintain their operational competencies.

The training delivery department also continued to focus on the impacts of the legislative changes to Section 19 of the Road Traffic Act, driver training instructors together with operational response personnel were fully involved in the development of a proposal to ensure the Service was prepared for the implementation during 2022.

As part of the Service's corporate planning process for 2022-2027, the Corporate Communications and Business Development (CCBD) department facilitated workshops with all Service Leadership Team members to develop the Improvement and Well-being Objectives for 2022/2023. Furthermore, as part of the subsequent consultation process, a total of 18 webinars were facilitated by the Deputy Chief Fire Officer which enabled all staff to contribute to the development of the Service's longer-term commitments, as well as its Improvement and Well-being Objectives for 2022/2023. The department also widely communicated several services to inform future decision-making, including the evaluation of the Divisional Implementation pilot, the Service's Wellbeing survey and the Service's learning from Covid-19.

Staff were encouraged to contribute to shaping our Service through various forums, such as the Inventory Management System group, Covid Lessons Learnt project, Ideas Forum and the Equality Diversity and Inclusion related forums. These forums provided the platform for ideas, views, and opinions on how things could potentially be improved within the Service to be shared and discussed.

Surveys were conducted with individuals who were part of the recruitment and selection process, particularly those from under-represented groups who participated in wholetime recruitment campaigns, to understand any barriers they may have faced. The opinions of these individuals were of great value to the Service, in terms of learning about their experiences during the selection process, both positive and negative, the outcomes of which helped to inform future recruitment processes.

In addition to recognising the contribution of current employees, the Service also values the opinion of potential employees who are part of our recruitment and selection processes, particularly those from under-represented groups, who participate in wholetime firefighter recruitment.

Gap analysis work was undertaken by the Service's training delivery department against the training specification within the transport, water, and foundation of breathing apparatus National Operational Standards. Instructors within the department contributed to the relevant workstreams and assisted with the identification of areas of process changes that required



review, as the Service sought to implement changes to meet the Service Delivery requirements of new operational guidance during 2022/2023.

The training programme commenced in January 2022, ensuring that there was sufficient provision of risk-critical training to meet the demands of our staff, recognising that resilience is often associated with our people feeling confident and competent to undertake their duties effectively. The training plan included the rollout of new tactical ventilation techniques to enhance firefighter safety and provide supervisory managers with additional skills to support operational tactics.

Finally, recognising that the environment we work and learn in contributes to our wellbeing, the Fleet, Engineering and Logistics department (FELD) moved to a more spacious and fit-for-purpose transport hub that enabled them to carry out their routines more effectively and in a more sustainable manner, within a new and improved work and office space. Following the relocation of FELD, the Training Delivery department utilised the additional space available at the Earlswood training site, which enabled the creation of a new classroom area dedicated to wholtime and On-Call initial recruit training, utilising the latest smart screen technology to create an interactive learning environment.

### **Strategic Aim One Our People - Contribution to the Well-being of Future Generations (Wales) Act 2015:**

**Long Term:** We want a more inclusive yet local approach to succession planning and effective workforce planning. We will implement new processes that will enable our managers to take more ownership and responsibility for their people, allowing for more timely decision making on the ground. It will also enable effective succession planning to support future Service needs and recruitment.

**Prevention:** Effective workforce planning will ensure that we have the right people recruited and trained, working in the right locations to provide only the highest standards of service to our communities. It will also ensure that our recruitment, development and working practices evolve to meet the communities' changing needs.

**Integration:** Our People strategy will ensure that we not only have the right people with the right knowledge, skillsets, and competencies to undertake their roles within the Service, but that they also understand our position as a statutory member of Public Services Boards and our wider contribution to the well-being of our communities, to which they will be equipped to contribute.

**Collaboration:** Internal collaboration between functions and response areas along with external collaboration with partner agencies, will ensure our people have opportunities to progress and develop within their careers, making them more effective at delivering services aligned to the needs of our communities. It will also enable the sharing of good practice across organisations and sectors to ensure only the best people practices are implemented.

**Involvement:** Engaging with the workforce, our partners and other agencies about skills and competencies required to better serve our communities, is integral to our training and development departments. It also forms part of our people strategy to ensure our skills evolve to meet current and future requirements of the Service

**A Prosperous Wales:** The Service will continue to embrace the principle of developing new and existing staff through a variety of apprenticeship and development programmes. This



will ensure that they receive the very best learning and development opportunities, much of which will be transferable to other places of work and the communities our staff live in.

**A Resilient Wales:** Continuing to maintain a low-risk critical skills gap will ensure that operational staff are training not only in accordance with National Guidance and Health and Safety Legislation but are competent and efficient at carrying out their response roles. This in turn will allow personnel to provide a safe and effective response to the public in times of need and provide the opportunity for citizens and communities to recover more effectively.

**A Healthier Wales:** The Service continues to commit to providing the necessary education, support, and advice to all staff in order to ensure that they not only attain the necessary fitness levels as part of the operational role requirements, but also achieve a more balanced lifestyle in terms of their general health and well-being.

**A more Equal Wales:** Improved internal communication and continuous course evaluation will identify opportunities for more holistic development of our people to help them reach their full potential, regardless of their background or circumstances.

**A Wales of Cohesive Communities:** Ensuring holistic development of our people through Welsh Government initiatives that promote cross sector learning, as well as development and courses that consider our public impact as a Service, will help to foster a sense of belonging and unity amongst our communities.

**A Wales of vibrant culture and thriving Welsh Language:** Encouraging the use of the Welsh Language throughout the Service and affording staff the opportunity to learn Welsh and receive communication in their preferred language choice.



## Strategic Aim Two – Our Communities

**We will continue to engage, educate, and support our communities to help ensure that they remain safe, healthy, and prosperous.**

### **Why we chose this Strategic Aim?**

We continue to offer fire safety advice, education, and interventions to our communities in a range of different ways to help reduce the number and severity of emergency incidents we attend. Our Service works with a range of partners to ensure that we achieve the best possible outcomes for our communities. As well as offering fire safety advice in the home, we also help to keep businesses safe by providing advice on fire protection, which contributes to keeping the local economy sustainable.

We recognise the challenges which the Covid-19 pandemic presented to our normal engagement approach, however, this also presented opportunities which enabled us to deliver our work differently using technology and through increased partnership working.

Our aim is to make a positive difference in our diverse communities and recognise that this can be achieved by delivering the best possible education and intervention on fire safety matters. We know that the risk of fire within our communities is different from place to place, which is why it is important to adapt to meet those changes and make sure that what we deliver in the community is making a positive difference.

### **In order to achieve this Strategic Aim, we said we would:**

#### **Focus on our partnerships with stakeholders, which would be achieved by:**

- Working with partners to identify opportunities for providing mutual support to deliver agreed wellbeing objectives and maximise the benefits to our communities through regular communication and the sharing of key messages.
- Agreeing clear outcomes when we work with partners to ensure the best results are achieved.
- Improving our data sharing arrangements with partners in order to improve the safety and welfare of people living in our communities.
- Working with Business Wales to help identify and use local procurement opportunities from Small Medium Enterprises (SME's) wherever possible.
- Reviewing and evaluating the outcomes from our joint working partnerships to reduce duplication and ensure we make a positive and long-lasting impact on our communities.

### **We also said we would:**

#### **Improve our communication and key messages with our communities, which would be achieved by:**

- Developing innovative ways to educate and inform our communities whilst Covid-19 restrictions remain in place.



- Encouraging volunteers to work with the Service across a range of areas to enhance our delivery and provide them with valuable skills and experience.
- Encouraging staff to be more aware of the volunteering opportunities both within the Service and with our partners.
- Encouraging communities to interact more widely and positively with our fire stations to increase two-way communication.
- Using performance information and evaluation to promote the outcomes of our interventions and ensure we deliver the services our communities need.

### **What we did to meet our Objectives:**

The Covid-19 pandemic continued to present significant challenges to our normal engagement approaches. However, we focussed our efforts on delivering our services differently by utilising technology and increasing our partnership working. We worked closely with a wide range of partners to ensure that we continued to support each other during challenging times. Third sector partners adapted the services they provided to communities, and we provided advice and resources, such as smoke alarms, which were delivered to homes where required.

Direct engagement with young people also continued to be impacted by the pandemic. However, links were maintained with partners to provide support where necessary, which enabled interventions to continue where a risk had been identified, an example of this was where the Service Youth Team delivered a fire awareness session to a group of young people from a Powys high school, who had been involved in dangerous activity using aerosols. The success of this engagement led to requests for intervention for young people who had displayed similar behaviours.

Despite the restrictions experienced by the Service during the pandemic, the Service's Response function continued to undertake positive interactions with the public, including launching the "safe haven" campaign, which was aimed at protecting those members of the public who may be feeling threatened, intimidated or at risk, by designating all Fire Stations as "safe havens" where any member of the public (including children and young people) can go to if they feel unsafe in any situation.

A multi-agency Summer Safety campaign was delivered to promote the safety messages of the Service, Dyfed Powys Police, South Wales Police, RNLI, National Parks, and other partners. Events were held at several holiday sites to the increased numbers of people holidaying locally, providing messages on risks such as campfires and the safe disposal of refuse and BBQ's,

Community Safety related interventions continued to be maintained, including our collaboration with the Dyfed Powys Police Neighbourhood Policing Team to share knowledge and promote joint working.

A Wales Accord for Sharing Personal Information (WASPI) on Tackling Anti-Social Behaviour was agreed by partners, which helped a wide range of partners to share information for the purpose to reduce Anti-Social Behaviours and their associated impact.



Engagement also continued throughout the year with Public Services Boards, Community Safety Partnerships and Regional Boards. As part of this engagement, the Service provided targeted community safety advice to over 1000 vulnerable service users in Pembrokeshire.

Community safety teams attended the Mayhill Community Event in Swansea during August. The event was organised by the Safer Swansea Partnership as a means of bringing local people together after a turbulent time. Staff joined Swansea Council, South Wales Police, and other partners to support the fun day held for the residents of Mayhill almost three months on from the scenes of violent disorder and arson.

Several successful road safety partnership programmes were held, including Operation Options sessions which were aimed at engaging with drivers and passengers who break the law by not wearing their seatbelts. The sessions delivered alongside South Wales Police and Swansea City County Borough Council highlighted the dangers of not wearing a seatbelt when driving.

In partnership with Dyfed Powys Police and Carmarthenshire County Council, a programme of engagement was undertaken, following the introduction of a revised speed limit of 20mph within the Llanelli North area of the County. Successful and productive partnership engagement was also undertaken with health care providers and the community resource teams, including occupational therapists, physiotherapists, social workers, and district nurses, where Community Safety staff attended meetings encouraging them to refer clients for safe and well visits.

Hywel Dda University Health Board's mobile vaccination campaign was also supported by Community Safety staff, utilising the Safety Awareness Unit to allow vaccinations to be provided at a number of sites across the Service from Lampeter, Cross Hands, Llanelli and Haverfordwest. This also provided an opportunity for community safety teams to gather referrals for home safety visits. Another positive outcome of this collaboration was the agreement for the sharing of information that has allowed for referrals to be provided for thousands of vulnerable individuals.

The West Glamorgan Safeguarding Board held a virtual Awards Ceremony to recognise contributions that have had a real and positive impact on people's lives and to celebrate outstanding contributions to safeguarding. Staff from the Service were nominated for awards, due to their outstanding work in safeguarding adults and children, continuing to safely deliver essential services despite the challenges of lockdown. A Special Recognition Award was also made to Service staff, which acknowledged the contribution that staff make to the overall safeguarding of adults and children.

Performance information continued to be utilised by the Community Risk Committee to monitor the short-term and long-term activity, as well as the discussion of interventions positively impacting incidents, such as reducing the risk of arson. The multi-agency approach to wildfire, Operation Dawns Glow met during quarter 4 to share learning and consistent communication messages from all partners to communities, which raised awareness of the challenges being faced in reducing wildfires, the risks of such incidents and the range of interventions adopted to help the year-on-year reduction of wildfires.

Through effective risk management arrangements, the Business Fire Safety (BFS) team reacted to the various stages of lockdown/unlock and was able to deliver the full range of



auditing, reactive and business engagement work streams. The department made use of the remote video audit procedure developed during the height of the covid-19 pandemic, which enabled audits to be undertaken through the use of the Microsoft Teams meeting tool.

Following the introduction of the National Fire Chiefs Council Fire Standards, which aimed at identifying “what looks good” about practices employed within the Fire Service sector. The Service decided to use these Standards as a baseline for consideration of current and future business practices, and also undertook a review with departments against the revised Fire Protection, Prevention and Code of Ethics Standards.

The Service focussed on working with the Wallich in both Swansea and Carmarthen, a charity established to assist the homeless and to provide education and support to individuals re-engaging with independent living. Safe and well visits were undertaken for vulnerable stakeholders and Wallich staff training days were programmed for 2022 to assist with the identification and reduction of risk.

Safe and well-awareness training was also delivered to Foster Carer in Carmarthenshire, with positive feedback received. The agreement was for all potential foster carers to receive a safe and well visit before having a child/young person placed in their care. Bespoke in-depth training was delivered to the Service to give a greater understanding of dementia, the effect on the person and family and the organisation could support staff if they had caring responsibilities for someone with dementia.

Service volunteers became more active upon the easing of lockdown restrictions, supporting Community Safety teams to deliver safe and well checks and also acting as casualties at training exercises, which provided volunteers with a wider view of the Service.

The Procurement team worked on two Centre for Local Economic Strategy (CLES) projects, one within the Swansea Bay area to increase engagement with local SMEs and one with Severn Wye Energy on Community Wealth Building in Llandovery.

Online procurement workshops were held due to the challenges presented through the lockdown and the gradual start-up of local face-to-face business engagement opportunities. Internal working across departments will result in the establishment of a number of framework of local tradespeople to facilitate small to medium-sized works on the Service’s estate. A priority area is electrical contractors and work is ongoing to undertake pre-tender engagement with local SMEs with assistance from Business Wales, prior to the tender opportunity being advertised on sell2wales.

The Corporate Communications and Business Development department reviewed and revised their approach to social media, to help maximise opportunities to open dialogue with communities via social media platforms, by asking questions, requesting feedback or opinions, and encouraging people to interact with our content.

## **Strategic Aim Two Our Communities - Contribution to the Well-being of Future Generations (Wales) Act 2015:**

**Long Term:** The ability for the Service to respond and deliver effective front-line prevention and protection services in our communities has never been more important, which is why we



continue to take account of new and emerging risks and put into place sustainable solutions with our partners for longer term success.

**Prevention:** Fire and Rescue Services' have a proven track record of success in using preventative methods to inform communities about the risks from fire in order to reduce them happening. We continually build on this success through delivering safety messages on a wide range of topics in support of our wider public sector partnership working

**Integration:** Understanding the needs of our communities is key to delivering the most effective solution to improve safety, health and wellbeing within our communities and we have done this, and will continue to, through close working with our Public Services Board partners and our wider third sector engagement.

**Collaboration:** Our Service is very effective at both creating, and supporting collaborations with a range of partners, which supports the demand for an outcome-based approach between public sector partners.

**Involvement:** Our Fire and Rescue Service is a high achieving public service which is a positive reflection on how adaptable we are with today's fast-moving societal changes and demands. This approach has ensured that the organisation has the right people delivering the right community engagement at every opportunity

**A Prosperous Wales:** Improving resident and business safety through awareness, education and intervention as well as identifying opportunities to reduce crime can bring economic benefits to communities, residential areas, businesses and beyond.

**A Resilient Wales:** Delivering a range of prevention and protection arrangements alongside our partners will form connections in the community that are sustainable, positively impacting on people's lives in terms of increasing awareness to the risks from fire in homes, businesses, and wider community environment, creating a more resilient community which is less reliant on public services

**A Healthier Wales:** Communicating specific and sustained messages for all age groups, alongside our partners, will contribute to the health improvement of the population within our communities as well as enabling businesses to thrive.

**A Wales of Cohesive Communities:** Working with a range of partners will enable us to reach and connect with all areas of our communities, whilst removing boundaries to more deprived areas and destigmatising poor reputations and records in relation to socio-economic status.

**A Globally Responsible Wales:** Understanding our communities and positively influencing their safety and well-being alongside our partners will contribute towards a positive environment for all.

**A Wales of vibrant culture and thriving Welsh Language:** The Service we provide is available bilingually and we welcome and promote engagement using the Welsh Language.



## **Strategic Aim Three – Our Environment**

**We will continually improve our environmental performance, and the impact the Service has on the environment, through both our operational activities and everyday duties.**

### **Why we chose this Strategic Aim?**

We believe that minimising our impact on the environment is the right thing to do for our communities, both now and in the future. ]We will include investigation, monitoring and reduction of emissions, not only from activities within the Service but also from our suppliers.

Being more aware and accountable, and reducing our carbon emissions and water consumption, will reduce the Service’s carbon footprint and help us to become a more sustainable Fire and Rescue Service. Making use of the resources freely available to us, such as the sun and rain, is central to help us become more sustainable. As a Service that relies heavily on water for our everyday activities, water conservation on our premises can give huge benefits by helping to relieve pressure on the mains water supply and lessen the load on drainage systems.

### **In order to achieve this Strategic Aim, we said we would:**

#### **Reduce the Service’s carbon emissions, which would be achieved by:**

- Considering the impact of the Service’s carbon footprint in all projects and everyday activities.
- Encouraging behaviour change, ownership, and accountability of energy consumption at all station locations. Provide awareness training on energy conservation and promote energy saving initiatives within the workplace and at home.
- Using the Service’s reporting and monitoring systems for the Waste Management Contract to identify areas of improvement.
- Exploring the best methods to monitor and report on Scope 3 emissions while minimising negative impacts of goods, services and works during their life cycle.
- Consider renewable energy and sustainable improvements to our estate, where practicable, to improve our green infrastructure and energy storage.
- Introducing supplier sustainability evaluation within our procurement documents including invitation to tender and where possible monitor any new suppliers’ Scope 3 emissions.

### **We also said we would:**

#### **Reduce the amount of water used throughout Mid and West Wales Fire and Rescue Service and explore opportunities for water conservation, which would be achieved by:**

- Installing internal water saving devices such as flush controls where possible.



- Installing water automated meter readers (AMRs) to enable effective water management and identify water leaks.
- Raising awareness of water conservation across the Service, while promoting grey water recycling for alternative uses including biodiversity projects.
- Explore opportunities to install rainwater harvesting and water conservation systems across our Service area to re-use water.

## What we did to meet our objective

The Service underwent its external Green Dragon Environmental Management System (EMS) Audit in February 2022, undertaken by Green Business Centre Auditors. The annual audit ensures the Service can demonstrate effective environmental management and that the organisation is taking action to understand, monitor and control the impact on the environment. Following this Audit, the Service maintained Level 5 Accreditation, with no major non-conformances raised, and was only the second organisation to have completed a full site audit.

Environmental awareness continued to be raised through the Corporate Risk departments quarterly newsletter. A suite of toolbox talks aimed at encouraging behaviour change was also rolled out. The estate's team worked closely with the Sustainability and Environment manager to use the data provided by the automated meter reading (AMR) system to provide graphical data on the consumption of electricity, oil, and gas on a station-by-station basis.

The Corporate Risk department worked with Welsh Water and Natural Resources Wales to scope the feasibility of using wastewater to fill our water carriers. The work to date confirmed that utilising the cleaned wastewater was feasible, and Welsh Water was supportive of the scheme. As such work progressed to considering the more detailed and practical aspects of implementation and the impact of our operational response. This work will continue over the coming months, as the details continue to be understood, and if successful and approved for implementation the scheme could be the first of its type across the UK.

Using a dedicated waste contractor for the Service's ad-hoc skip and waste management needs enabled detailed data on the waste collected to be recorded and reported back to the Service's Estates team for wider awareness and continuous improvement. Other examples of where effective waste minimisation was effective, included the use of a new furniture supplier, who reuses packaging, protective sheets, corner protectors and equipment bags several times over before they are recycled. This supplier is also able to repurpose existing furniture to minimise waste as much as possible.

A research programme under the supervision of Swansea Universities Specific Innovation team provided data on the relationship between the power demand, the power generated by photovoltaic array and the vehicle charging demand within the Service. The project aimed to identify what opportunities existed to introduce energy battery storage devices that optimised the output or spare capacity in the photovoltaic system for the Service's benefit.

The Procurement team worked with WRAP Cymru on a project to review the Service's procurement strategy and documentation with a view to embedding sustainability into every aspect of the Service's procurement processes. Interviews were undertaken between WRAP Cymru and key Service stakeholders.

The Procurement department reviewed and revised a report to enable the establishment of a framework for the measurement and management of Scope 3 emissions across our future



supply chain. The framework supports a consistent approach to embedding supplier environmental performance within our future contracts. It was identified that ongoing work will be required to support work with Small to Medium Enterprises (SMEs) to support them in achieving the criteria required to measure Scope 3 emissions to avoid favouring larger national suppliers over smaller community-based companies.

A draft specification for the building management system was developed by the Estates department, which measures and manages the Service's energy usage across our building stock. Construction work was undertaken at Llandrindod Wells Fire Station, including the development of a permeable paving system and rainwater garden. Work was also commenced on the development of a sustainable draining system for the Service's new Fleet, Engineering and Logistics department (FELD) site at Dafen, Llanelli. In addition, relocating FELD from Earlswood to Dafen presented an opportunity to consider introducing rainwater harvesting facilities to support training activities at Earlswood.

Quotes were received from external companies for the installation of water meters across the Service's estate. The water meters will be linked to a data portal and will provide detailed information on the Service's water consumption, on a station-by-station basis. A proposal was also received from the utility companies, detailing that they may be able to procure the same data, which is due to be reviewed further before a final decision being made.

Welsh Government funding, totalling £297k, was secured and enabled further improvements to be made to the charging infrastructure. Furthermore, vehicle replacement continued to reduce our reliance on fossil fuels, which resulted in 49% of the pool fleet being electric, with the remainder of pool vehicles due to be replaced with electric derivatives over the next two years. This change resulted in 20% of all support fleet mileage now being completed by electric vehicles.

Looking ahead to Net Zero 2030 targets, the Corporate Risk department has worked with an external consultant to undertake an environmental impact assessment across the entire asset base and activities, which will form the starting point for the "road to net zero" strategy. A review of the single-use water bottles was undertaken at the end of February, which revealed that the Service has reduced its use of single-use water bottles by half, to 30,000.

At the end of 2021, Audit Wales undertook a review of the Service to establish whether good progress had been made in reducing carbon emissions, as well as fully contributing to Wales's public sector becoming carbon neutral by 2030. Audit Wales found that the Service had a strong vision and was making good progress to becoming carbon neutral but agreed that there was a need to address some sector challenges, such as financial pressures and available technology to meet the 2030 target. The recommendations included that the Service has a partly complete carbon baseline, more emphasis on specific carbon reduction to deliver our vision and whilst good progress had been made, there was a need to address big fleet and estate challenges.

### **Strategic Aim Three Our Environment - Contribution to the Well-being of Future Generations (Wales) Act 2015:**

**Long Term:** We will raise awareness amongst staff to change the culture around water and energy consumption and to reduce the carbon emissions produced Service wide. We will improve the recording and monitoring systems to be able to identify areas of improvement in the short term. The long-term results will be a more environmentally responsible and sustainable Service and a more accurate recording and monitoring system.



**Prevention:** Using improved monitoring systems will highlight areas where intervention needs to be focused to reduce energy consumption. Reducing our overall consumption across the Service will work towards our environmental objectives and national targets of reducing carbon emissions.

**Integration:** Reducing and monitoring our consumption from our utilities and fleet, aligns with the Service's Environmental Strategy and objectives to reduce and continue to research alternative renewable energy and sustainable processes.

**Collaboration:** Working with external organisations and public bodies to share best practice and lessons learnt to enable a joined-up approach in possible future projects. Reducing and monitoring our consumption from our utilities and fleet, aligns with what PSB Subgroups are currently working towards in terms of carbon reduction and alternative renewable energy supplies.

**Involvement:** We will actively encourage and engage in public forums and local environment groups and encourage internal staff involvement to help shape and improve our green initiatives and objectives.

**A Prosperous Wales:** We will use new 'green technology' to improve and create more sustainable buildings and to research and develop an Ultra-Low Emission fleet of vehicles, to improve local air quality and reduce the carbon footprint of the Fire and Rescue Service. We will develop an infrastructure throughout our estate, which will enable electric vehicle charging at strategic locations. This will help to connect Ultra Low Emission Vehicle (ULEV) communities and encourage the use of electric and hybrid vehicles, as an alternative to fossil fuelled vehicles.

**A Resilient Wales:** We will encourage and enhance the natural environment and biodiversity of our sites where possible, to allow for a healthy ecosystem on Fire and Rescue Service and adjacent land. We will work with local partnerships to raise awareness of operational activities in areas of high biodiversity value and allow for the best available means of management. Water conservation will reduce the demand on this natural resource and impact on the wider carbon emissions of the Service and the water industry.

**A Healthier Wales:** We will encourage biodiversity on our Service locations to improve mental well-being and improve the local air quality, by reducing our Service carbon emissions through innovative and sustainable technology.

**A Wales of Cohesive Communities:** We will collaborate with local partnerships and our PSBs to allow for a more cohesive working arrangement. We will collaborate on potential environmentally sustainable projects with our partners, such as identifying strategic locations for charging points to improve local air quality.

**A Globally Responsible Wales:** We will work with local communities to understand their environmental needs in order to have a positive impact on their wellbeing. We will consider the environmental impact of all aspects of our activities and ensure a positive contribution for both the Service and the communities we serve.



## **Strategic Aim Four – Our Future**

**We will explore new ways of working to improve as a Fire Service through learning from ourselves and others.**

### **Why we chose this Strategic Aim?**

Organisational learning is key to what we do as a Fire and Rescue Service. It helps us to shape our future practices and procedures, implement safer ways of working for our staff and reduce the risk to our communities. We want to learn more from the environment in which we operate, to adapt and change to meet the future needs of the Service.

We aspire to be recognised as a leading organisation, developing new operating systems and equipment, as well as progressing the introduction of a digital fire ground to support firefighter safety.

We want to use the learning from other Fire and Rescue Services and partner organisations, as well as utilising lessons learnt from both the National Operational Learning (NOL) and Joint Operational Learning (JOL) platforms. This will help us realise our vision of becoming 'a world leader in emergency response and community safety'.

The Service wants to continue to integrate IT systems to improve our ability to work together. We want to make better use of technology to reduce our carbon footprint, reduce costs and improve the overall effectiveness of the Service, whilst seizing opportunities that reduce the risks to firefighters and communities.

Organisational learning will ensure that the Service maximises opportunities to work effectively whilst implementing safer ways of working for our operational staff and reducing the risk to our communities.

### **In order to achieve this Strategic Aim, we said we would:**

**Develop and embed an IT infrastructure which supports new ways of working and that utilises technology to reduce risk to firefighters by the way we present them with information, which would be achieved by:**

- Continuing to develop IT systems that are efficient and support new ways of working.
- Improving communication and access to systems, and the way in which we manage our operational data.
- Ensuring easy access to the right information, with the right IT hardware and software.
- Continuing to adapt our practices and procedures based on our organisational learning.

### **We also said we would:**

**Continue to embed an ideas forum which explores the ideas and suggestions from staff; giving them a voice to shape the Service, which would be achieved by:**

- Creating an environment that encourages staff to have their say on what can be improved, co-ordinated by the staff, for the staff.



- Increasing staff engagement across the Service by listening to their views, giving them the opportunity to change and shape the future of our Service.
- Encouraging wider workforce engagement to identify new and better ways of working.
- Creating a listening culture that becomes business as usual.

### **What we did to meet our objective:**

The Covid-19 pandemic encouraged the accelerated adoption of new and innovative ways of communicating, one of which included the use of MS Teams; a remote communication programme which allowed the Service to continue to function, whilst also being in the midst of national lockdowns. During, this time, the Service's use of its Virtual Private Network (VPN) also matured, allowing personnel to have access to all relevant documents, files and IT programmes on the Service's network while working remotely from home, and ensuring that cyber security was maintained.

Operational learning continued to be embedded via the Operational Learning System (OLS), which allows every member of operational staff the opportunity to provide feedback on what practices and processes went well and what needs to be improved during operational incidents. The introduction of OLS enabled all staff to contribute to the safety of others and is underpinned by the work of the Operational Learning Group (OLG) which look at what lessons are being generated and cascade them into learning Service wide for all to learn and develop.

Furthermore, the OLS was updated to allow information to be captured from fire investigations, monitoring of operational incidents, and capturing operational performance, to ensure that operational staff receive the requisite learning and development.

Within our Response function, there was a significant change, with the transition from Commands to Divisions. Throughout the process, staff both uniformed and non-uniformed were involved, helping to shape the new Divisions, which attracted excellent engagement and participation from staff.

Several development activities were commissioned on the CoreHR system to create more electronic workflows and encourage greater use of employee self-service as part of the HR transformation programme. Developments included rostering and online pay claims for On-Call firefighters, e-recruitment, onboarding (induction) and electronic submission of expenses.

The ICT department, along with our Response function, completed the rollout of the new digital hardware and software onto frontline appliances, namely Mobile Data Terminals (MDTs). These devices enable critical and timely information/data to be available to firefighters in the operational and non-operational environments. Crews have benefited from having accurate risk information, the ability to map incidents, and access chemical information, as well as information on vehicle hazards, which has been continually available at incidents.

Work continued to ensure a resilient Wi-Fi network across the Service area, with 95% of sites complete. Improvements were also made to the core infrastructure in Service headquarters, which all sites rely upon.



The Business Fire Safety (BFS) department reviewed the way it gathers and stores information during Fire Safety audits with a view of digitising the process, which will make the audit process more streamlined and help to reduce the potential for data breaches to occur. The department also continued to make use of the Remote Video Audit procedure, developed during the height of the pandemic, which enabled audits to be undertaken through the use of MS Teams.

SHE Assure, our online health and safety management system, continued to be embedded, providing all staff with access to health and safety information and reporting accidents and learning events. Since the migration over to SHE Assure, the Service noticed an increase in Near Miss event reporting, resulting in greater awareness of risks, allowing timely investigation and corrective action where required. Additionally, the Corporate Risk department successfully implemented a new online system for creating, approving, and recording the Service's risk assessments.

The Finance department held a "lessons learnt" session focussing on the closure of accounts process for 2020/21, this is an excellent example of capturing the learning in the non-operational environment and dovetails into the work around organisational learning. The session focused on four key areas, planning, resourcing, delivery, and audit. The purpose of the session was to identify how improvements can be made to the process for 2021/2022, and it was pleasing to note that several positive actions arose from the session, including the proposal to have an engagement session pre-closure with the Service Leadership Team to raise awareness of how they can contribute to the annual process.

Building on the "lessons learnt" from the closure of accounts 2020/2021, a joint session was held between the Finance and Estates departments to reflect on the 5-year revaluation of property exercise, with several actions identified that assisted with embedding the learning from the 2020/2021 exercise, planning for the next re-evaluation exercise, and maximising the Asset Management System functionality.

A blended approach to Incident Command training and assessment through the use of MS Teams and XVR was provided by the People and Organisational Development (POD) department. The POD department played an active role in all learning activities, including increased use of the structured debriefing process, which allowed the Service to learn from both operational and day to day activities. Fourteen managers received training as structured debrief facilitators, supporting a culture where we learn from each and every activity.

Additional coaches were trained at both supervisory and middle management levels. POD is amending the Coaching, Mentoring and Talent Management procedures to encourage managers/leaders to fully engage with their teams, utilising the whole workforce to develop innovative ideas to transform the organisation. Assessment processes were developed to create an environment for individuals to identify and deliver solutions to workplace activities, which have continually evolved, through feedback from participants.

The ideas forum saw a total of 28 submissions since its launch in December 2020, some of which included a suggestion that the "Action for Happiness" principles were adopted. It was identified by the Forum, that this could be implemented quickly and easily in its basic format with messaging from the Service's Corporate Communications and Business Development department. The idea highlighted the benefit of the forum; a staff member wanting to introduce something to help support other staff members, who didn't feel other ways of suggesting it would be received in the way it was intended and was positively received and endorsed by the Forum.



The group also held their first “face-to-face” meeting in Swansea Central Fire Station on 12 November 2021. A review exercise was facilitated, which looked at the background, what’s gone well and what can be improved, which resulted in some further lines of enquiry, and next steps being identified, including onboarding new members, and rotating the Chair and Vice Chair roles, which will ensure the group continues to evolve and develop as it moves from being a specific corporate objective to business as usual. Work was also undertaken to ensure the Ideas Forum features prominently in the new version of the Service intranet.

### **Strategic Aim Four Our Future - Contribution to the Well-being of Future Generations (Wales) Act 2015:**

**Long Term:** Organisational learning will help us to shape our future practices, implement safer ways of working for our operational staff and reduce the risk to our communities. Continuing to make better use of IT Systems will reduce our carbon footprint, whilst improving the way we operate. This will require support in terms of investment and training, as well as a changes to the way we work. The longer-term result will be a smarter and more productive Service, which can prevent, protect, and respond more effectively.

**Prevention:** Using organisational learning and IT Systems to identify trends, helps us to make more informed decisions about what, where and how our work should be focussed. It enables the Service to respond more appropriately to the needs of our communities, whilst reducing the risk to our frontline firefighters.

**Integration:** Using organisational learning to develop IT systems and processes across the Service and including this into the way we work, will improve the service we give to our communities. It will also help us operate with other emergency services and partners, to provide a more joined up approach for the public.

**Collaboration:** Working with partner organisations and third parties, sharing best practice on how to do things will help us and others improve, ensuring a high quality of service.

**Involvement:** Creating forums that provide access for all our staff, will ensure future ways of working are shaped by everyone in the Service. Using this collective wisdom will ensure that we remain focussed on the needs of both our people and the public we serve.

**A Prosperous Wales:** Our digitisation programme will enable us to improve the way we deliver our services, providing better information and intelligent data to our staff as they in turn support our communities in matters of prevention, protection, and response. We will also actively seek new equipment, practices, and processes to ensure that our operational personnel and the communities we serve, are afforded the best possible levels of safety and protection.

**A More Equal Wales:** A more Equal Wales will be contributed to through the exploration of opportunities for more development of our people, to help them reach their full potential, regardless of their background or circumstances. Increased connectivity and digitisation assist us in delivering our emergency and community safety services to citizens, ensuring that we can deliver advice and intervention programmes to assist individuals to improve their lifestyle.



**A Resilient Wales:** We will continue to consider the use of new technology and innovation within our Service, where our impact on the environment is better understood and reductions in our carbon footprint can be achieved. By maximising the benefits of our asset management strategy, policies and plans and involving partners in future options, we will make all our partnerships stronger.

**A Wales of Cohesive Communities:** A Wales of Cohesive Communities will be contributed to through the consideration and use of community-based facilities and partnerships, working with new and existing organisations and sectors, all of which helps foster a sense of belonging and unity amongst the well-connected communities. When developing new projects and processes, we will engage and consult with key stakeholders and partners in other emergency services and sectors, which will contribute to safer and better-connected communities.

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



## 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: -

- Corporate Plans.
- Strategic Plan.
- Annual Business Improvement Plans.
- Annual Performance Assessments.
- Consultation Reports.
- Audit Wales & Wales Audit Office Reports.
- Welsh Performance Indicators Reports.
- All Wales Dwelling Fire Response Charter.

We welcome your comments or suggestions for future planning improvements. To provide your feedback, you can contact us via our website [www.mawwfire.gov.uk](http://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](mailto:mail@mawwfire.gov.uk).

### Alternative Versions

This document is also available in accessible formats. If you would like this information in an alternative language or format or audio, please contact us on 0370 6060699 or e-mail: [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk).

### Request a Home Fire Safety Check

You can request a home fire safety check for yourself, a dependant relative or neighbour, by contacting the Service on 0800 169 1234 or by visiting [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk).

### Follow us on:

Facebook: [facebook.com/mawwfire](https://facebook.com/mawwfire)

Twitter: [@mawwfire](https://twitter.com/mawwfire)

Instagram: [mawwfire\\_rescue](https://www.instagram.com/mawwfire_rescue)



## **Appendix 1**

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

We understand the purpose and aim of the Act and are committed to ensuring we consider the long-term impact of our decisions on the communities we serve. Our Corporate Plan 2021-2026 outlines our five-year Strategic Aims and our Improvement and Well-being Objectives for 2021/2022.

We ensured that our Improvement and Well-being Objectives were developed in accordance with the sustainable development principle and incorporated the five ways of working. Our Improvement and Well-being Objectives were developed through a series of workshops with our staff, Elected Members and Representative Bodies.

Throughout our Corporate Plan 2021-2026, we highlighted how our Improvement and Well-being Objectives contributed to the seven Well-being Goals, demonstrating how each one helps us improve the economic, social, environmental, and cultural well-being of Wales. We will therefore ensure that when making decisions, we consider the impact the decisions could have on the people living their lives in Wales both now and in the future. We also gave due consideration to the rich diversity of people within mid and west Wales and continue to work collaboratively with others to help the Authority achieve its Strategic Aims and Improvement and Wellbeing Objectives, and conversely, to help others to achieve theirs.

Our Corporate Plan also outlined how we had considered Sustainable Development Principle and Well-being Goals:

### **Long-term**

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

When setting our Strategic Aims (2021-2026) and Improvement and Well-being Objectives (2021/2022), we ensured that we remained sighted and monitored future trends and long-term challenges that have an adverse impact on the services we provide. We continued to adapt and diversify our activities to better meet the needs of our communities, as well as improved the way we meet the needs of the people that work, live, and visit our communities in order to make them safer.

### **Prevention**

Prevention, protection, and early intervention remained a priority for us, and we were committed to making the communities we serve as safe as possible, by continually reviewing and adapting our intervention services. We continued to take a proactive, integrated, and collaborative approach to the services we provide, by working closely with new and existing partner organisations to deliver tailored safety messages, maximising the positive impact in our communities. Our focus for prevention was centred around preventing problems from occurring or worsening by ensuring early intervention was undertaken and that our communities were as informed as possible.



## Integration

We took an integrated approach when developing our Improvement and Well-being Objectives (2021/2022), as we believe that working in a more integrated way enabled us to solve problems more effectively and efficiently. By undertaking a joint approach to maximise opportunities and working collaboratively with our partners and stakeholders, we reduced the duplication of effort across public sector organisations and furthermore shared resources, learning and knowledge for the benefit of our communities and future generations.

## Collaboration

Working collaboratively with our partners is of key importance to us as a Fire and Rescue Service, we work collaboratively with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service in a number of ways and have adapted an “all Wales” approach in several areas. This collaborative approach also identified the most cost effective and efficient delivery methods across the three Fire and Rescue Services on several subject matters. We understand that working closely with our partners, maximises the impact of our safety messages on our communities and delivers safety messages with a joint approach. We will therefore continue to build on existing relationships and look for new opportunities to develop new and existing partnerships to make the most effective use of our assets.

## Involvement

We consulted widely with our stakeholders, partner organisations and the public. We fully engaged with local communities through events and consultations, encouraging them to get involved in the decisions that affect them, which encouraged a two-way dialogue and also ensured that they have their say on how we deliver our Improvement and Well-being Objectives. Encouraging public participation and involvement in decision making was extremely important to us.

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

Contributions towards a **Resilient Wales** were achieved through the consideration of new technology and innovation within our Service. We also better understand our impact on the environment in order for reductions in our carbon footprint to be achieved, whilst continuing to maintain a high standard of service delivery.

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

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



In order to assist with creating a **More Equal Wales**, we prioritised our interventions at those individuals who were most vulnerable in order to improve their circumstances and to provide them with advice to enable them to improve their lifestyle.

Our contribution to a **Wales of Vibrant Culture and thriving Welsh Language** was to continue to encourage and promote the use of the Welsh Language within our service area. Where possible, we promoted access to our services through the utilisation of the Welsh language, to ensure that our stakeholders are able to communicate with us in their preferred language. We also continued to encourage our employees to speak their preferred language in the workplace and provide opportunities to employees who wish to learn Welsh.

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

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

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

Not only have we considered the Well-being of Future Generations (Wales) Act 2015 in the formation of this plan, we have also embedded a number of new ways of working within the day to day running of the organisation. The Golden Thread of the Service has been greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From our individual development plans and departmental strategies, through to our Corporate Plan 2020- 2025, the ethos of the Act is at the forefront of our minds. Whether its forming new partnerships; adopting a horizon scanning approach as part of our future planning processes; or embedding the Well-being of Future Generations (Wales) Act 2015 project framework within the delivery of our own corporate projects, we ensured that the needs of the present were met, without compromising our future generations.