



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

ANNUAL PERFORMANCE ASSESSMENT

2019/2020

www.mawwfire.gov.uk



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Mid and West Wales
Fire and Rescue Service

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Annual Performance Assessment
2019/2020

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Introduction

We are pleased to introduce our Annual Performance Assessment for 2019/2020.

This report outlines how we have performed against the Improvement and Well-being Objectives we set ourselves within our Corporate Plan for 2019-2024.

There is no doubt that we are a high performing Service and we are extremely proud of what we have achieved during 2019/2020. 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 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 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 *QFSM MBA*
Chief Fire Officer



Cllr Jan Curtice
Chair of the 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 ways in which we assess and report our achievements are understood by our communities, staff and stakeholders. Throughout our Annual Performance Assessment, we will tell you how we delivered against what we planned to do in 2019/2020.

The Annual Performance Assessment is also an opportunity for us to identify the 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 at www.mawwfire.gov.uk.

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



Our Commitment to Improve

As a public sector organisation, we know it is our duty to continually improve the way we work and deliver our services. Our five-year Strategic Aims, which are Our People, Our Environment, Our Communities, Our Future, Our Partnerships and Our Resources, reinforce our commitment to continuously improving the services we provide within our communities.

Indicators

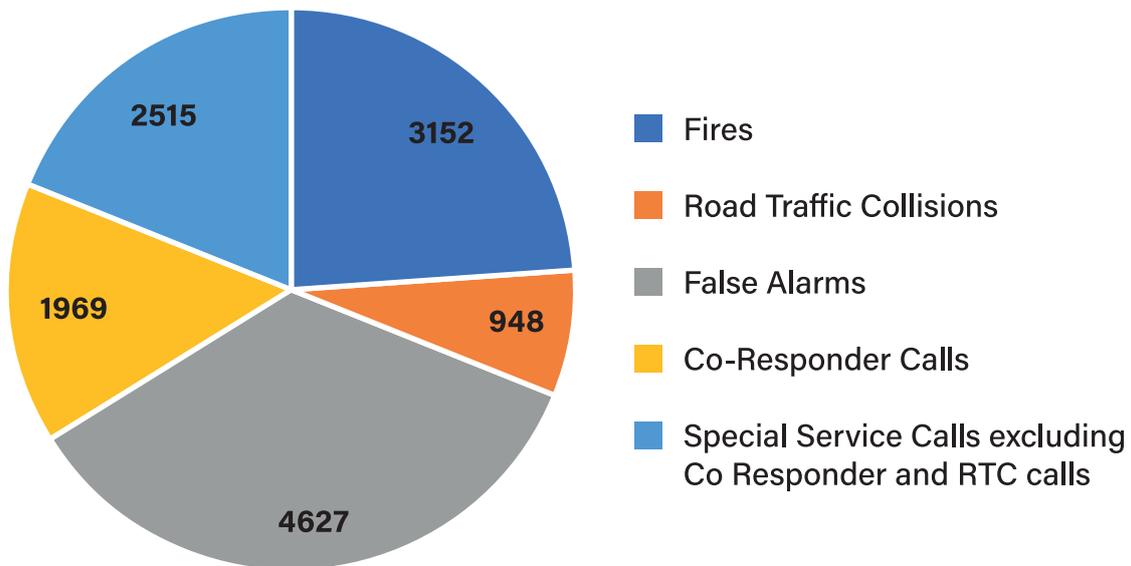
We are required to report annually on our statutory and sector performance indicators. The following table and graph provides an overview of our performance against those statutory and sector indicators for 2019/2020.

	Mid and West Wales Fire and Rescue Service		North Wales Fire and Rescue Service		South Wales Fire and Rescue Service	
	2018/2019	2019/2020 (p)	2018/2019	2019/2020 (p)	2018/2019	2019/2020 (p)
Number of Fires Attended	3734	3152	2283	1950	6897	5474
Number of False Alarms Attended	4899	4627	2269	2274	7847	7827
Road Traffic Collisions Attended	870	948	220	179	1112	950
Special Service Calls Attended	3966	4484	535	469	2062	2596
Deaths and Injuries from Fires	59	47	48	50	69	66
Deaths and Injuries from Accidental Fires	42	44	28	46	54	47
Percentage of dwelling fires confined to room of origin	88.25%	85.37%	86.94%	88.51%	82.50%	83.07%

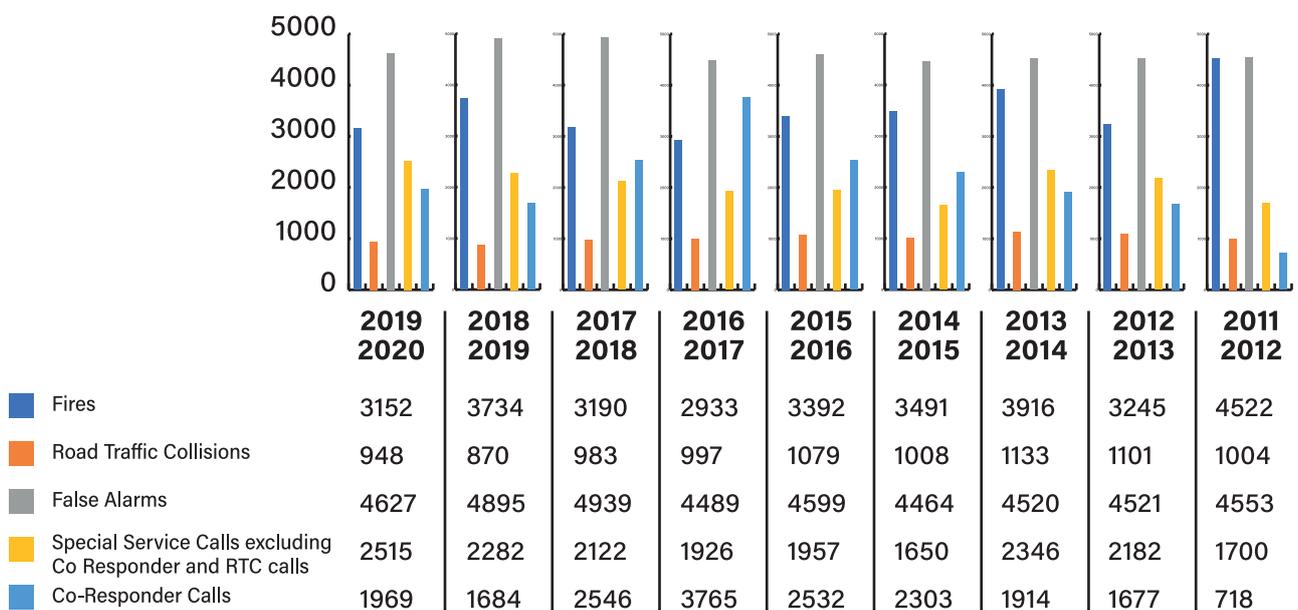
Incident	2019 2020	2018 2019	2017 2018	2016 2017	2015 2016	2014 2015	2013 2014	2012 2013	2011 2012
Fires	3152	3734	3190	2933	3392	3491	3916	3245	4522
RTC's	948	870	983	997	1079	1008	1133	1101	1004
False Alarms	4627	4899	4939	4489	4599	4464	4520	4521	4553
Co Responder Calls	1969	1684	2546	3765	2532	2303	1914	1677	718
Special Service Calls excluding Co responder and RTC Calls	2515	2282	2122	1926	1957	1650	2346	2182	1700
Total	13211	13465	13780	14110	13559	12916	13829	12726	12497



2019/2020 Incidents Attended as per Percentage



Incidents Attended by Year and Type



Welsh Performance Indicators for 2019/2020

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 2019/2020.

Performance Indicator	2019/2020 Actuals	Average 2010/11 to 2014/15	Average 2015/16 to 2019/20	Average Percentage Difference 2010/11 to 2019/20
Total number of all deliberate fires attended per 10,000 dwellings	1580	2109	1550	-26.5% ↓
Total number of all accidental fires attended per 10,000 dwellings	1572	2040	1731	-15.1% ↓
Total number of all fires in dwellings attended per 10,000 dwellings	497	616	565	-8.2% ↓
Total number of all accidental fires in dwellings attended per 10,000 dwellings	460	567	532	-6.2% ↓
Number of deliberate fires in dwellings per 10,000 dwellings	37	49	36	-27.6% ↓
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	200	260	209	-19.7% ↓
Total number of fire deaths per 100,000 population	3	7	6	-5.9% ↓



Deaths caused by fires started accidentally in dwellings per 100,000 population;	2	4	5	13.6% ↑
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	45	63	54	-14.3% ↓
Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings per 100,000 population;	31	42	38	-10.4% ↓
Injuries (excluding precautionary checks) arising from fires started deliberately in dwellings per 100,000 population	3	5	4	-13.0% ↓
Total false alarms caused by automatic fire detection per 1,000 non-domestic properties	1418	1456	1534	5.4% ↑
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended	41.05%	36.0%	40.00%	11.1% ↑

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



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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 2019/2020 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, as well as providing fire safety talks to children and young people.

During 2019/2020 we attended **460** accidental dwelling fires, resulting in the deaths of **2** people and another **31** people sustaining injuries. (excluding first aid and precautionary checks).

Also, during 2019/2020 we attended **37** 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 ten years shows a gradual decline (with the exception of 2010/2011, 2013/2014 and 2016/2017).

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

Commitment 2:

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

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

Our joint emergency control room remains available around the clock every day of the year, with special arrangements in place for a seamless transfer of calls from one control room 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 2019/2020, we handled a total of 32,514 emergency 999 calls.

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

Another important skill is recognising when a caller is abusing the 999 system by falsely claiming that there is an emergency when, in fact, there is not. It is a criminal offence to knowingly make false calls to the emergency services. Sadly, that does not seem to deter a minority of people who tie up the 999 lines and divert services away from people who may be in a genuinely life threatening situation.

Every time we turn out to one of these malicious false alarms it wastes both time and money and places the rest of the community at higher risk.

In 20% of cases, we were able to establish that these calls were not genuine and thus avoided needlessly mobilising resources to attend.



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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.

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 deal 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 2019/2020 our crews attended **3152** fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, **30** 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 2019/2020, of the **(460)** accidental dwelling fires that we attended, **395** were successfully contained within the room of origin, without spreading any further. This equates to 84%.

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 2019/2020 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



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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 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 a 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 2019/2020 **16** 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 2019/2020 we attended 497 fires in dwellings, of which 37 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 2019/2020 we served **19** Enforcement Notices, **22** Prohibition Notices and **0** Formal Cautions in relation to non-domestic premises that failed to comply with the requirements contained within the Regulatory Reform (Fire Safety) Order 2005.

Commitment 7:

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

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



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Our Improvement and Well-being Objectives

Each year, as part of our planning process, we develop Strategic Aims and Improvement and Well-being Objectives.

Our Strategic Aims and Improvement and Well-being Objectives tell our staff, communities and stakeholders what benefits will be delivered to them over the coming year. During 2019/2020, we identified and developed six Strategic Aims, which we believed would reduce risk and improve the safety of our communities.

They were:

Strategic Aim **One** - Our Environment



We will improve our working practices and reduce the impact of our activities on the environment.

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

Strategic Aim **Two** - Our Partnerships



We will work with organisations and individuals with the varied range of skills and expertise essential to achieve continued improvement.

We will progress open, collaborative and flexible partnerships that put transparency and inclusivity at the heart of Service Delivery.



Strategic Aim Three - Our Future

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



Strategic Aim Four - Our Communities

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



Strategic Aim Five - Our People

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



Strategic Aim Six - Our Resources

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



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Strategic Aim One Our Environment

Well Being of Future Generations (Wales) Act 2015



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

Why we chose this Strategic Aim:

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

Over the years we have made great strides in our aim to reduce our carbon footprint. Our intention is to be a Fire and Rescue Service where sustainable development and environmental issues are embedded in all our decision-making processes; enhancing the economic, social and environmental well-being of our communities.

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

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

- Continue to educate our staff about environmental and sustainable issues, while encouraging and promoting a collective responsibility for future generations.
- Continue to modernise our estate by utilising environmentally responsible and low carbon emitting renewable technologies.
- Consider the environment as part of all our decision-making processes and implement environmental improvements where appropriate.
- Minimise waste and pollution risks by developing and operating sound waste management practices and procedures; focusing on the principles of the waste hierarchy.
- Create a green infrastructure which will enable us to progress the Ultra-Low Emission Vehicle (ULEV) agenda within the Service.

- Continue to consult with external stakeholders and learn from sector leaders; incorporating best practice solutions across the Service, as appropriate.

What we did to meet our Strategic Aim:

We maintained the Level 5 Green Dragon Environmental Management Standard accreditation. The Standard measures environmental performance and supports the Service by minimising our impact on the environment through our activities and procedures.

Environmental awareness circulars were published throughout the Service, in order to educate staff on Winter Heat Conservation and to raise awareness and encourage collective responsibility for Fair Trade and UTZ products in Service locations.

A telematics system was procured to improve the Service's ability to measure fleet utilisation. The system directly supports the objective of reducing the size of the Service's fleet strategically, without adverse effect.

Our Estates department continued to explore sustainable options for the refurbishments of Fire Stations, which included the Morryston and Neath Fire Stations, where solar energy panels and charging points for electric vehicles were installed. Furthermore, Photo Voltaic Cells and electric vehicle charging points were installed in several Service locations.

The ULEV Project continued to make good progress with the replacement of existing "end of life" fossil-fuelled Service vehicles with environmentally sustainable alternatives. Electric vehicle charging points were installed at strategic locations across the Service area. Following a trial of two different electric vehicles, and an internal staff survey to identify the relevant requirements, the Service added to its Electric Vehicle Fleet by purchasing 22 vehicles, which were a mix of the VW e-golf, Nissan leafs and electric vans.

Opportunities to work collaboratively with partner organisations to build an improved electric charging infrastructure across mid and west Wales have continued to be explored through a number of different channels and forums, such as Public Services Boards (PSBs).

A trial to implement personal re-useable water bottles was undertaken, with a view to reduce the amount of single use plastic water bottles being purchased by the Service. The trial was undertaken with a number of of Fire Stations, in order to evaluate the feasibility of implementing the change across the Service.



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The Service produced a report against the Section 6 (S6) Duty of the Environment (Wales) Act 2016, which highlighted what the Service was doing to enhance and protect biodiversity; and demonstrate how the environment is considered when making decisions.

A new Waste and Recycling Contract was procured to standardise and streamline the Service's waste collections and enable monitoring Service wide. Internal Waste Audits were undertaken on Fire Stations, which were identified as using a vast amount of waste bags, and appropriate measures put in place to increase their levels of recycling, and subsequently reduce the amount of waste being produced.

The Sustainability and Environment Manager consulted regularly with external organisations, PSB Groups and other Fire and Rescue Services to highlight the positive work being undertaken within the Service and to align where possible to external perspectives.

Our Fire Stations contributions to Strategic Aim One, Our Environment:

The use of technology, such as Microsoft Teams was encouraged, which not only saved on our energy and fuel usage, but also reduced the Service's carbon footprint. Furthermore, when attending courses, the Stations arranged to "car share" with colleagues to ensure that the environment was considered at all times. Several Stations also reduced their carbon footprint by arranging locally based training assessments.

All unnecessary lighting and heating were minimised when the Stations were not occupied. A software system-based approach was also adopted when submitting finance claims, therefore limiting the use of paper.

Electric charging points have been included at Llandrindod Wells, Carmarthen and Llanelli Fire Stations to support the Service's new fleet of electric vehicles.

Stations have set up recycling contracts with the Service's Estates Department and have continued to recycle as much as possible. They have also made use of the OWL technology and a large multimedia screen, to further reduce the amount of travelling required to attend meetings.

Neath station's Green Watch developed a small vegetable patch and started growing their own vegetables.

Did you know during 2019/2020:

We introduced Fairtrade Products to our three main catering facilities at Service Headquarters, the central training facility in Earlswood and Caffi Tân at Aberystwyth Fire Station, which is open to members of the public, as well as servicing the requirements of the staff located on site.

We are proud that for every Fairtrade product purchased we are making a difference to the lives of the producers, their families and indeed their communities.

We awarded a contract to a Ceredigion based SME (Small to Medium Enterprise) to provide waste and recycling collection services for the Service. We were able to structure the tendering process in such a way that gave local SME's the same opportunity to tender as other larger organisations.

Our vision was to source a long-term partner to deliver the services. Key aspects included having a contractor who would be willing to assist the Service in educating staff about waste and the importance of recycling, and who would advise us in terms of how we could achieve our aim of zero waste to landfill in the longer term.

Strategic Aim One, Our Environment – Contribution to the Well-being of Future Generations (Wales) Act 2015:

A Prosperous Wales:

To use innovative new green technology to improve and create more sustainable buildings and to research and develop an Ultra Low Emission fleet of non-response vehicles to improve local air quality and reduce the carbon footprint of the Fire Service. To implement an infrastructure throughout mid and west Wales fire stations to enable electric vehicle charging at strategic locations. Helping to connect Ultra Low Emission Vehicle (ULEV) communities and encourage use of electric and hybrid vehicles as an alternative to fossil fuelled vehicles.



A Resilient Wales:

To encourage and enhance the natural environment and biodiversity on our sites where possible to allow for a healthy ecosystem on Fire Service and adjacent land.



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To work with local partnerships to develop mapping and raise awareness for use in operational activities of areas of high biodiversity value and allow for the best available means of management.

A Healthier Wales:

Working towards encouraging biodiversity on our Service locations to improve mental well-being and improving the local air quality by reducing our Service carbon emissions through innovative and sustainable technology.

A Wales of Cohesive Communities:

Collaboration with local partnerships and PSB organisations to allow for a more cohesive working arrangement. Encourage working with other organisations to collaborate on potential environmentally sustainable projects such as strategic locations of charging points to improve local air quality.

A Globally Responsible Wales:

Working with local communities to understand their environmental needs and have a positive impact on well-being. To consider the environmental impact in all aspects of our activities and ensure a positive contribution for both the Fire Service and to the communities we serve.

THE JOURNEY CHECKER

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

Strategic Aim One - Our Environment.	Getting Started	Making Simple Changes	Being more adventurous	Owning our Ambition	Leading the way.
Strategic Aim One - Our Environment.					✓



Strategic Aim Two Our Partnerships

Well Being of Future Generations (Wales) Act 2015



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

Why we chose this Strategic Aim:

We continue to build on our operational effectiveness with partner organisations and work closely with other agencies to deliver efficient and effective services across a broad range of areas.

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

Our desire is to streamline processes, wherever possible, and reduce duplication across agencies, improving our own and partnership delivery effectiveness, and supporting the delivery of improved and effective services to meet the specific needs of our communities.

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

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



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What we did to meet our Strategic Aim:

The Service continued to deliver a holistic community safety approach and worked closely with other emergency services, multi-agency partners and third sector organisations. Our work with Public Services Boards (PSBs) and Community Safety Partnerships (CSPs) focussed on early intervention, by identifying and providing effective early support to children and young people who are at risk of poor outcomes, Adverse Childhood Experiences (ACEs), falls prevention and Ageing Well activities.

Working with PSBs and CSPs enabled us to create strong networks, greater knowledge of partner structures and the ability to support each other. The success of these strong partnerships was seen through high profile events, such as the Royal Welsh Show and Cruz Cymru, where combined safety messages were delivered to our communities using a co-ordinated approach.

Further high-profile partnership working included, Operation Be A Nice Guy (Op BANG), which is a multi-agency partnership between the Police, Fire and Rescue Service and Local Authorities and is aimed at reducing the risks associated with anti-social behaviour and arson in the weeks leading into Halloween and Bonfire night.

The key messages from Op BANG were delivered to schools and youth groups by the Service's School Liaison Officers and Fire Crews. This partnership working resulted in an overall reduction in the number of fires attended during 2019, in comparison with the previous two years.

The multi-agency work for Operation Dawns Glaw continued to make good progress in reducing the impact of grassfire activities across Wales.

There was also a focus on identifying and addressing emerging risks across our Service area, which included "County Lines", a term used when drug gangs from larger metropolitan areas expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs, and Modern Day Slavery. We assisted with the signposting to relevant agencies where staff encountered vulnerable individuals at risk of exploitation.

We engaged with partners to identify opportunities for site sharing at a number of locations. These site sharing arrangements are in place with a wide range of organisations including Dyfed Powys Police (DPP), South Wales Police (SWP), Welsh Ambulance Service Trust (WAST), Natural Resources Wales (NRW), Brecon Mountain Rescue and various Local Authorities.

Regional procurement partnership discussions were held through the south west and mid wales regional procurement group, which focussed on the forward work plan for the Welsh Local Government Association (WLGA) Procurement Group, and the Regional Procurement Groups.

During the year, the Service's People and Organisational Development (POD) Department worked with the University of South Wales, as part of an All Wales endeavour, on the development and introduction of a Level 5 Leadership and Management Diploma Apprenticeship. Unfortunately, the COVID-19 pandemic led to a postponement of the formal launch of the initial course, however, this will remain under review.

As part of the Service's T20 Programme, a number of partnerships with external organisations were created in the development of innovative technologies to improve business processes and firefighter safety. An example of this successful partnership is the development of a viable tracking solution for operational personnel.

Further productive relationships were established with manufacturers and other Fire and Rescue Services, supporting the distribution of state-of-the-art equipment and personal protective equipment (PPE) for operational use. The procurement of structural PPE incorporates a managed care facility which ensures readily available stocks with reduced quantity, thus ensuring that the Service utilises its assets more efficiently.

Good progress was made on the Service's PPM programme, where Stations were identified to be fitted with Radio Frequency Identification (RFID) equipment and storage solutions. This innovative approach will enable the Service to track and rotate its PPE assets to ensure improved utilisation and reduce the requirement for future expenditure.

We continued to support the Public Services Boards (PSBs). Following the completion of the Wellbeing Plans across the six Public Services Boards' within the Service area, sub-groups were developed, and good progress was made to deliver against the Objectives contained within each of the Wellbeing Plans.

Examples of areas where the Service was heavily involved included, Ageing Well in Neath Port Talbot, Co-location and Integration of Front-Line Services in Ceredigion, Strong Communities in Swansea and Transport Infrastructure in Powys. The Service continues to remain fully committed to supporting each PSB and the Well-being of Future Generations (Wales) Act 2015.

The Service was also heavily involved in the Carmarthenshire PSB, food sub-group, which was awarded a sum of £100,000 from the Welsh Government Foundational Economy Challenge Fund. The funding will be used to improve the procurement of local food from the area. The project will provide business opportunities for locally or regionally based companies and bring environmental benefits by lowering food miles and associated carbon costs.



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Our Fire Stations contributions to Strategic Aim Two, Our Partnerships:

Stations assisted neighbourhood Policing Teams to deliver regular "Street of the Week" interventions when identified. They also actively engaged with the Dyfed Drug and Alcohol Service (DDAS) via Home Fire Safety Checks (HFSC) in the identification of vulnerable individuals who may be engaged in substance abuse. In addition, dialogue commenced in regard to assisting the Police with "County Lines" where "Cuckooing" of the homes of vulnerable individuals can lead to spread of illegal drugs and/or people trafficking and prostitution.

Amman Valley Fire Station continued to build strong relationships with the local community policing team, with PCSOs working at the station regularly. This helped to develop an improved working relationship between the Service and Police team in and around the Upper Amman Valley area. Furthermore, partnership working arrangements with Tai Tarian were explored, to enable representatives from Tai Tarian to work occasionally from Amman Valley Fire Station, this working arrangement will improve potential contact and interaction with the most difficult to reach, vulnerable members of the Upper Amman Valley area.

The shared location facilities at several Fire Stations across the Service area, with the Welsh Ambulance Service Trust (WAST), also continued to create good working relationships amongst both crews.

Road Safety events were facilitated for Young Farmers Clubs to provide road safety advice. Crews also continued to engage with local farmers regarding haystack testing and utilised the Farm Liaison Officers to provide advice and guidance to local farming communities. They also actively engaged in all community events and held Station open days, school visits, scout visits, coffee mornings, Home Fire Safety Checks and car washes. They raised a considerable amount of funds for local charities and The Fire Fighters Charity.

Members of On-Call personnel from Aberystwyth Fire Station participated in the "Sam and Shauna's big cook off" TV programme for BBC 1 Wales. Quarterly "get togethers" of retired personnel from the Service were held at Caffi Tân in Aberystwyth Fire Station.

A number of successful multi agency exercises were undertaken, including one during June 2019 with Stations from Pembrokeshire Command. The exercise included the RNLI and HM Coastguard at Caldey Island, Pembrokeshire.

This exercise demonstrated how collaborative working with the RNLI and HM Coastguard helps to improve the performance of our response at such incidents. Joint training exercises were also held in partnership with Hereford and Worcester Fire and Rescue Service and the Police. The exercises included multiple scenarios to test the skills of staff.

Neath Port Talbot Command Team, Amman Valley Fire Station and Neath Fire Station, interacted with the NPT PSB Building Safe and Resilient Communities workstream which focussed on two areas within NPT, the upper Amman Valley and the Melyn area of Neath. This entailed attending workshops in both areas, highlighting and developing the community assets available within each area for citizens to access to enhance their daily lives.

Did you know during 2019/2020:

In partnership with the office stationery supplier Lyreco, we became the first Welsh public sector organisation to fully commit to the Cymru Copier Scheme. The Service committed to using the Steinbeis paper, which is certified to Blue Angel and Eu-Ecolabel, along with a secure off-site shredding service from a Welsh social enterprise Elite Paper Solutions Ltd that employs disabled and economically disadvantaged people across the South Wales Valleys. On the basis of the work that we have given to Elite Paper Solutions Ltd, they have sub-contracted some of the work to a Ceredigion based social enterprise also.

Our Pembrokeshire Community Safety Team assisted an elderly couple following an incident involving burnt food. It was identified that they had been targeted by a large volume of nuisance and scam phone calls. The community safety team have a very close partnership with the trading standards team and contacted them directly from the property. The occupiers spoke with trading standards and arrangements were put in place to install a call blocker before the community safety team left the property. As a dementia friendly organisation, the staff had the knowledge to also provide wider advice and advised them to seek a driving assessment, as well as signposting them to relevant support services. They also discussed the benefits of having a linked alarm system fitted.

This is a good example of one organisation identifying multiple issues within a property and having the appropriate partnership arrangements in place to be able assist the occupants to resolve issues as quickly as possible. This also helps avoid having numerous agencies calling to a property, which could easily confuse or upset a person experiencing dementia.

Our close partnership working with DPP enabled a Police Sergeant secondment to the Arson Reduction Team to work in collaboration with the Arson Reduction Manager and Community Safety Staff. This formal arrangement has assisted information sharing, crime prevention and partnership approach to reducing arson.

Another example of effective partnership working was a multi-agency approach by the FRS, SWP, City and County of Swansea and NRW to work with communities living



around the Kilvey Hill area of Swansea, a prominent landmark that is regularly the target of deliberate grass fire setting.

This collaborative work led to a removal of fly tipped waste, the cutting of fire breaks and replanting of tress with the support of Swansea University and community groups. Increased patrols of this area have taken place utilising local community groups, such as 'Paws on Patrol' as and when required with additional support from FRS and SWP .

During 2019/2020 we initiated 17 site sharing arrangements with (WAST), DPP and SWP. We also had further agreements with WAST to host their Passenger Transport Service at our Llandrindod Wells site, and a variation to the existing agreement at Bulth Wells Fire Station regarding the occupation of internal rooms.

Strategic Aim Two, Our Partnerships – Contribution to the Well-being of Future Generations (Wales) Act 2015:

A Prosperous Wales:

Our strengths as an innovative organisation, support our commitment to operating our business more efficiently, working closely with local business and partners.

A Resilient Wales:

The environment is at the forefront of all our activities, through operational decision making, our infrastructure energy use and recycling, we continue improvement through education and change processes.

A Healthier Wales:

We support early intervention, through our community early age education programmes and adult safety education as well as a commitment to staff physical and mental well-being.

A More Equal Wales:

We provide support to the most vulnerable of our communities, assisting partner agencies to maximise community inclusion.



A Wales of Cohesive Communities:

Working with local communities to understand their environmental needs and have a positive impact on well-being. To consider the environmental impact in all aspects of our activities and ensure a positive contribution for both the Fire Service and to the communities we serve.

THE JOURNEY CHECKER

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

Strategic Aim Two, Our Partnerships	Getting Started	Making Simple Changes	Being more adventurous	Owning our Ambition	Leading the way.
Strategic Aim Two, Our Partnerships				✓	



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Strategic Aim Three Our Future

Well Being of Future Generations (Wales) Act 2015



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

Why we chose this Strategic Aim:

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

From an operational perspective our business processes have evolved incrementally over the past 10-15 years. We currently utilise IT to support our incident management processes, however, there is considerable scope to develop these further, in order to ensure that the Service maximises opportunities to work more effectively.

We want to develop further research and development in order to reduce risk to firefighters and our communities, as well as explore a greater use of technology to reduce our carbon footprint, reduce costs and improve organisational effectiveness.

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

- Utilise technology to improve business processes.
- Reduce operational risk by investing in improved communication systems and enhancing the way in which we manage our operational data.
- Develop an IT infrastructure which supports alternative ways of working.
- Improve our internal communications and decision making to drive forward change.

What we did to meet our Strategic Aim:

The Service continued to explore innovative ways of working across directorates and functions. Our T20 Project explored several innovative business cases, and the implementation of new working practices involving internal communications.

Easier to use and accessible video conferencing equipment was installed across our Service locations, which increased workplace productivity through the reduction of unnecessary travel. As the Service covers two thirds of the landmass of Wales, this significantly contributed to reducing our carbon footprint, as well as mitigating the Service's road risk exposure. This also encouraged staff to exploit more of their respective Microsoft licences, which provided further value for money.

New fire-ground radios with the latest technology were procured, which supported enhanced communications during operational incidents, whilst increasing firefighter safety. Good progress was made to replace our Mobile Data Terminals (MDTs), which are the computers situated in the front of every fire appliance, enabling the provision of risk information and other data to help successfully resolve incidents whilst keeping firefighters safe.

A new Operational Learning System (OLS) was developed. The system will enhance the Service's capability to capture learning from all sources, both internally and externally, and thereafter act on it by amending or changing operational procedures. The new system allows frontline personnel to record incidents of interest, with particular emphasis on where new or alternative procedures may have been used and contributed to the successful resolution of the incident. OLS will provide an evidence base to ensure continuous improvement is achieved across the Response sector of the organisation, whilst ensuring that our staff are protected from the increasing and changing risks they may face.

The T20 Project Team made good progress with the "Gov Tech" challenge, which provides an intelligent, real time tracking solution for operational personnel in the build environment. A £1m grant was awarded to two companies, the project is scheduled to conclude at the end of the next financial year (2020/2021) and is the first of its type in the UK Fire and Rescue sector.

The T20 Team also explored and introduced the tracking and management of firefighters' personal protective equipment (PPE) with storage furniture, scanning devices and user interfaces.

The Service's ICT department was also instrumental in supporting all work within the 'Our Future' Strategic Aim. Members of the ICT department attended the BAPCO show to look at how new and emerging technology could be utilised within MAWWFRS to ensure that technology was utilised effectively to promote more efficient working.



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Our Fire Stations contributions to Strategic Aim Three, Our Future:

Stations continued to utilise new technologies and encouraged crews to understand that the changes being made were being made for the better, such as the use of new technologies including Microsoft Teams and CITRIX, which enabled Stations to check the RAPPEL availability system from home.

Furthermore, the Stations utilised Microsoft Teams to deliver lectures on weekly drill nights to allow crews to access them remotely. Station personnel interacted with the trials of new equipment and PPE, such as the new fire boots, and HVP trials, where they responded to the relevant questionnaires and offered feedback. They were also heavily involved in supporting the T20 programme.

Throughout 2019/2021 personnel continued their work and input to the Operational Learning System (OLS), which assisted with the embedding of operational learning across each Command.

The new Compact Fire Appliance was trialled at several Stations across the Service area. One trial in the Swansea West Fire Station ran over four months and included engagement and evaluation from the crews regarding its performance, in order to establish its suitability.

Did you know during 2019/2020:

The Service's Operational Learning System (OLS) was used successfully to identify a trend in PPE not being worn correctly at water incidents. As a result of this, information was placed in the quarterly newsletter to remind crews of the correct way to wear PPE at these incidents.

We received a National Operational Learning (NOL) note that informed us that many more transport companies were operating fleets of vehicles that are powered by LNG (Liquified Natural Gas). This poses a different set of hazards to crews attending incidents involving these vehicles.

As a result, we issued information informing crews of this new, increasingly common form of powering large goods vehicles and the hazards they can pose to crews.

Strategic Aim Three, Our Future – Contribution to the Well-being of Future Generations (Wales) Act 2015:

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 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 partners stronger.

A More Equal Wales:

The implementation of various recommendations emanating from the Service Review Programme, will assist with a more equal Wales through the exploration of opportunities for more holistic development of our people to help them reach their full potential, regardless of their background or circumstances. 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 Wales of Cohesive Communities:

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

THE JOURNEY CHECKER

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

Strategic Aim Three - Our Future.	Getting Started	Making Simple Changes	Being more adventurous	Owning our Ambition	Leading the way.
Strategic Aim Three - Our Future.					✓



Strategic Aim Four Our Communities

Well Being of Future Generations (Wales) Act 2015



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

Why we chose this Strategic Aim:

We know that effective partnerships are essential to a holistic approach to safeguarding our communities and the Service is engaged in a wide range of partnerships across the Service area. Partnership arrangements to support the delivery of community safety can be complex and are subject to change, as partner organisations change and restructure. Where partnerships are focussed on addressing common problems and are effectively aligned, they can make a positive difference.

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

The Service delivers a large number of Home Safety Checks annually. The traditional "Fire Safety" message is now being widened to include health and safety messages that promote the safety messages of partners, such as the Police, Public Health and Trading Standards. We will look to re-brand our Home Fire Safety Check to a Safe & Well Check to enable the wider more holistic messages of our partners to be delivered.

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

- Work with our Public Services Boards (PSBs) to ensure our prevention and protection activities engage with those most at risk within our communities.
- Expand our data sharing arrangements with key partners to further inform our community risk profiles and shape our future community and business engagement activities.
- Continue to ensure that our staff have all the skills and support they require to deliver their engagement activities in a safe, consistent and sustainable manner.
- Evaluate our community safety interventions and engagement activities to ensure we continue to deliver the services our communities need.



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What we did to meet our Strategic Aim:

The Service continued to improve the safety and wellbeing of our communities through holistic interventions and partner engagement with a broad range of stakeholders. Our established approach is acknowledged as being a valuable means of accessing vulnerable communities, and for influencing behaviour change. Work continued within our PSBs to ensure that our prevention and protection activities engaged with those most at risk within our communities. The role the Service played with improving outcomes for higher risk communities was promoted through our involvement and the work of the Carmarthenshire PSB's Early Intervention and Prevention Delivery Group. Through these forums, the Service was able to provide options for partners to consider when engaging with a range of vulnerable groups, which influenced behaviour change to obtain a safer and healthier outcome.

We sat on sub-groups to identify how early intervention can provide better outcomes for at risk groups, an example of this is the Adverse Childhood Experiences (ACEs) and the Ageing Well agenda. As a trusted community safety partner, this has enabled the Service to signpost vulnerable groups to our intervention and support activities, and furthermore ensure that our staff were aware of emerging risks to the community.

We have continued to expand our data sharing arrangements with key partners, to further inform our community risk profiles and shape our future community and business engagement activities. The advice provided by the Service's Data Protection Officer supported safe and appropriate data sharing with partners and provided reassurances that the data we shared had been secured through the appropriate channels. An information sharing agreement was developed between the Service and Hywel Dda University Health Board (HDUHB) to allow for the sharing of data on patients being discharged from hospital with oxygen equipment.

Collaborative working remained a priority, where the Service hosted Police Community Support Officers (PCSOs) for a week's secondment within the Carmarthenshire Community Safety Team. During this secondment, they learnt about the team's involvement with arson reduction, safeguarding, home safety, education, fire-setter intervention and business fire safety. This knowledge helped the PCSOs to understand the work of the Fire and Rescue Service and how by working collectively, both organisations can reduce risk and improve the safety and wellbeing of our communities.

We continued to ensure that our staff have all the skills and support they require to deliver their engagement activities in a safe, consistent and sustainable manner. As part of an All Wales initiative, following funding provided from a global insurance company, refresher training on fire setting interventions was delivered to staff. Training from the Regional Organised Crime Unit on the County Lines and "Cuckooing" criminal activities

was also provided to staff.

Good progress was made in delivering the Welsh Government's Violence Against Women, Domestic Abuse And Sexual Violence (VAWDASV) awareness programme for staff. Training was also received from the Burns Unit at Morriston Hospital, where knowledge was shared on burns injury cases being treated at the unit. Following this training, we were able to incorporate safety messages on burns into some of the interventions being delivered.

In the run up to Bonfire night, the Service's Youth Team attended a youth club in Llansamlet, Swansea to provide awareness and advice on burns through an informal chat and quiz. This was positively received, and the team received excellent feedback from the youth club team and the children who attended the training.

The Service continued to work towards becoming a Dementia Friendly accredited organisation by improving staff knowledge on how to understand dementia and engage with individuals and families whose lives were impacted by dementia. This knowledge was also shared with fire cadets and the recruitment of Dementia Champions allowed us to deliver dementia friend sessions across the Service.

A series of visits were undertaken by Wales Audit Office (WAO), to review how the Service engages with partners in the areas of Arson Reduction and Road Safety. The auditors were provided with a comprehensive overview of our arrangements, including an opportunity to meet with partner agencies, so that they could examine the long standing and comprehensive relationships with partners. Initial feedback received from WAO was extremely positive.

We also continued with regular evaluation of all interventions to ensure that they remained relevant and effective to our communities.

Our Fire Stations contributions to Strategic Aim Four, Our Communities:

Social Media was utilised by Stations in order to keep local communities informed of their work, promote safety and raise awareness of operational incidents within the local area. Several community safety leaflet drops were undertaken within local communities, which generated a substantial number of community referrals and interventions. A large number of Home Fire Safety Checks (HFSC) were also undertaken across the Service area, to provide home fire safety advice and check for working smoke alarms.

A number of Station open days were held, which afforded excellent opportunities to engage with local communities.

Safety demonstrations and talks were given on the dangers of using chip pans and what



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to do in the event of a fire. Successful fundraising initiatives and events were undertaken by Stations throughout the Service area, some of which included:

- Tenby Fire Station raised a sum of £11,000 throughout the year, which was raised from Tenby's Annual Carnival and Open Day, Car Wash and selling teas, coffees and bacon rolls during the annual Tenby Ironman Triathlon event. The funds were presented to the Firefighters Charity.
- An open day held at Aberystwyth Fire Station raised a sum of £1,552,35 for local charities and the Fire Fighters Charity. Staff were also involved in attending a family fun day at Aberystwyth Rugby ground.
- Rhayader and Machynlleth Fire Stations held community events and they also hosted a Halloween Party on Station, which was extremely well attended by members of the community. Machynlleth Fire Station were awarded The Fire Fighters Charity car wash award for raising the most amount of monies in west Wales, where they raised a total of £1,201.00.
- Llanelli Fire Station held their Christmas open day on the 30 November 2019. The local community were welcomed onto Station with games, activities and a visit from Father Christmas. Côt Curiad, Côt Meibion Llanelli and Ysgol Y Ffwrnes choir also attended and entertained the crows by singing Christmas Carols. A total of £4,428.00 was raised during the open day and shared between The Fire Fighters Charity, Ty Bryngwyn and Links Mental Health.

Other notable achievements by Stations included; Community engagement by Aberaeron Fire Station to raise funds for the supply of a housing unit for their Co-responder vehicle. They received several donations from local businesses and were able to secure enough funding to carry out the work required, together with a vehicle with a 4x4 capability to assist them in their response to medical response incidents.

Llandrindod Wells Fire Station hosted the first "Muddy Santa" fun run to raise money for the Firefighters Charity, Teenage Cancer Trust and Alzheimer's Society. Over 250 Santa's ran, jogged, walked and slid their way around either a 2k, 5k or 10k course in Llandrindod Wells on the 01 December.

The Station also attended a deliberate fire at a large complex derelict building, and following attendance at the incident, they worked in collaboration with the Service's Arson Reduction Team to compile an arson alert and operational intelligence alerts in order to inform crews should further incidents occur.

Neath Fire Station, Red Watch raised a particular community concern around members of the community suffering from hearing difficulties and sought to develop more of an awareness of the issue across the Service. They also sought to enhance their knowledge of sign language and requested appropriate training/learning resources via the Human Resources department. Crymych Fire Station also worked with the local community during the COVID-19 pandemic to produce facemasks for the NHS.

Did you know during 2019/2020:

The Service conducted **13,428** Home Fire Safety Checks (HFSC) across mid and west Wales and undertook **1,286** Business Fire Safety Audits within our local communities.

Our Education Officers gave **23,851** education talks to years 2-5 in Primary School and years 7-10 Secondary schools across the mid and west Wales area.

We delivered **158** Phoenix Courses and **1,261** Crimes & Consequences interventions with secondary schools.

300 Water Safety interventions were also delivered in Pembrokeshire. The multi-agency interventions were called WAVE and Break Water, which targeted pupils in year 7.

The Service also continued to support its Fire Cadets Programme across a number of Fire Stations, with a total of **103** Fire Cadets currently enrolled.

We provided Firesetter Skills training to our staff to enable them to protect our communities. The Service has a Firesetter programme of interventions that are used to engage and educate children, young people and adults who have an unhealthy interest in fire. The Safeguarding Officer is responsible for ensuring that the Service has a team of individuals who can deliver the programme and that their knowledge and skills reflect the evolving risk within the community.

Deliberate fires cause a significant economic and community cost and the Safeguarding Officer secured funding from a global Insurance Company to provide training for the Firesetter Team. This training covered a range of subjects including practical approaches to understanding young people, whilst drawing upon the latest juvenile fire setting research and behaviour linked to parenting and the complexities of working with vulnerable families.

The learning has been applied to the fire setters' course, ensuring that our staff have the skills they need to deliver appropriate engagement in order to deter acts of deliberate fire setting.

As part of the Easter activities programme, the Swansea Community Safety Team and the Arson Reduction Team attended the Evolve Juniors Youth Club to undertake an activities programme and educational experience day.



Evolve Juniors is an initiative focusing on trying to break the cycle of anti-social behaviour (ASB) in the area of Penderry, which is an ASB hot spot with high instances of fire setting, along with other behaviours that are detrimental to the community. The Fire and Rescue Service supports the Youth Club operating in the Penderry Ward for both junior and secondary school pupils.

The theme around the Easter activities was “Nature and the environment in the community we live in” and was focused on the Evolve Juniors. An animal experience company attended the youth club, so that the young people could experience wildlife at first-hand and this proved very successful with 90% attendance of club members. They learnt how important nature is for the environment and that a diverse ecology is of benefit to everyone and how fires can have a very detrimental effect on wildlife especially, when they occur in the spring and summer. This was followed by a Community Farm visit and a walk on the common so that the children could see for themselves the effects of a recent deliberately set fire.

The young people were asked what they had learnt from the day and responded by saying that they really enjoyed the experience and had learnt about the negative effect of fire and how this is bad for animals.

Strategic Aim Four, Our Communities – Contribution to the Well-being of Future Generations (Wales) Act 2015:

A Prosperous Wales:

Improving resident and business safety through awareness, education and intervention as well as identifying how opportunities to reduce crime can bring economic benefits to ward population, residential areas, communities, 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, business 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 in conjunction with 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 our Public Services Boards will enable us to reach and connect with all areas of our communities whilst removing boundaries to less 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.

THE JOURNEY CHECKER

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

Strategic Aim Four, Our Communities	Getting Started	Making Simple Changes	Being more adventurous	Owning our Ambition	Leading the way.
Strategic Aim Four, Our Communities				✓	



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Strategic Aim Five Our People

Well Being of Future Generations (Wales) Act 2015



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

Why we chose this Strategic Aim:

Underpinning everything we do is our belief in performance through people. We aim to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

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

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

Effective workforce planning, together with smarter working practices and the continued streamlining of administrative processes will improve efficiency. This approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high-performance culture, whilst making the most effective use of public funds.

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

- Continue to support the transformation of business processes by upskilling and rolling out human resource management and procedural information to commands and departments.
- Review the Service's talent management procedure to provide alternative and fast track opportunities for individuals earmarked as potential high achievers.
- Continue to provide our staff with the appropriate skills, knowledge and opportunities to ensure they are able to undertake the roles which they are employed to do.

- Utilise innovative technology to enhance end user experience for recruitment, development, retention and communication.

What we did to meet our Strategic Aim:

The Service continued to ensure that staff had the knowledge and skills they need to safely deliver and develop our services. Individual Development Reviews (IDR) were undertaken with all personnel by their line managers. The IDR enables performance discussions and the identification of courses or development within individual career pathways to take place.

A significant investment of £280,000 was invested in the internal and external development of our people to ensure that they have the appropriate skills and knowledge to effectively carry out their roles. The People and Organisational Development (POD) Department also reviewed Organisational Development Pathways which ensured that the necessary mandatory and wider professional qualifications were identified for each role.

The Service introduced version five of its PDRPro and Learn Pro, the new system introduced a new e-learning strategy within the Service, which supported the development of all staff through an enhanced, blended learning experience. The system provided the framework to enable the Service to meet the evolving, current and future expectations of the roles within our workforce.

A business partnering model and HR "Toolbox" was introduced as part of an improvement programme. The aim of this model was to upskill and empower our leaders and managers to make more timely decisions, thereby making the Service more efficient and effective in matters relating to our people. Nominated HR professionals were aligned to commands and departments to provide support, advice and guidance on all people-related matters to foster the development of local line-managers, in the application of people-related matters. This model of service delivery was aimed at giving line managers more confidence and resilience when dealing with people management issues.

Following a period of consultation with representative bodies, a revised Firefighter Fitness Assessment Procedure was introduced. The revised procedure continued to support operational employees who required assistance to achieve or maintain their physical fitness at the recognised standard. The procedure also introduced a nationally, recognised drill ground assessment for those who were unable to achieve the standard at their first attempt.



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Nine members of staff attended the annual “Women in the Fire Service” weekend at the Fire Service College in Moreton-in-Marsh, Gloucestershire. Those who attended took part in large scale simulated incidents and other developmental workshops as part of their personal and professional development.

As part of our positive action commitment, a number of taster sessions across the Service area were held, which aimed to encourage more women to consider applying for operational firefighter roles. Sessions were held at Haverfordwest, Newtown, Llandrindod Wells, Earlswood and Llanelli and attracted over 75 participants. A wholetime recruitment campaign was undertaken to deliver on the workforce planning needs of the Service. From a total of 1242 applicants, 39 personnel were appointed and allocated to stations across the Service area.

The Neyber Financial Well-being information provision and low-interest debt consolidation loans was added to the iCom Employee Benefits Hub to enhance the provision of employee benefits available to staff.

Our Fire Stations contributions to Strategic Aim Five, Our People:

Personnel utilised the fitness equipment on Stations to ensure that they remained fit for duty. Staff were also encouraged, where possible to walk or cycle to work in order to maintain their levels of fitness and wellbeing.

The use of the Welsh language in the workplace was encouraged and awareness raised for staff to attend Welsh courses to learn or practice their Welsh skills. Station personnel also worked with the Service’s Human Resources (HR) department to assist with the roll out the new HR Transformation update.

All Stations continued to reduce their Station “skills gaps” and actively encouraged all individuals to maintain their current skills sets by providing opportunities for them to develop new ones.

Crews ensured appliance availability throughout the year and attended several training events. The specialist skills required at specific stations throughout each Command area, such as wading, swift water rescue and the aerial appliance provision remained fully compliant with all competency-based training being undertaken.

Station personnel carried out their personal development by completing their IDR’s, which ensured that all individuals were given opportunities to progress within their roles. The mentoring method was also adopted on stations, where new recruits were provided with a dedicated and more experienced individual to assist with their development.

Operational crews attended a range of off station exercises to enhance their operational readiness to attend incidents. Operational preparedness remained at the forefront of all of their training.

Llandrindod Wells Fire Station held successful female awareness days, where three candidates were recruited for the Station and a number of other Stations across the Command area. Recruitment events and open evenings were held on a number of Stations, which gained a lot of interest from members of the public.

Did you know during 2019/2020:

The Service had **23** wholtime candidates start their firefighter apprenticeships.

We provided staff with Training and Development in a number of areas, including; Mindfulness, Myers Briggs, Fire Investigation Level 1, Skills for Justice Award in Education and Training, Institute of Leadership and Management Level 3 and Level 5, IOSH Managing Safely, IOSH Working Safely. The total number of courses delivered during this period was **502**.

We also assessed a total of **331** operational personnel for their Risk Critical Skills training to maintain their operational competencies.

Strategic Aim Five, Our People – Contribution to the Well-being of Future Generations (Wales) Act 2015:

A Prosperous Wales:

The Service will continue to embrace the principle of developing new and existing employees through a variety of apprenticeship and development programmes. This will ensure that they receive the very best of learning and development opportunities, much of which will be transferable to other places of work and the communities our staff live within.



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 employees, in order to ensure that they not only attain the necessary fitness levels as part of the operational role requirements, but also achieve a 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.

THE JOURNEY CHECKER

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

Strategic Aim Five, Our People	Getting Started	Making Simple Changes	Being more adventurous	Owning our Ambition	Leading the way.
Strategic Aim Five, Our People				✓	



Strategic Aim Six Our Resources

Well Being of Future Generations (Wales) Act 2015



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

Why we chose this Strategic Aim:

Our assets and resources are the physical infrastructure owned by the Fire Authority and typically refers to vehicles, buildings and equipment. The number and location of fire stations ensures that our attendance to emergencies within our area is timely and efficient. The Service's assets need to respond to new risks facing the six counties of mid and west Wales, such as terrorist threats, climate change, the increased risk of flooding and population growth.

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

Our aim is to meet our obligations in a manner that is demonstrably world class, with capabilities appropriately matched to the needs of our Service, our communities and our partners. A holistic understanding of the whole organisation is required to deliver services and associated long-term costs of capital, operations and maintenance, and is a critical element of asset management.

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

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

- Develop our work areas and ICT infrastructure to incorporate greater flexible working arrangements where possible.
- Maximise the use of current software systems, including Microsoft Office 365 functions, Agresso (Financial Management Information System FMIS), Asset Management System, Firewatch etc.



- Explore opportunities to spot hire vehicles as an alternative to the purchasing of vehicles to assess whether this could be a more efficient and effective future option.
- Ensure that we invest wisely by monitoring and reviewing our assets via our Strategic Asset and Capital Management Group and our Asset Management Framework.

What we did to meet our Strategic Aim:

The ICT department successfully completed a trial of new video conferencing systems, through the implementation of an “Owl” video conferencing system, which promoted remote working and reduced the need for people to travel to meetings. A new meeting room booking system was also created to allow greater remote working opportunities. This in turn helped to improve the productivity of our people, reduced the Service’s carbon footprint, road risk exposure and furthermore, supported the Service’s approach to sustainability by providing a reduced requirement for travelling and greater attendance from attendees who could not be there in person.

A project was also undertaken by the Service’s ICT department to explore converting the intranet from “on-premises” to the “cloud”, which will make use of the technology that Office 365 provides the Service. The project ensured that the new system fully utilises the updated features available, as well as the technology that linked different parts of Office 365 with the Service’s SharePoint intranet system.

Discussions took place with Carmarthenshire County Council to progress improvements with Agresso, which included General Ledger Functionality, Creditors and Debtors system. The CIPFA Asset Management System (AMS) was also populated with information for the Fixed Asset Register, which was previously maintained on spreadsheets and went live for the closure of the 2019/2020 accounts.

The Strategic Asset and Capital Management Group (SACMG) continued to meet on a regular basis to monitor the capital programme and ensured that the programme fitted with both the Asset Management Framework and the Capital Strategy. Information was provided to the SACMG from regular budget monitoring meetings and discussions held with Project Managers to discuss overall affordability. This encouraged a robust challenge of projects, bids, cost estimates, profiling and funding and the outcomes were used to inform the Capital Programme and Medium-Term Financial Plan.

Work was undertaken in relation to the introduction of a new transport Telematics system that will improve the Service’s ability to monitor and measure fleet utilisation.

The system directly supported the objective of being able to reduce fleet size and move towards spot hiring on demand by enabling the Service to strategically reduce fleet size without adverse effect.

The Service's Estates Department continued to rationalise the requirements of the minor works programme contained in the Capital Budget Programme, which ensured value for money in terms of refurbishments and repairs by balancing the needs of today against future requirements.

Our Fire Stations contributions to Strategic Aim Six: Our Resources:

The Rappel system was utilised to ensure Station availability was maintained, in order to provide the necessary cover to protect our local communities. RedKite was used to ensure that all test records were maintained for fire appliances, Personal Protective Equipment (PPE) and all other areas of stock covered by the system. Stock levels for equipment on Stations were reduced and monitored, which ensured that ordering processes were streamlined and that the ordering of items was not duplicated.

Stations promoted the capability and availability of Station specialist equipment and vehicles and the accompanying skills of the staff, which assisted in effective incident resolution across the Service area.

Continuity planning remained a focus at Station level, where individuals were identified and developed within suitable roles. This enabled each Command to add to its operational resilience and maintain effective and maximal Station availability.

Did you know during 2019/2020:

We established communication channels with Carmarthenshire County Council on developing and improving the Service's Agresso system.

We successfully completed the implementation of the CIPFA AMS system in order to report on property, plant and equipment disclosures in the Statement of Accounts 2019/2020.

The SACMG met on a regular basis and the capital programme was critically reviewed both in terms of project delivery and funding resulting in a 5-year programme which is realistic and deliverable.



Strategic Aim Six, Our Resources – Contribution to the Well-being of Future Generations (Wales) Act 2015:

A Prosperous Wales:

The Service will contribute to a prosperous Wales through the consideration of more effective working practices in order to increase productivity and optimise the use of resources, whilst exploring opportunities to further develop our people into global citizens. By managing our assets in a better, more cost effective and efficient way by building on existing relationships and looking for new opportunities that will maximise community benefits, we will enhance our contribution to the local economy and reduce costs to society.



A Resilient Wales:

Implementing recommendations from the Service Review will ensure that all facets of Service Delivery are optimised, through the effective and efficient use of physical and human resources, providing resilience to the communities we serve. By maximising the benefits of our asset management framework and involving partners in future options, we will make all ourselves and our partners stronger in the ability to better serve the communities of Wales.

A More Equal Wales:

The exploration of opportunities for more holistic development of our people to help them reach their full potential, regardless of their background or circumstances, will contribute to a more equal Wales.

A Wales of Cohesive Communities:

A Wales of Cohesive Communities will be contributed to through the use of existing community-based facilities and partnership working, as well as by connecting with new organisations and sectors where common purposes can be explored. This will help foster a sense of belonging and unity amongst our well-connected communities.

THE JOURNEY CHECKER

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

Strategic Aim Six, Our Resources	Getting Started	Making Simple Changes	Being more adventurous	Owning our Ambition	Leading the way.
Strategic Aim Six, Our Resources				✓	



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Mid and West Wales
Fire and Rescue Service

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
- Annual Performance Assessments
- 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 continued to embrace the Well-being of Future Generations (Wales) Act 2015 since its introduction and we welcome our duties under the Act. The Act is 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 continued to have Director level representation on each of the six Public Services Boards within our area, along with the Chair and Deputy Chair of the Authority, who represent the Service on three Public Services Boards each. Also, our local Heads of Response represent the Service on the subgroups which sit beneath the Core PSB Groups.

Furthermore, the Public Services Boards' 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.

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

We ensured that our Improvement and Well-being Objectives contributed to the requirements of the Well-being Act; and demonstrated how each of the Service's Improvement and Well-being 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 and Well-being Objectives are contributing to. Furthermore, our Corporate Plan also highlights the correlation between the Well-being Goals and our Improvement and Well-being Objectives.



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Partnership working has continued to evolve within the PSBs and their sub groups, examples of this include the Ageing Well Strategy Group where a number of partner organisations, such as the Local Authority, Health Board, Public Health Wales, Natural Resources Wales, Department of Working Pensions and Tai Tarian work collaboratively to address items such as, reducing the number of falls, developing Age-friendly communities, reducing crime specifically targeted at older people and reducing the prevalence of loneliness and unwanted social isolation.

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

Good progress continued to be made towards collaboration across PSB boundaries on specific issues i.e. Adverse Childhood Experiences (ACEs) and regional PSB meetings, with representation from Carmarthenshire, Pembrokeshire, Ceredigion and Powys arranged to discuss how they may work together to address common areas of work.

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

- The Service signed up to the Cymru Copier Scheme and became the first Welsh public sector organisation to fully commit to the Cymru Copier Scheme.
- Through the Cymru Copier Scheme, the Service will benefit from a more stable paper pricing, whilst helping to secure the wellbeing of future generations and supporting the Welsh Economy.
- The Head of Procurement and Contracting sits on two of the Carmarthenshire PSB sub-groups, namely Food and Prosperous People and Places.
- The Head of Procurement and Contracting sits on the Ceredigion Procurement Forum which links into the Ceredigion Public Services Board. During the past year a great deal of joint working has been undertaken, including a collaborative approach on the National Procurement Service's workwear framework, which was awarded to a local Pembrokeshire supplier called Simon Safety.
- The Head of Procurement has been working closely with the National Fire Chiefs Council (NFCC) procurement transformation workstream and has sat on the NFCC Training framework and Corporate Workwear project teams, ensuring that the Welsh FRS's requirements were represented.

- Through collaborative working with Dyfed Powys Police (DPP), the Service was able to identify ways in which working closely could assist personnel with carrying out their duties safely when entering premises.
- Through its tender specification, the Service ensured that all new building developments and retrofitting of existing facilities consider renewable energy sources and recycled materials.
- The Service has appointed apprenticeships within its Information Technology Department and People and Organisational Development Departments.
- The Service supported secondment arrangements with partner organisations such as Welsh Government (WG), Dyfed Powys Police (DPP), and the National Emergency Services Network (ESN) Project.
- Service staff canteens and Caffi Tân operate a single use plastic policy and no plastic cups are provided for meetings. A group was also created to reduce / eliminate the use of single use plastic water bottles.
- Mental Health Awareness week was promoted throughout the Service in May, and the Service have implemented an Employee Well-being Strategy.
- Service employees were afforded mental health training, stress management training and the ability to attend mindfulness courses.
- The Service has been awarded the Gold Corporate Health Award. The Corporate Health Standard is one of the Healthy Working Wales programmes and is the national mark of quality for health and well-being in the workplace.
- A cycle2Work scheme is available to all Service employees, which is a tax-free bike to work scheme, and therefore encourages employees to cycle to work.
- Female and Black Minority Ethnic (BME) firefighter awareness days were held regularly to encourage people from groups which are underrepresented in the Service.
- The Service is a dementia friendly organisation and has a number of Dementia Friends within the Service.



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- The Service has a volunteer co-ordinator who publicises opportunities to volunteer locally, as well as promoting volunteering opportunities within the Service.
- As part of its Corporate Plan consultation the Service holds “have your say” events with members of the public and its communities, which affords them the opportunity to shape their Fire and Rescue Service.
- The Service’s Farm Liaison Officers have continued to engage with the farming communities to raise awareness on Safe Burning and the Burning codes. Following this engagement, there has been a noticeable change in attitudes from the farming community, many of which are now approaching the Service for advice. Positive feedback has been received with regards to the range of assistance that the Fire Service is able to provide in addition to safe burning and land management advice, examples of which include, bracken rolling, robo cutting, off-road illegal motorcyclists and reduced fly tipping.

ANNUAL PERFORMANCE ASSESSMENT

2019/2020

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Our Safety
Messages