

Strategic Plan

2016 - 2021



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Our Strategic Vision, Objectives and Priorities - At a Glance

Our Vision -

To be a World Leader in Emergency Response and Community Safety

Strategic Priorities 2016 - 2021

Collaboration

We will work with others to deliver our services in a better, more cost effective and efficient way.

Innovation

We will develop our Service through innovation in order to maintain and improve the way our Service meets the present and future needs of our communities.

Improving our Service Delivery

We will improve the way we meet the needs of the people that work, live and visit our communities to make them safer.

Empowering our Staff

We will ensure that we have a healthy and safe workforce with the right knowledge, skills and behaviours.

Improving our Assets and use of Resources

We will improve and maximise the utilisation of our assets in the most effective, sustainable and environmentally friendly way.

Sustainability

We will work towards minimising the environmental impact our services may have on the environment.

Communication and Engagement

We will improve the way we communicate and engage with our staff, stakeholders and partners.

We are committed to making mid and west Wales a safer place to live, work and visit.

We have developed seven strategic priorities, around which we will focus our activities to ensure we deliver an effective and efficient service to our communities.

Foreword



As Chair of Mid and West Wales Fire and Rescue Authority, it gives me great pleasure to introduce our Strategic Plan for 2016-21.

Our vision is to make Mid and West Wales Fire and Rescue Service a world leader in emergency response and community safety. This Strategic Plan sets out our strategic direction for the next five years and will be supported by our Annual Improvement Plans. Whilst this document spans a five year period, it will be continually reviewed to ensure our objectives and our priorities remain fit for purpose.

As a Fire and Rescue Authority we are publicly accountable for your Fire and Rescue Service, setting its budget and priorities. The past five years have seen unprecedented financial challenges and we know that budget discussions will continue to play centre stage in the decisions we as an Authority make over the coming years.

We need to explore new ways of working and delivering services, while ensure we keep the safety and wellbeing of our communities at the heart of everything we do. We want to provide value for money, spending the tax payers' pound wisely and where it will make the most difference.

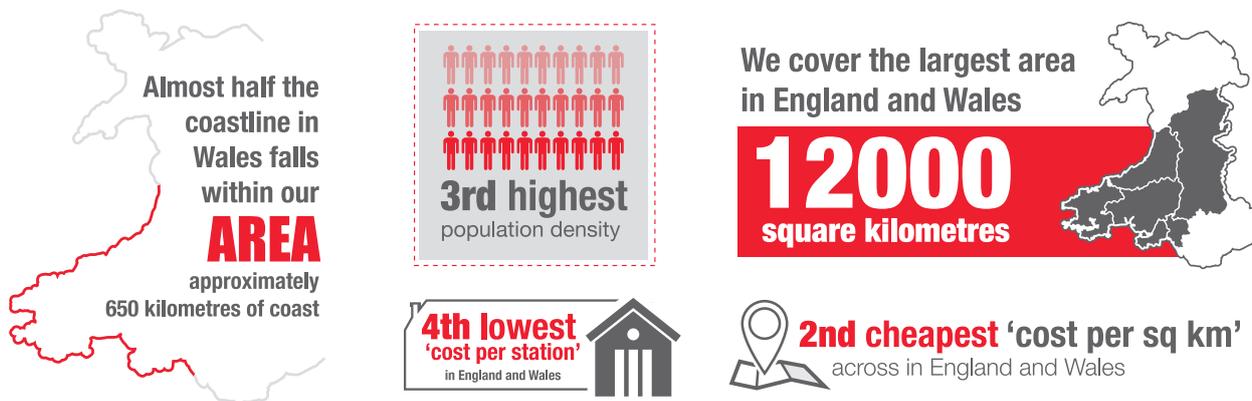
A handwritten signature in black ink, appearing to read 'Wynne Evans', written in a cursive style.

Councillor Wynne Evans
Chair, Mid and West Wales Fire Authority

Introduction

I am delighted to introduce our Strategic Plan for 2016 - 2021, which sets out our commitment to the communities of mid and west Wales for the next five years.

Did you know that as a Service:-



A Service which is most definitely value for money I'm sure you'd all agree.

My vision however, is for a Service which is far more than good value for money, a Service which aspires 'To be a world leader in emergency response and community safety'. We are already very good at what we do. Over the last five years we have attended 3,075 house fires, over 5,500 road traffic collisions and carried out 107,000 Home Fire Safety Checks. Our on-call firefighters have also responded to 7,536 medical emergency calls in co-responder vehicles, this is a 40% increase since 2006/07.

We have achieved all this in addition to realising savings of £7.5million (since 2005) and without affecting service delivery. However, there is no avoiding the fact that the financial climate we are operating within will continue to create additional pressures on the level of service we currently provide and stretch our resources even further.

My commitment therefore will be to adapt to these challenges in a positive way by collaborating with other services. I believe that collaborative working is the future of the emergency services, enabling us to improve the way we work, share our people and financial resources and ultimately save more lives. I am also committed to finding innovative solutions to generating income and ensuring sustainability for the wellbeing of our communities. Delivering an improved and successful Service is only possible by employing the right people. I want the best employees who are representative of our communities, trained in the best way to ensure their safety and provided with the best equipment so they can operate to the highest standards.

In order to fulfil my vision, I will be working closely with the Service's Executive Board and Fire and Rescue Authority to achieve these outcomes. I also recognise that listening to your views is crucial if the service is to continue to deliver an effective, efficient and improved service to keep you and your families safe.

Success is about improving the safety of our communities and staff, and I will ensure that over the next five years we will deliver the strategic objectives set out in this plan to ensure this success.

Chris Davies Chief Fire Officer

Mid and West Wales Fire and Rescue Service

Mid and West Wales Fire and Rescue Service covers



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

The Service makes up almost two-thirds of Wales, covering a predominantly rural area of 4,500 square miles (11,700 km²), comprising 58 stations and employing 1,200 staff. It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

There are a variety of risks found within the Service area, ranging from the petrochemical industries in Milford Haven, to the risks associated with heavily populated areas such as Swansea and Neath Port Talbot.

There is also a large farming community and many other light industries throughout the area. These, together with an extensive coastline and inland waterways, form some of the specialised risks found within the Service.

The Executive Board

The Executive Board is the Service's senior management team, led by the Chief Fire Officer, supported by the Deputy Chief Fire Officer, one Assistant Chief Fire Officer and one Assistant Chief Officer.



Chris Davies
Chief Fire Officer

Head of Paid Service



Mick Crennell
Deputy Chief Fire Officer

Director of Delivery



Elizabeth Aitken
Assistant Chief Officer

Director of Resources



Rob Quin
Assistant Chief Fire Officer

Director of Operational Support and Improvement

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

Mid and West Wales Fire and Rescue Authority

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

They are publicly accountable and have a statutory responsibility to maintain a fire and rescue service for our communities, in accordance with the following legislation and regulations:

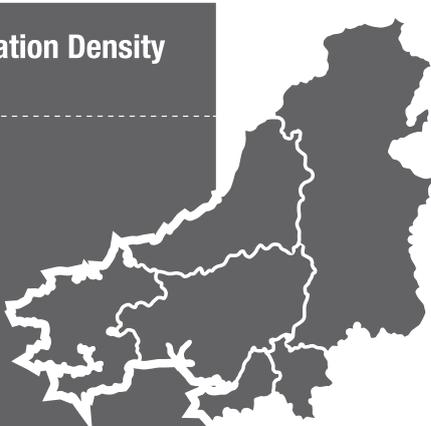
- Local Government (Wales) Act 1994
- Mid & West Wales (Combination Scheme) Order 1995
- Fire and Rescue Services Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Combined Fire & Rescue Services Schemes (variation) Wales Order 2009
- Local Government (Wales) Measure 2009 amended 2011
- Fire and Rescue Services National Framework

The Authority has a statutory obligation to maintain a Fire & Rescue Service capable of dealing effectively with calls for assistance in the case of fire and other emergencies.



Our resident population is approximately 900,000

	Population (approx)	Area (sq km, approx)	Population Density (approx)
Carmarthenshire	180,000	2400	78
Ceredigion	74,000	1750	42
Neath Port Talbot	156,000	580	269
Pembrokeshire	120,000	1550	77
Powys	130,000	5100	26
Swansea	230,000	370	624



The population significantly swells to over 1.5 million as a result of tourism

Our Legislative Requirements

Fire and Rescue National Framework 2016

The Fire and Rescue National Framework sets out the Welsh Government's vision and priorities for Fire and Rescue Authority's (FRAs) in Wales. It states what the Welsh Government expects of the FRAs and creates the foundation on which to build and promote improvement, efficiency and innovation.

This Framework expands on this overriding aim and informs FRAs how they should pursue it. This will require a process of change in what FRAs do and how they do it. The Welsh Government welcomes FRAs to lead processes themselves, however, the direction of travel needs to be more clearly structured and articulated at an all-Wales level. .

Further details can be found within the Framework on the Welsh Government's website.

Programme for Government

The Programme for Government is the Welsh Government's plan of action and roadmap for the current Assembly term. All authorities are working towards the outcomes of the programme as listed below:

- Healthy people living productive lives in a more prosperous and innovative economy.
- Safer and more cohesive communities, with lower levels of poverty and greater equality.
- A resilient environment with more sustainable use of our natural resources.
- A society with a vital sense of its own culture and heritage.

This programme is the Welsh Government's commitment to measuring the actual impact it is having on people's lives as opposed to emphasising the amount of money being spent.

Please visit the Welsh Government's website for further detail on the Programme for Government.

Commission on Public Services Governance and Delivery (Williams Commission)

The Williams Commission was established in April 2013 by the First Minister to examine how public services are governed across Wales. It looks hard, honestly and objectively at those who are politically accountable for the delivery and performance of public services with a view to improving them. The Commission reported on its findings on 20 January 2014 with a total of 62 recommendations across a variety of areas. Four recommendations were made, specifically relating to the Fire and Rescue Authority. These include:

- Review of Authority boundaries between Mid and West Wales and South Wales Fire and Rescue Authorities to reflect the Abertawe Bro Morgannwg University health board boundary.
- Greater collaboration between the Fire and Rescue Services and the Welsh Ambulance Service Trust (WAST).
- Improve training for Elected Members.
- Fire and Rescue Authorities to be reconstituted to provide effective scrutiny of fire services and their chief officers.

Please visit the Welsh Government's website to access the Commission on Public Services and Governance Delivery document.

Wellbeing of Future Generations (Wales) Act

From April 2016 each public body is required to carry out sustainable development and work towards goals set out within the Well-being of Future Generations (Wales) Act. Within the Act, “sustainable development” means the process of improving the economic, social, environmental and cultural well-being of Wales.

The purpose of the Act is to strengthen existing governance arrangements for improving the well-being of Wales whilst ensuring that present needs are met without compromising the ability of future generations to meet their own needs.

The act:-

- identifies goals to improve the well-being of Wales;
- introduces national indicators, that will measure the difference being made to the well-being of Wales;
- establishes a Future Generations Commissioner for Wales to act as an advocate for future generations;
- puts local service boards and well-being plans on a statutory basis and simplifies requirements for integrated community planning.
- In accordance with the requirements of the Act, we will be required to contribute towards improving the well-being of Mid and West Wales in order to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs (the sustainable development principle).

For more information on the Wellbeing of Future Generations (Wales) Act - please go to: <http://gov.wales/legislation/programme/assemblybills/future-generations/?lang=en>

National Issues Committee

The National Issues Committee (NIC) was established in 2012 with the aim of improving collaboration, service delivery and service improvement across the three Welsh Fire and Rescue Services. It consists of elected members from North, South and Mid and West Wales Fire Authorities and Officers from North, South and Mid and West Wales Fire and Rescue Services, working within a voluntary arrangement.

The primary focus of the NIC is to optimise collaborative working in order to identify savings, efficiencies and economic benefits while continuing to keep our communities safe. It also assists the Fire and Rescue Authorities in allocating resources to meet the financial challenges they face.

Please visit the NIC website <http://www.nicwalesfire.org.uk> for further information.

National Resilience

Under the Civil Contingencies Act 2004, the Fire and Rescue Authority has a statutory duty to be a key partner in the two Local Resilience Forums (LRFs) located within the Service area, South Wales Local Resilience Forum and Dyfed Powys Local Resilience Forum. These forums are multiagency partnerships made up of representatives from across the public sector including, the Emergency Services, Local Authorities, the NHS, the Environment Agency and others.

The LRFs aim is to plan and prepare for both localised incidents and catastrophic emergencies. They work to identify potential risks and produce emergency plans to prevent and mitigate the impact of any incident within their local communities.

Please visit the Wales Resilience website for further information.

All Wales Equality and Diversity

The Equality Act (2010) and the Wales Specific Duties, requires each Fire Authority to produce its own Strategic Equality Plan (SEP) and an Annual Equality Report.

We are firmly committed to ensuring that equality and diversity is a key component of our corporate strategy and business plan and we have policies of Equal Opportunity for all members, employees, and prospective employees. Our strategy will not tolerate processes, attitudes and behaviours that amount to discrimination, including harassment and bullying through prejudice, ignorance, thoughtlessness and stereotyping. We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

You can access our Equality and Diversity Strategy on our website.

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

Welsh Language Standards

The Welsh Language (Wales) Measure 2011 enables the Welsh Ministers to specify standards of conduct relating to the Welsh language. Standards will gradually replace the existing system of Welsh language schemes provided for by the Welsh Language Act 1993.

The Welsh Government published its 'Proposed standards relating to the Welsh language' document on 6 January 2014.

The purpose of the standards is:

- To ensure that organizations are clear about their duties and how they should make use of the Welsh language.
- To assist the public to understand how organisations will make use of Welsh in Wales.
- To ensure that Welsh language service provision is more consistent across organizations.
- To strengthen the compliance element, i.e. organizations will have to implement the standard.
- To increase the use of the Welsh language. To ensure that the Welsh language is treated no less favourably than the English language.

We are committed to becoming a bilingual organisation and are currently working towards each of the standards.

To find out more about the Welsh Language Standards, please visit the Welsh Language Commissioner's website.

Why We Plan

Local Government (Wales) Measure 2011

The Local Government (Wales) Measure 2011 sets out improvement planning guidelines for all Local Authorities, Fire and Rescue Authorities and National Parks.

In accordance with the guidance set out by the Local Government (Wales) Measure 2011, we will deliver improvements based on the following:

- Making progress against objectives
- Improving the quality of service
- Improving the availability of our service
- Reducing inequality in accessing or benefiting from service
- Ensuring sustainable development
- Improving efficiency
- Innovation

Strategic Plan

Our five year Strategic Plan (2016-2021) sets our direction and priorities for the next five years. Our Service plays a vital role in the community and our priorities have been developed in consultation with staff, trade union representative, senior officers and members of our Authority. Whilst this document spans a five year period, it will be continually reviewed to ensure our objectives and our priorities remain fit for purpose.



Annual Improvement Plans

Each year, as part of our planning process we develop Annual Improvement Plans which set out our annual improvement objectives for each year of our five year strategic plan. Our annual improvement objectives tell our staff, communities and stakeholders what benefits will be delivered to them over the coming year.

Annual Performance Assessments

By the end of October each year, we publish our Annual Performance Assessment, which reports against our improvement objectives for the previous year. Our Annual Performance Assessment tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the objectives of the previous year's Annual Improvement Plan. Our Annual Performance Assessments also identify what lessons we have learnt and how these will be incorporated into future planning and improvement processes.

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

Annual Improvement Report

Each year, the Auditor General must report on how well Welsh Councils, Fire and Rescue Authorities, and National Parks are planning for improvement in delivering their services. This report draws on the work undertaken on the Auditor General's behalf by staff of the Wales Audit Office, as well as the work of relevant Welsh inspectorates.

The report looks at the Authority's delivery and evaluation of services for the previous year and its improvement planning for the next year. The Auditor General determines if the Fire and Rescue Authority will make arrangements for continuous improvement for the following year within the Annual Improvement Report.

The latest Wales Audit Office Annual Improvement Report for Mid and West Wales Fire and Rescue Service can be accessed on our website.

Our Performance

Over the past decade through Improvement Planning and Risk Reduction, the Authority has seen significant reductions in the number of incidents we are called to attend; and improvement in the outcomes for those affected and the communities within which they occur. Our targets for 2016 onwards have been set to achieve an ongoing realistic but challenging reduction over a rolling 5 year period.

Performance Indicator	Average 2006/7 to 2009/10	Average 2010/11 to 2014/15	% Reduction Achieved 2014/15	Average 2015/16 to 2020/21 Target	2020/21 Target Reduction (%)
All Fires FRS/RRC/S/001 (i)	6184	4156	-32.8%	3325	-20%
Fire Deaths and Injuries FRS/RRC/S/002 (i)	115	70	-39.2%	62	-10%
False Alarms FRS/RRC/S/001 (ii)	5232	4626	-11.5%	4163	-10%
Road Traffic Collisions Attended FRS/RRC/S/001 (iii)	1349	1065	-21%	958	-10%
Primary Fires Sector Indicator	2286	1560	-31.7%	1248	-20%
Accidental Dwelling Fires Sector Indicator	646	564	-12.7%	479	-15%
Deliberate Fires Sector Indicator	3779	2109	-44.2%	1476	-30%
Fires in Non Domestic Properties Sector Indicator	377	260	-17.3%	221	-15%
Sickness Shifts lost per Full Time Equivalent	7.6	8.7	14.5%	6.5	-25%

More Detailed information on our performance can be found within our Annual Performance Assessment on our website. www.mawwfire.gov.uk

Our Vision, Mission, Values & Priorities



Our priorities for the future

Our priorities for 2016-21 ensure we will continue to deliver the best possible services to our communities.

Our seven priorities, as outlined below, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.

Collaboration

Our future success is directly linked to how we work with others. We recognise the importance of meaningful and effective collaboration and the need to develop and maintain collaborative initiatives with key partners. Collaboration will also support the delivery of better outcomes for our communities and assist in delivering our services in a better, more cost effective and efficient way. Over the next five years we aspire to be recognised as a key enabling partner within the wider public and private sector.

Innovation

Innovation is crucial in enabling us to develop and maintain a Service which meets the present and future needs of our communities. Innovative solutions will be pivotal in providing an infrastructure which will assist us in developing and improving our organisation. The unprecedented financial challenges facing us will require us to be innovative and adopt new ways thinking so we can be at the forefront of emergency response. We are committed to identifying innovative ways of working to ensure our communities, partners and stakeholders receive the best possible service from their fire and rescue service.

Improving our Service Delivery

We will continue to adapt our services to meet the continuing financial challenges we face. We will work to identify and meet new requirements to ensure we continue to provide a Service which remains at the forefront of service delivery development. We will continue to diversify the range of activities and initiatives we undertake to reflect the risks of our communities, rural and urban landscapes and natural resources.

Empowering our Staff

Equality and diversity is at the heart of our Service culture. We will ensure our staff are trained to the highest standards and are able to maintain their competence through continued professional learning. We will provide clear pathways for career progression and the best possible working environment for their professional wellbeing. We will continue to ensure the structure of the organisation reflects the needs of our service and our communities by implementing flexible working practices which support healthy lifestyle and work life balance. Communication is a key priority in ensuring our staff, stakeholders, communities and partners are aware of the work we undertake, the challenges we face and the success we achieve. We believe that we can effectively deliver our key messages through ensuring a continued focus on education, engagement and communication.

Making better use of our Assets and Resources

We recognise that our staff are our most valuable asset, however, for our staff to be effective they need to have the best facilities and resources available to them. We believe that our physical assets need to be efficient and effective to support and respond to the delivery of our services across mid and west Wales. We will use our physical assets to work with partners wherever practical to ensure they are used in the most effective, sustainable and environmentally friendly way.

Sustainability

We know that our operations have an effect on the global and local environment and are committed to minimising any adverse impacts where ever finances, operations and resources allow. We commit to embracing renewable energies to support the sustainability and environmental agenda. Our Sustainability and Environmental Strategy sets out the main principles, proposals and required actions, to reduce the environmental impacts of the Service's activities and operations.

Communication and Engagement

We will improve the way we communicate and engage with our staff, stakeholders and partners by taking a positive approach to communication by being open, honest, accessible and accountable with all audiences and displaying the highest levels of professional integrity at all times. We will develop a more effective workforce that feels valued, involved, informed and motivated through developing internal communication channels which effectively communicate the Strategic Plan, our Annual Improvement Plans.

Social Media

We encourage you to keep an eye on our social media channels for updates



Strategic Plan

2016 - 2021