



# Corporate Plan

2017-2022

# Contents

<b>Introduction</b>	<b>4</b>
<b>Mid and West Wales Fire and Rescue Service</b>	<b>6</b>
The Executive Board	6
Mid and West Wales Fire and Rescue Authority	7
Our Vision, Mission, Values and Priorities	8
How are we performing?	10
- Performance Targets for 2017/2018	11
<b>The Pressures we are Facing</b>	<b>12</b>
Austerity and Growth	12
Our Budget	10
<b>Developing our Corporate Plan</b>	<b>14</b>
Well-being Statement	15
Our Strategic Priorities	16
Our Improvement Objectives	16
Annual Performance Assessments	16
<b>Our Strategic Priorities</b>	<b>18</b>
Collaboration	18
Innovation	19
Improving Service Delivery	19
Making better use of our Assets and Resources	19

**75% recycled**

This publication is printed  
on 75% recycled paper

Sustainability	20
Communication and Engagement	20
Empowering our Staff	21
<b>Our Improvement Objectives</b>	<b>22</b>
Objective One: To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales.	26
Objective Two: To reduce the incidence of arson across mid and west Wales.	28
Objective Three: To deliver our part of the Welsh Government Road Safety Framework.	30
Objective Four: The Well-being of Future Generations (Wales) Act 2015 and our role in Public Service Boards.	32
Objective Five: To contribute to and implement the new Emergency Services Network (ESN).	34
Objective Six: Further develop the findings of the Service's Risk Review and Strategic Assessment.	36
Objective Seven: Review and develop our response to flooding incidents.	38
Objective Eight: To support economic sustainability within our business community.	42
Objective Nine: To invest in our people.	44
Objective Ten: To make best use of our assets and resources.	46
Objective Eleven: Digitisation - To use technology to innovate, collaborate and empower.	48
Objective Twelve: To improve the way we resolve operational incidents through innovation and the use of new technology.	50

# Introduction

We are delighted to introduce our Corporate Plan, which sets out our vision for the future...

**TO BE A WORLD  
LEADER IN  
EMERGENCY  
RESPONSE AND  
COMMUNITY  
SAFETY**

We are very proud of the work we do. Over the last five years we have attended 2,995 house fires, 5,323 road traffic collisions and carried out 107,000 Home Fire Safety Checks. Our on-call firefighters have also responded to 8,927 medical emergency calls in co-responder vehicles, this is a 50% increase since 2006/2007.

We have achieved all this in addition to making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery. However, there is no avoiding the fact that the financial climate we are currently operating within, will continue to place additional pressures on the levels of service we provide as we stretch our resources even further.

We are committed to adapting to these challenges in a positive way and our Corporate Plan sets out our Strategic Priorities for the next five years. We believe that collaborative working is the future of the emergency services, enabling us to improve the way we work, share our people and financial resources and ultimately save more lives. We are 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. We 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.

As part of our Corporate Plan 2017-2022, we have developed 12 Improvement Objectives for 2017/2018, which have been designed to help us deliver against our Strategic Priorities.

These Improvement Objectives have been set in the context of the significant challenges facing public services, but also reflect an appetite to embrace innovative ideas and new ways of working. We have also been keen to embrace the Well-being of Future Generations (Wales) Act 2015 and have revised our planning arrangements to reflect our new duties and commitments.

Furthermore, the Act puts in place a 'sustainable development principle' which tells organisations how to go about meeting their duty under the Act. When drafting this Plan, we have considered the five ways of working which demonstrate sustainable development. We will be embedding this into the ways we work more widely across the Service.

We are confident that the Improvement Objectives contained within this Corporate Plan set out a robust programme of activity for the next year, which will enable us to deliver on our Strategic Priorities and recognises the short, medium and longer term needs of the communities we serve. However, current uncertainties make planning for the long term extremely challenging and as such, we will review our Corporate Plan annually to allow us to produce meaningful Improvement Objectives against our Strategic Priorities on a year by year basis.

We recognise that listening to your views is crucial if the Service is to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would urge you all to let us know what you think of our Strategic Priorities and the Improvement Objectives we are committed to for 2017/2018.



A handwritten signature in black ink that reads "Janice Dudley".

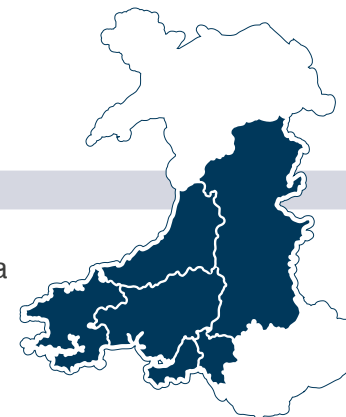
**Councillor Janice Dudley**  
Chair, Mid and West Wales Fire Authority



A handwritten signature in black ink that reads "Chris Davies".

**Chris Davies**  
Chief Fire Officer

# Mid and West Wales Fire and Rescue Service



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

Mid and West Wales Fire and Rescue Service covers:



The Service makes up almost two-thirds of Wales, covering a predominantly rural area of 4,500 square miles (11,700 km<sup>2</sup>), comprising 58 stations and employing 1,400 staff. It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

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

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

## The Executive Board

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



**Chris Davies**  
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*

## 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).

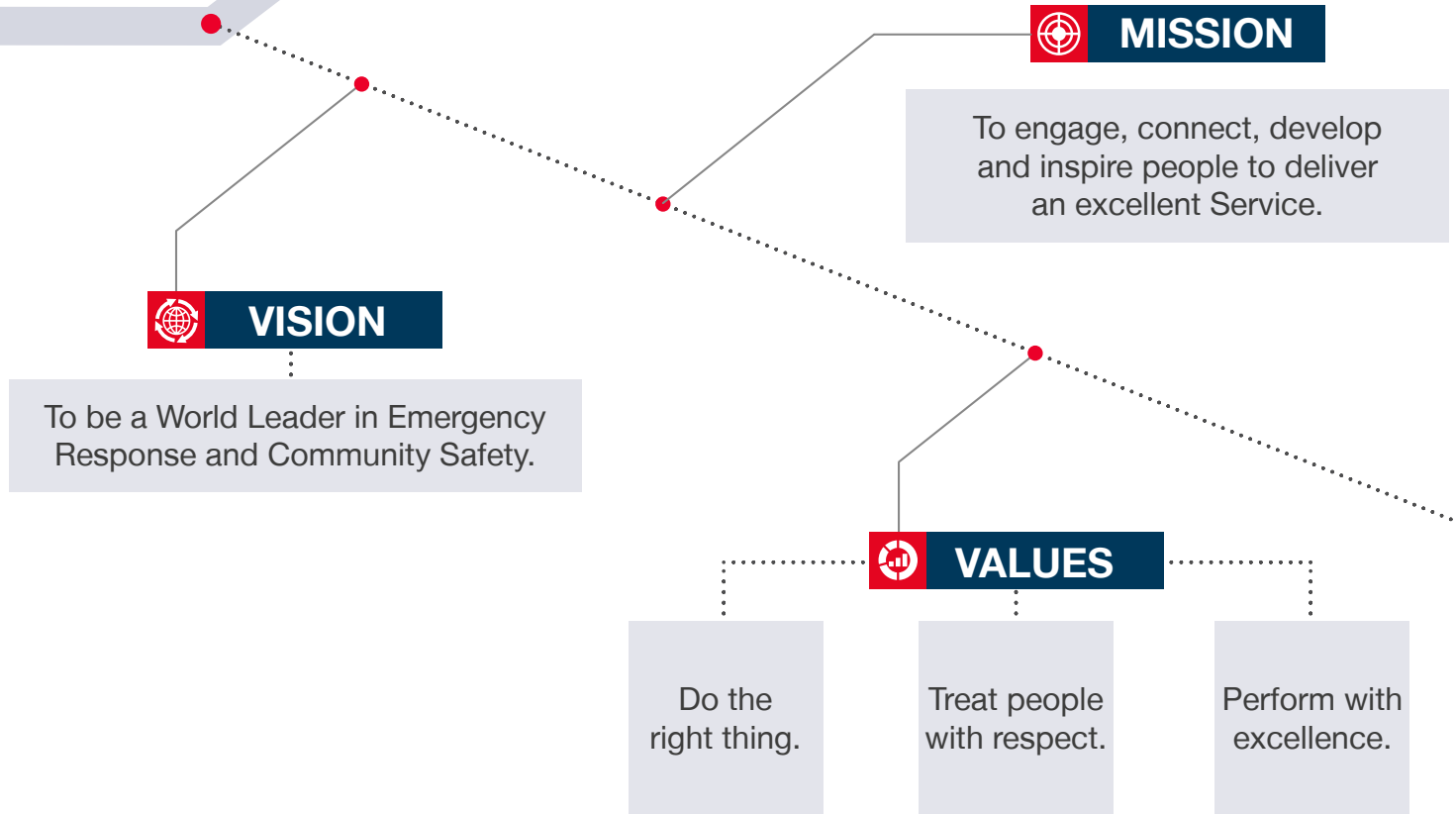
They are publicly accountable and have a statutory responsibility to maintain a Fire and Rescue Service for our communities, in accordance with the following legislation and regulations:

- 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
- Fire and Rescue Services National Framework 2016

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

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

## - Our Vision, Mission, Values and Priorities





 **We will achieve this by**

Working towards 12  
Improvement Objectives in 2017/2018.

**PRIORITIES** 

- Collaboration.
- Innovation.
- Communication and Engagement.
- Improving our Assets and use of Resources.
- Sustainability.
- Empowering our Staff.
- Improving our Service Delivery.

## - How are we performing?

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

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

We do recognise that our sickness levels are still not where we would like them to be and we have subsequently set challenging targets for this indicator over the next 5 years.

### Performance Indicator

#### All Fires

FRS/RRC/S/001 (i)

#### All False Alarms

FRS/RRC/S/001 (ii)

#### All Road Traffic Collisions

FRS/RRC/S/001 (iii)

#### All Other Calls

FRS/RRC/S/001 (iv)

#### Deaths And Injuries From All Fires

FRS/RRC/S/002 (i)

#### Deaths And Injuries From All Accidental Fires

FRS/RRC/S/002 (ii)

#### The Percentage Of Dwelling Fires Which Were Contained In The Room Of Origin

FRS/EFR/S/003

Performance Indicator	Average 2005/06 to 2009/10	Average 2011/12 to 2015/16	Average Percentage Reduction 2010/11 to 2015/16	Average 2015/2016 to 2020/2021 Target	2020/2021 Target Reduction (%)
All Fires FRS/RRC/S/001 (i)	16438	3713	-10.7%	2970	-20%
All False Alarms FRS/RRC/S/001 (ii)	5232	4525	-2.2%	4073	-10%
All Road Traffic Collisions FRS/RRC/S/001 (iii)	1349	1065	0.0%	959	-10%
All Other Calls FRS/RRC/S/001 (iv)		3796	8.0%		No Target Set
Deaths And Injuries From All Fires FRS/RRC/S/002 (i)	114	74	5.7%	67	-10%
Deaths And Injuries From All Accidental Fires FRS/RRC/S/002 (ii)	101	69	11.3%	62	-10%
The Percentage Of Dwelling Fires Which Were Contained In The Room Of Origin FRS/EFR/S/003		87.6%	0.1%		Maintain a target of 87% if possible

## - Performance Targets for 2017/2018

We have set challenging yet realistic targets for 2017/2018 onwards by producing a calculation which allows for variations in year on year activity.

We believe the best way to measure performance is by considering longer term trends and not only by yearly performance. As such, we set a reduction target based on an average over a five-year period which allows for 'spikes' in activity, which could be caused by the following:

- An extremely dry spring and summer - which leads to an increase in grass and woodland fires;
- An extremely wet spring and summer - which leads to an abnormally low number of grass or woodland fires;
- The introduction of new legislation or community safety activities which impacts upon Injuries, Fire Deaths and False Alarms.

The long term targets are set by identifying the average number of incidents attended over a five-year period from 2010/2011 to 2015/2016, and then setting a reduction target based on this average figure to be achieved by 2021/2022.

We will monitor progress against these targets on a quarterly basis and formally review and revise these as required in September 2018 to ensure they remain realistic and challenging.

we attend  
approximately  
**13000 incidents**  
every year

The total number of  
Fires we attend  
every year has  
reduced by  
**52%**  
since 2006

# The Pressures We Are Facing

Since 2006 we have  
reduced our budget  
**by 20%**  
that's **£9 million**

We have achieved this by  
reducing our expenditure on:

Station based crewing  
by **£3,630,000**

Staffing by  
**£1,971,000**

Improving our business processes  
which saved **£3,416,000**

## Austerity and Growth

Our vision will need to be delivered against a backdrop of pronounced financial pressures and increasing demand for public services.

Less money will mean that providing the support and services people need will become more difficult. These pressures are faced by other public and third sector organisations throughout mid and west Wales and we are very conscious that we do not unintentionally push costs and pressures onto other organisations or providers.

## Our Budget

Mid and West Wales Fire and Rescue Service covers the largest geographical area in England and Wales - 12000 square kilometres, which includes almost half the coastline in Wales - approximately 650 kilometres of coast. The sparse rural area impacts on the costs of running an efficient and effective Service and this, together with the extent of coastline, means that the cost per head of population will be more than other Services that are compact and inland.

Despite the challenging geographical area, we have the 4th lowest 'cost per station' and are the 2nd cheapest 'cost per square kilometre' in England and Wales. Over the last 10 years we have saved £9 million, which equates to a 20% reduction in our overall budget. These savings have been made by changing the way some of our stations are crewed, making central department savings and refining some of our business processes.

Since 2006 a total of 102 station based posts (27%) have been removed from the establishment (without redundancies). This has been achieved through changes in the crewing systems at various fire stations with efficiencies to date totalling £3,630,000. Further efficiencies have been achieved through central staff reductions, a total saving of £1,971,000, which have resulted in reducing senior and middle manager posts by 34%, and changes in businesses processes and procedures which equate to £3,416,000.

These have been achieved through three major exercises - a comprehensive review of each budget line took place in 2008, with full Fire Authority Member involvement, seeking out efficiencies; following this, from 2009-2011, a fundamental and robust review of all departments' structures and policies, through a Service Review Programme (SRP) took place; and currently a complete evidence based Service Review is being undertaken, looking at areas and patterns of risk, how external influences are impacting on the service and the provision of best value in all departments.

This Fire and Rescue Service currently costs £4 per person per month, or just 13p per day.

We think this is tremendous value for money and from a survey recently undertaken, it seems the public do too. However, there is no avoiding the fact that we are entering an even more challenging financial future and we know that as a public sector service we are going to have to play our part by making further efficiencies.

# Developing our Corporate Plan



Our medical response activity, via co-responder schemes, has increased by **50%** since 2006

In previous years we have produced a five-year Strategic Plan and an accompanying Annual Improvement Plan. With the introduction of the Well-being and Future Generations (Wales) Act 2015, we have taken the opportunity to review our planning process and produce a single integrated Corporate Plan for 2017-2022.

This Plan outlines our five-year Strategic Priorities (2017-2022) and our Improvement Objectives for 2017/2018.

In developing our Corporate Plan for 2017-2022 we have considered:

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

## Well-being Statement

We welcome our duties under the Well-being of Future Generations (Wales) Act 2015 and in developing this Corporate Plan, we have considered how we will meet these responsibilities. In adopting the duties set out within the Act, we have challenged ourselves to develop new ways of working, without compromising the service we provide.

Our Corporate Plan 2017-2022 outlines our seven Strategic Priorities and 12 Improvement Objectives. These Strategic Priorities and Improvement Objectives have been developed through a series of workshops with staff, Elected Members and Representative Bodies. Furthermore, the Improvement Objectives have been considered by Council Scrutiny Committees and as part of a wider period of consultation with our communities. Through this process, we are confident that our Strategic Priorities and Improvement Objectives help us contribute to the seven well-being goals outlined within the Act.

As part of the Act we are a statutory partner of six Public Service Boards. Many of our proposed activities are interrelated and will be delivered in partnership. As we take forward our Strategic Priorities and Improvement Objectives, we will continue to involve and listen to our partners to inform future service delivery.

Throughout this Plan we will highlight how our Improvement Objectives contribute to the Well-being Goals.



Over the last 5 years  
we have delivered

**104,594**

Home Safety Checks  
to our communities.

## Our Strategic Priorities

Our Strategic Priorities (2017-2022) set our direction of travel 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 and take in to consideration the requirements of the Well-being and Future Generations (Wales) Act 2015.

## Our Improvement Objectives

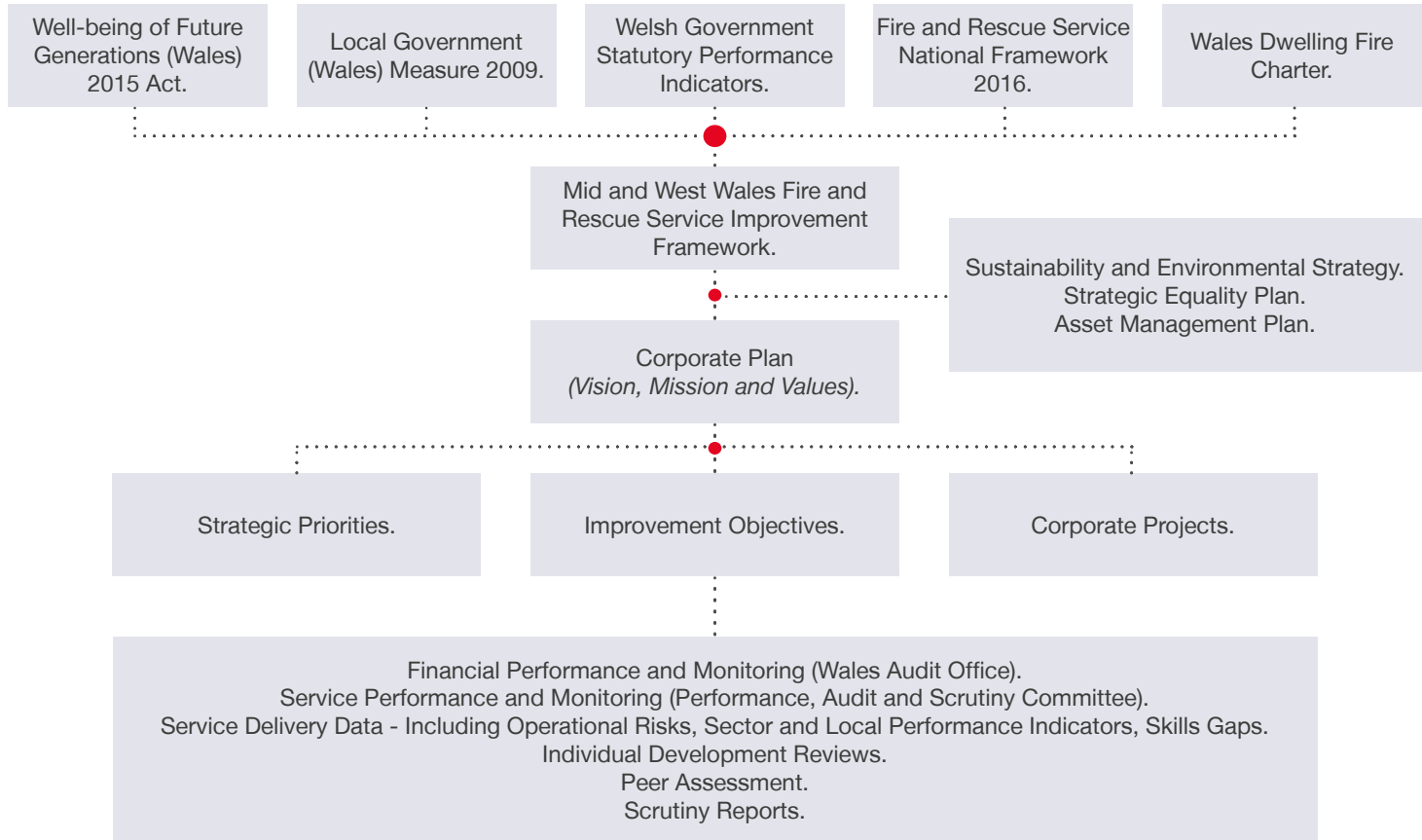
Each year, as part of our planning process we develop Improvement Objectives which have been designed to help us deliver against our Strategic Priorities.

Our Improvement Objectives tell our staff, communities and stakeholders what benefits will be delivered to them over the coming year.

## Annual Performance Assessments

By the end of October each year, we publish our Annual Performance Assessment. Our Annual Performance Assessment tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the previous year's Improvement Objectives. Our Annual Performance Assessment also identifies how we have contributed to the Well-being goals, set out within the Well-being of Future Generations (Wales) Act 2015.





# Our Strategic Priorities

## Since 2006, our attendance

at deliberate fires  
has **REDUCED**

65%

at accidental fires  
has **REDUCED**

24%

at fires in dwellings  
has **REDUCED**

19%

at fires in  
non-domestic  
premises has  
**REDUCED**

48%

Our Strategic Priorities for 2017-2022 ensure we will continue to deliver the best possible services to our communities.

Our seven Strategic Priorities, as outlined, 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 Service.

The unprecedented financial challenges we are facing will require us to be innovative and adopt new ways of 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.

## 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.

# Our Strategic Priorities

**8% of our activity,**

approximately 1000 incidents every year,  
are Road Traffic Collisions



Since 2006 our attendance at Road Traffic Collisions has increased by **19%**

Approximately

**185,000**



people travel less than 10km to  
work across our area each day.

## Sustainability

We know that our operations have an effect on the global and local environment and are committed to minimising any adverse impacts wherever 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 our Corporate Plan.

## 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.

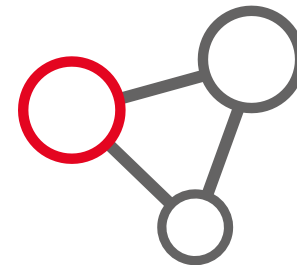
Communication is a key priority in ensuring our staff, stakeholders, communities and partners are aware of the work we undertake, the challenges we face and the success we achieve.

We believe that we can effectively deliver our key messages through ensuring a continued focus on education, engagement and communication.

Over the last 5 years we have engaged with over

**10,000**

young people through a variety of education and prevention programmes.



# Our Improvement Objectives

During 2017/2018 we will deliver the following 12 key Improvement Objectives which we believe will reduce risk and improve the safety of our communities, whilst delivering excellent services which meet the risks and needs of our communities.

Our flooding and water  
**rescue activity**  
is very dynamic and varies from  
approximately  
**200 calls to 700 calls**  
**Every Year**

## One

To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales.

## Two

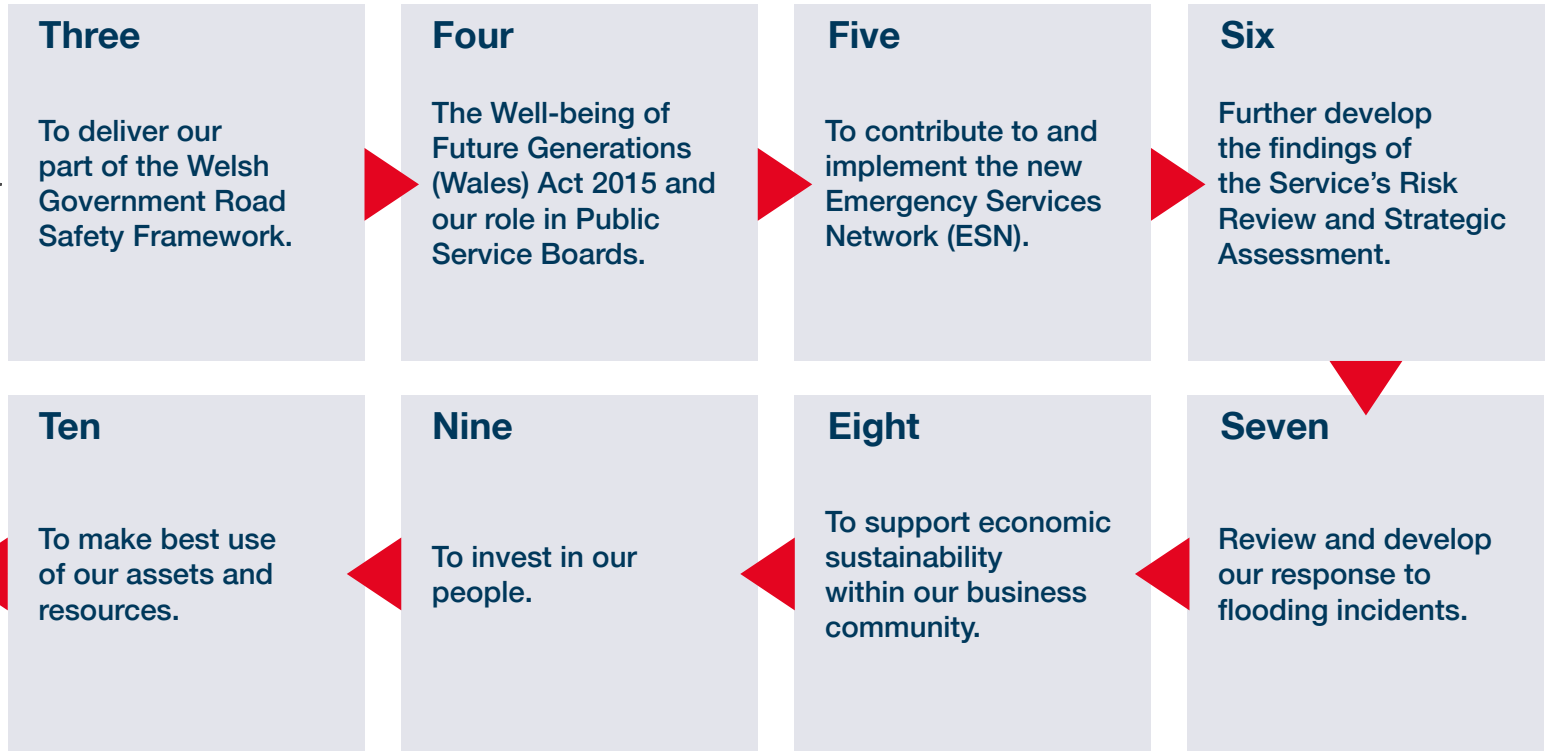
To reduce the incidence of arson across mid and west Wales.

## Twelve

To improve the way we resolve operational incidents through innovation and the use of new technology.

## Eleven

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



## Strategic Priorities

		Collaboration	Innovation	Improving our Service Delivery	Empowering our Staff	Sustainability	Improving our Assets and use of Resources	Communication and Engagement
Objectives	One	✓	✓	✓				✓
	Two	✓		✓		✓	✓	
	Three	✓		✓				✓
	Four	✓	✓	✓	✓	✓	✓	✓
	Five	✓	✓	✓		✓	✓	✓
	Six	✓	✓	✓	✓	✓	✓	✓
	Seven	✓		✓	✓	✓	✓	
	Eight	✓	✓	✓		✓	✓	
	Nine		✓		✓	✓	✓	✓
	Ten	✓	✓	✓	✓	✓	✓	✓
	Eleven	✓	✓	✓		✓	✓	✓
	Twelve	✓	✓	✓	✓	✓	✓	✓



## Well Being of Future Generations (Wales) Act 2015

	A Prosperous Wales	A Resilient Wales	A Healthier Wales	A more Equal Wales	A Wales of Cohesive Communities	A Wales of Vibrant Culture and Thriving Welsh Language	A Globally Responsible Wales
One	✓	✓	✓	✓	✓		
Two	✓	✓	✓	✓	✓		
Three	✓	✓	✓	✓	✓		
Four	✓	✓	✓	✓	✓	✓	✓
Five	✓	✓			✓		✓
Six	✓	✓	✓	✓	✓		
Seven	✓	✓	✓		✓		
Eight	✓	✓	✓	✓	✓		
Nine	✓	✓	✓	✓	✓		
Ten	✓	✓					
Eleven	✓		✓		✓		
Twelve	✓	✓	✓		✓		

# Objective One

**To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales.**



## Where are we now?

For a number of years, we have developed our activities specifically to improve fire safety in the home. This has been achieved primarily through carrying out free Home Fire Safety Checks (HFSCs) with particular emphasis on vulnerable and high risk people.

We work collaboratively with a wide range of partner agencies who have links to vulnerable people. This allows us to reach households that we may not otherwise have access to or knowledge of. This is a very important element of our shared agenda for safer communities and one that we want to expand even further.

Last year we started to widen our role in promoting health and safety messages on behalf of our partners as part of our home safety visit. This has been trailed in some areas of our Service and has been well received by partners, staff and the community.

## What are we planning to do and why?

Our data shows us that there is a subsequent long term reduction in Accidental Dwelling Fires which demonstrates that providing advice, education and equipment can make a positive difference to the people we engage with. We are privileged in being a trusted and valued Service with a long tradition of providing professional advice and assistance. We intend to use this reputation and our links to vulnerable households to maximise our impact.

We will build upon the collaborative work already undertaken to expand the delivery of advice and interventions that our partners want to promote in order to improve the safety and health of our communities. We want the advice and intervention we deliver to vulnerable people to reflect a holistic approach to community safety.

We will focus precious resources on those persons most in need and deliver interventions that promote health, well-being and improve the safety of all those we engage with. This concept of 'Making Every Contact Count' is intended to improve lifestyles and reduce health inequalities.

### **How and when are we going to deliver this?**

This development is already in place but will be dynamic and evolve to reflect our own and partner priorities:

- An innovative, more holistic home safety intervention will continue to be rolled out across the Service to replace the traditional Home Fire Safety Check.
- We will review and evaluate the improvement in our community intervention with our staff, our external partners and the communities we serve.
- We will expand the role of Community Safety Volunteers to provide ongoing local support to those persons who have benefited from our interventions.
- We will expand the training provided to our partner agencies to support our community safety interventions.

### **How will we measure success?**

- Evaluate the quality of the interventions we deliver to the most vulnerable members of our community.
- Monitor the feedback we received from partners, staff and the community on the benefit of our interventions and how they reduce risk.
- Use our own data on Accidental Dwelling Fires but also partner data and national data to measure the long term impact of our new approach.

### **What will this mean to you?**

Communities will be safer and healthier as a result of our advice and intervention.

## Objective Two

To reduce the incidence of arson across mid and west Wales.



### Where are we now?

The Arson Reduction Team co-ordinates the Service's wide range of interventions to reduce the risk of deliberately set fires. This work is driven by the Strategic Arson Reduction Board, which comprised representatives from the three Fire and Rescue Services in Wales, Police, Local Authorities, Natural Resources Wales, Welsh Government and other partners.

Over recent years we have had significant success in reducing the number of deliberate fires and where there have been specific challenges, we have seen the benefits of a co-ordinated approach. To further build on this success, the Wales Arson Reduction Strategy III, produced by the Strategic Arson Reduction Board, coordinates a delivery plan to further reduce the risk of arson across a number of focus areas.

The 'Dawns Glaw' initiative, one of the deliverables of the delivery plan, delivered a multi-agency targeted response aimed at reducing deliberate grassland fires between February and April. This saw great success in 2016, particularly for larger fires that destroy significant areas of grassland and forestry.

Operation Be A Nice Guy (BANG) is targeted at the issues around unofficial public bonfires and Anti-Social Behaviour (ASB) over the Halloween and Bonfire periods. This operation has adopted a multi-agency approach which has seen some significant success in reducing calls relating to Bonfires and ASB to the Fire and Police Services, as well as encouraging a positive image of both Emergency Services within traditionally unreceptive communities.

## What are we planning to do and why?

The success of the Dawns Glaw initiative in 2016/2017 has informed future strategy on intervention for deliberate grassland fires.

- We will continue to maintain the excellent partnership work and education and intervention programmes that have been put in place to reduce the risk as arson continues to impact upon society, our heritage and our environment.
- Youth intervention in areas of high risk will continue as education and diversionary activities have been found to be beneficial with target groups.
- Supporting Land Management arrangements will also be a focus for 2017/2018 as we build upon the links established through Dawns Glaw and influence Land Management strategies in order to reduce the risk of uncontrolled burning. We will also actively engage with partners and community volunteer groups to promote arson awareness.

## How and when are we going to deliver this?

Throughout 2017/2018 we will:

- Continue to deliver the objectives of the Wales Arson Reduction Strategy III.
- Improve the information we hold about the scale and scope of arson across mid and west Wales.
- Reduce the risk of deliberate fires in buildings.
- Manage down risk due to deliberate fire setting associated with anti-social behaviour.
- Reduce the risk of arson and hate crime against people and property.
- Expand our network of community groups that are informed and active in reducing arson.

## How will we measure success?

Targets for reduction are linked to the Wales Arson Reduction Strategy III.

## What will this mean to you?

Our communities will be safer from the risk of arson and the societal and economic impact of this activity will be reduced. There will also be increased community involvement through collaboration with our partners.

## Objective Three

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



### Where are new now?

We deal with the consequences of Road Traffic Collisions (RTC) and the impact they have on human life and our communities on a daily basis, as we rescue significantly more injured people from RTCs than from fires.

Education and intervention is key to reducing the number of RTCs on our roads and the Service has a shared role in delivering this along with other road safety partners. Even though road safety has improved considerably in recent years, in 2014, there were a total of 8,208 reported casualties as a result of RTCs - 103 people were killed and 1,160 people were seriously injured in Wales.

### What are we planning to do and why?

The Welsh Government's Road Safety Framework sets out road safety targets up to 2020. As a Service, we are a key partner in enabling the Welsh Government achieve their target by delivering effective road safety interventions and targeting the right areas, in the right way, to reduce deaths and serious injuries.

The three Fire and Rescue Services in Wales have developed a Road Safety Strategy for 2015 - 2020 to support the aims of Welsh Government's Road Safety Framework for Wales.

We have identified what we can do to support our partners and we will focus our interventions on Motorcyclists, Young People and Older Drivers.

## How and when are we going to deliver this?

Throughout 2017/2018 we will:

- Deliver activities to improve the safety of motorcyclists on our roads through encouraging participation on Motorcycle Safety Courses.
- Develop a Multi-Agency Road Safety Youth Intervention Course that will target those young people who have been identified as being of high risk due to their behaviour on the roads.
- Target road safety education activities and intervention at older drivers.

## How will we measure success?

Throughout 2017/2018 we will:

- Use national data on Road Traffic Collisions and Injuries to monitor the outcomes of all road safety interventions.
- Develop our interventions through post intervention evaluation.
- Use the targets contained within the Welsh Government Road Safety Framework for Wales:
  - A 40% reduction in the total number of people killed and seriously injured on Welsh roads by 2020.
  - A 25% reduction in the number of motorcyclists killed and seriously injured on Welsh roads by 2020.
  - A 40% reduction in the number of young people (aged 16-24) killed and seriously injured on Welsh roads by 2020.

## What will this mean to you?

Safer roads within mid and west Wales and beyond.

## Objective Four

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

#### Where are we now?

We welcome the introduction of the innovative and visionary Well Being of Future Generations (Wales) 2015 Act. We are fully committed to the legislation and what it is designed to achieve. We support the creation of Public Service Boards (PSBs) and take our role as a statutory partner very seriously. Indeed, we see this as an opportunity for partners to achieve common purpose through true collaboration for the benefit of our communities.

The legislation requires the statutory partners and invited participants to conduct a Well-being Assessment of its area and to produce a Well-being Plan for delivery, which supports the overarching Well-being Goals identified within the Act. This should be achieved utilising the principle of ‘Sustainable Development’.

#### What are we planning to do and why?

Currently, public bodies deliver their respective service to the public relatively independently. Whilst a fair degree of collaboration takes place for the benefit of our communities (some excellent examples of initiatives exist that are positively making a difference), the current model doesn’t always provide an efficient, effective and coherent service.

Also, decisions are taken which don’t necessarily consider the longer term and the impact that today’s decisions may have on future generations. The legislation sets out to achieve a much more forward thinking approach to service delivery which we fully support.





Public Service Boards have now been formed and their structures established. They have developed their terms of reference and have produced short-term interim objectives whilst the new Well-being Assessment is being conducted and the longer-term Well-being Plan developed. We are fully committed to this process and we have Director level representation at each PSB and we take a fully pro-active part. We are also ensuring that we provide the appropriate representation and resource requirements to the sub-groups that exist to support the PSBs.

### **How and when are we going to deliver this?**

The Well-being Assessment and Plans will be produced within the first year (2017/2018) and common objectives will be agreed for PSB partners to commit to. Each statutory partner must ensure that the PSB objectives are incorporated within the ethos of the services they provide in order to develop and improve the health and well-being of the communities they serve.

### **How will we measure success?**

A partnership plan which will benefit the local community will be developed. For the Fire and Rescue Services this should reduce duplication across the six Unitary Authorities and enable us to support and contribute to the seven Well-being goals. Success factors and indicators will be performance measured via the scrutiny arrangements in place via the Local Authorities and our own Fire Authority. This will ensure that the success factors and Well-being outcomes identified have been delivered for the benefit of the public.

### **What will this mean to you?**

This will enable us to focus our prevention, protection and response arrangements to those communities and individuals in most need. We have therefore incorporated the seven Well-being goals into our Corporate plan.

# Objective Five

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



### Where are we now?

Our current network is a very reliable and effective means of communication. However, it is expensive and is only really suitable for voice communications and limited data transmission.

The technology and standards required to deliver a fully functional replacement, that can meet current and future data transmission requirements, does not yet exist.

As such the U.K. Home Office, in line with the Governments digitisation agenda, has embarked on the Emergency Services Mobile Communication Programme (ESMCP).

### What are we planning to do and why?

The ESMCP will provide the next generation communication system, including integrated critical voice and broadband data services, for the three emergency services (Police, Fire and Rescue and Ambulance) and other public safety users.

This system will be called the Emergency Services Network (ESN). ESN will be a mobile communications network with extensive coverage, high resilience, appropriate security and public safety functionality.

This will allow the three emergency services to communicate even under the most challenging circumstances.

## **How and when are we going to deliver this?**

The main contracts for the implementation of the ESN were awarded in December 2015.

We will begin the preparation work to allow us to access the ESN from February 2016. This will include the procurement of the required hardware and software; preparation of the relevant networks; as well as staff training and awareness sessions.

Once this preparatory work is complete, we will begin our transition on to the ESN, via a phased approach, in November 2018. It is anticipated that the transition will take up to 12 months with a proposed completion date of around November 2019.

## **How will we measure success?**

A fully operational connection to the ESN.

## **What will this mean to you?**

Along with other emergency services, we will have a network and system that will enable an integrated response to incidents. This collaboration with our partners will ensure a more efficient and cost effective Service and will improve the service we provide to our communities.

## Objective Six

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



### Where are we now?

Within last year's Annual Improvement Plan (2016/2017) we achieved two significant reviews:

- A Strategic Assessment of external factors that have the potential to impact on our Service in the future - this includes focus areas such as the economy, demographic shifts, the ageing population, spatial development plans and risk profiling etc.
- A Service Review of our core functions which involved a 'root and branch' examination of our Service to identify key areas for improvement incorporating a strategic Risk Review.

Both pieces of research work will now enable us to make risk-based and evidence-led future decisions, thus identifying key improvement areas across our organisation.

It is considered that there are four logical phases to the Risk Review process:

- Phase 1 - Data collection, analysis and intelligence gathering – completed in 2016/2017.
- Phase 2 - Options development - 2017/2018.
- Phase 3 - Implementation - from 2018 onwards.
- Phase 4 - Continuous Improvement and Evaluation.

### What are we planning to do and why?

We are now planning to undertake Phase 2 of this work and begin to develop scenarios and significant options based on the evidence we collected and analysed within Phase 1. It is important that we apply professional judgement to this information in order to ensure true intelligence development.

Our work will involve making improvements within most functions within the Service as we maximise efficiency and ensure that we match our resources to the risks prevailing in our communities.

By accurately identifying the risks faced by our communities and matching our resources to these risks, we will be able to ensure that we continue to provide excellent value for money for the communities we serve.

Our communities will be better informed on the risks that we face now and in the coming years. Our communities will also be reassured that we are providing best value as our resources are commensurate to the risks across our area.

### **How and when are we going to deliver this?**

The development of options will take place within the 2017/2018 year, informing our decision-making from 2018 onwards.

### **How we will measure success?**

Wherever possible we will adopt a process whereby we will:

- Model potential scenarios and fully utilise gathered intelligence to maximise success potential.
- Conduct pilots and/or trials to establish the optimum way forward.
- Implement agreed objectives.
- Evaluate the outcomes.
- Adopt a continuous improvement methodology.

### **What will this mean to you?**

This work will ensure that we are as efficient and effective as possible in delivering future services to the public.

## Objective Seven

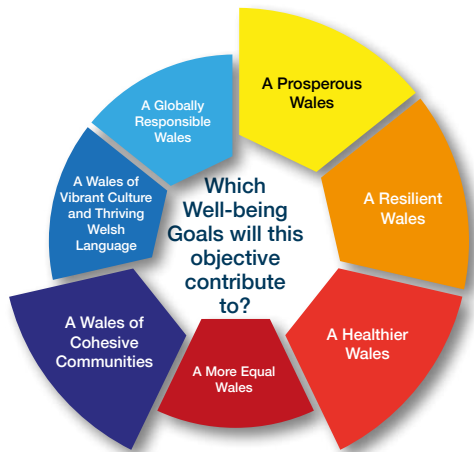
### Review and develop our response to flooding incidents.

#### Where are we now?

As a result of climate change, firefighters within Mid and West Wales are increasingly being called upon to respond to incidents of flooding, to carryout rescues and to protect property from the damaging effects of water and contamination.

Whilst there is currently no statutory duty placed on Fire and Rescue Services to attend incidents of this nature, Welsh Government have now recognised the need to formalise the basis on which flood response is provided. They are currently considering extending the statutory functions of Fire and Rescue Authorities to specifically include flooding and water rescue.

In anticipation of this potential change, we are currently undertaking an exercise to determine the equipment and training requirements needed to fully meet the challenges presented by the steadily increasing number of incidents we are experiencing. We are also considering ways by which we can use our knowledge and experience to help communities protect themselves from the effects of water related incidents.



## What are we planning to do and why?

We will:

- Expand and maintain our flooding/water rescue assets to match the needs of the communities within mid and west Wales and support wider deployments across Wales and the UK.
- Maintain and improve the competency levels of water rescue/flooding responders to ensure our operational firefighters and managers have the necessary skills they need to be able to effectively and safely manage incidents.
- Provide sound and effective operational guidance for our firefighters.
- Ensure effective command and control measures are in place.
- Educate and advise communities, to assist them in protecting themselves from the effects of flooding and reduce the number of casualties in water related incidents.
- Conduct assessments to identify areas of risk from flooding and offer advice to occupiers and communities.
- Work in partnership with other organisations and volunteers to ensure a multi faceted approach towards both response and prevention of water related incidents.

### **How and when are we going to deliver this?**

During 2017/2018, we will:

- Identify training requirements and develop a programme of development to ensure our staff have the required level of knowledge and skills.
- Review our Command and Control competency framework to ensure our incident managers undergo appropriate development and assessment in relation to managing water related incidents.
- Develop preventative initiatives/educational programmes to help the people living in our communities protect themselves from the effects of water related incidents.
- Review and develop our standard operational guidance.

### **How will we measure success?**

We will:

- Monitor and disseminate the outcomes of reviews, investigations and debriefs.
- Collect performance management data.
- Gather evidence of improved, operational incident outcomes and exercises, captured through the operational learning system.
- Monitor and report our performance in line with the Welsh Government's Programme of Sustainability (Well-being of Future Generations (Wales) Act 2015).



## What will this mean to you?

- Our firefighters will be better equipped and prepared and consequently safer and more effective.
- People living in our communities will be more risk aware and better able to protect themselves, their properties and their possessions.

# Objective Eight

To support economic sustainability within our business community.



## Where are we now?

Prior to 2016/2017 our Business Fire Safety Activities have traditionally been directed towards ensuring compliance with the legislative framework presented by the various statutory instruments. This has been delivered through a risk-based audit and inspection programme where business premises are visited according to the assessed level of risk to life they pose.

We provide consultant services and advice to statutory partners in Local Authority Licensing and Building Control and work in conjunction with the Health and Safety Executive, Crown Inspectors and Natural Resources Wales.

In terms of Procurement, we are encouraged by the Welsh Government to maximise access by Small and Medium Enterprises (SME's) to our contracts through the Opening Doors charter and the Wales Public Procurement Policy. There is a possibility that some best practice guidance could become statutory.

## What are we planning to do and why?

We would like to apply a sharper focus on ensuring businesses can develop and remain in operation and find ways to reduce the regulatory burden placed on businesses. We know that many SME's do not survive a fire and commence trading again. Our protection activities will ensure that the advice given is of the highest quality, our enforcement activity is proportionate to the risk posed by the business and that the time taken to conduct our interactions with business is kept to the minimum necessary.

Through our procurement activities we can educate and engage with SME's and structure tenders to allow greater access to tenders and work.

Through our Business Fire Safety Audit Programme, we plan to support, develop and guide the business community in order to promote economic sustainability. We want to encourage economic sustainability and cohesive communities in line with the Well-being of Future Generations (Wales) Act 2015.

### **How and when are we going to deliver this?**

- We will extend our business fire safety audit programme to include the provision of support and guidance to businesses.
- We will amend the way in which we deliver our routine compliance activities to business by implementing the short audit process.
- We will look to increase our involvement with Primary Authority Schemes to reduce regulatory burden and increase consistency.
- We will increase emphasis across the organisation on the need to consider the impacts of procurement as early as possible in line with these strategic objectives.
- We will develop and deliver these initiatives dynamically throughout 2017/2018.

### **How will we measure success?**

- Customer feedback and evaluation.
- Incidence of fire in the built environment and subsequent loss prevention.
- The percentage of business placed with Small and Medium Enterprises.

### **What will this mean to you?**

Businesses will be more resilient and sustainable and have increased levels of legislative compliance within a reduced regulatory burden. The advice given to businesses will be more consistent across geographical areas and will increase awareness through education. The users and employees of premises will be safer through the measures incorporated and maintained by our consultative and regulatory actions. SMEs will understand the needs of the organisation and will be better placed to tender. Economic sustainability will be promoted as a result.

# Objective Nine

To invest in our people.



## Where are we now?

In 2015 the Service achieved Investors in People (IIP) Gold and aims to maintain this level of accreditation. We have frameworks in place to ensure that the measure of acquisition, application and maintenance of skills and competencies are correct.

We are proud that our employees are achieving qualifications aligned to National Occupational Standards across professional standards.

In early 2015 we carried out a Cultural Audit which provided vital feedback from our employees about the Individual Development Review (IDR) process and how this supports individual and organisational development needs.

We have embraced the new e-learning method which is currently being used to complement any learning and development needs identified.

## What are we planning to do and why?

We will:

- Take account of current and emerging legislation impacting upon the services we provide, in particular the Well-being of Future Generations (Wales) Act 2015 and the Equality Act 2010.
- Ensure all our Staff have the correct skills and knowledge to deliver the best possible outcomes.
- Provide our staff with the best equipment and development opportunities to ensure the safety of our employees and the communities they serve.
- Maintain and improve on our IIP success to ensure that internal and external stakeholders recognise the commitment we are making to people and organisational development.
- Review our Organisational Development Pathways to ensure that they deliver effective and efficient learning and development opportunities.

## How and when are we going to deliver this?

We will:

- Embed a learning culture that will meet the current and future needs of our Service as part of refreshing our Strategic Pathways and refining our IDR process during 2017/2018.
- Explore all opportunities to learn from and collaborate with our partners and stakeholders (during 2017/2018).
- Ensure our research and development function looks beyond the UK Fire Sector for future innovative solutions; a continuous process over the next 5 years.
- Ensure that Risk Critical skills and competencies accurately reflect the risk profiles of our Communities as part of Objective 4 and 6 in 2016/2017.

## How will we measure success?

We will:

- Audit the Risk Critical Skills Matrix and PDRpro to ensure compliance with requirements including links with the organisational pathways.
- Use the IIP Framework to evaluate the impact coaching has had within the Service.
- Use evaluation to demonstrate how we used innovation to deliver better outcomes for our communities.
- Use business intelligence to inform improvement in Emergency Response and Community Safety.

## What will this mean to you?

- Increased job satisfaction and morale among employees.
- More motivated workers which in turn will increase productivity.
- Employees who know they are competent and therefore feel more confident, self-assured and valued.
- Lower overall employee turnover and less absenteeism.
- Employees that require less supervision and who need less detailed instructions.
- Employees who are better equipped to adapt to changes and challenges.
- Enhanced Service image as employees will feel that this is a good place to work.

# Objective Ten

To make best use of our assets and resources.



## Where are we now?

We have undertaken several efficiency exercises over the years, resulting in significant savings and efficiency of operations. However, these exercises have not extended to looking outwards to other organisations' detailed cost comparisons per head, or examined best practice across the UK and internationally on all areas of work.

## What are we planning to do and why?

In order to ensure that all business decisions are transparent, sound and consistent, in line with the restrictions of the current economic environment, we need to fully understand our Service in terms of costs, and ensure that we identify the most appropriate allocation of resources to provide the desired level and range of services at least cost.

## How and when are we going to deliver this?

We will undertake a comprehensive examination of our spend, comparing with others, and establish a forward planning model for both assets and resources. The forward planning model will help shape and inform our decision-making for 2017/2018 onwards.

### **How will we measure success?**

We will monitor progress with full involvement of Members and report improvements in comparative costs or value for money.

Our Medium Term Financial Plan will help shape the production of a sustainable Asset Management Plan.

### **What will this mean to you?**

This will call on expertise in various areas of work and put added pressure on the relevant departments, however we will monitor this and allocate resources accordingly.

The work will however result in a full understanding of the service we provide, what we want to provide and at what cost, and allow resource decisions to flow from this to best effect for a sustainable Fire and Rescue Service moving forward.

# Objective Eleven

**Digitisation - To use technology to innovate, collaborate and empower.**

## Where are we now?

We have a history of deploying innovative technologies to support the delivery of our services as well as collaboration on IT projects. Such collaborative projects include the shared use of a finance and procurement system with Carmarthenshire County Council; the development of a human resource and payroll system shared with South Wales Fire Service; and the adoption of the Wales Public Sector Broadband project.

## What are we planning to do and why?

We recognise that there is further potential to adopt information technologies in support of our activities and there to rationalise some existing software systems. Our Operational, Business Development and IT teams will investigate new ways of working and delivering our services both within the Service and to external stakeholders. We will seek to improve and adapt the delivery of our services by encouraging digital innovation, greater exploitation of our information assets and by embracing the ever changing technological landscape.

The extended use of advanced information and communication technologies will improve our business processes and secure operating efficiencies benefiting fire service personnel and stakeholders alike.

## How and when are we going to deliver this?

- In 2017 we will develop a new Information Systems Strategy.
- In 2017 we will deploy an upgraded Business Fire Safety system.
- In 2017 we will develop our Service website to improve public access to the organisation.





- In 2017/2018 we will deploy a new bilingual Intranet.
- In 2018/2019 we will procure a replacement mobile data system that is compliant with the new Emergency Services Network.
- In 2019/2020 we will deploy the UK Government's Emergency Services Network Mobile Communications Project.
- Over the next 5 years we will continue with our commitment to the UK Government 'Cloud First' strategy whenever reviewing our information system requirements.

#### **How will we measure success?**

- Increased remote access to administrative and operational IT systems.
- Improved reliability of IT systems and reduced 'downtime'.
- Increased use of the Service's Website.
- Reduction in manual and paper based business processes.
- Increased protection for the fire service's information assets.
- Reduction in 'like for like' ICT expenditure.
- Improved data capabilities for operational crews.
- Improved operational collaboration.
- More sustainable ICT systems.

#### **What will this mean to you?**

Successful completion of the identified themes will ultimately result in enhanced security and robustness for the Service and improvement in our delivery of services to the public. The business process benefits delivered will also make for a better working environment for all staff and departments.

# Objective Twelve

To improve the way we resolve operational incidents through innovation and the use of new technology.

## Where are we now?

Whilst we have always responded positively to the changing environment in which we operate and adapted in order to meet new challenges as they arise, new innovations and technological advances in recent years have provided us with the potential to greatly enhance and improve the way we deliver our services in the future.

We have already embraced this philosophy, through the introduction of e-draulic cutting equipment, which has improved operator safety and capability in responding to entrapments; the use of unmanned aerial vehicles to support operations; and command and control and the Cold Cut extinguishing system currently under trial. However, we want to explore further options.

## What are we planning to do and why?

- We want to further identify how changes in equipment design, operating techniques and new innovation can enhance and improve the efficiency and effectiveness of services we provide to the public.
- We want to reduce the impact of our firefighting and rescue operations on the environment by using our resources more efficiently.
- We want to ensure we provide our firefighters with training, equipment, techniques and processes which enable them to operate safely and effectively.



## How and when are we going to deliver this?

Throughout 2017/2018, we will:

- Monitor and review the effectiveness of our techniques, processes and equipment.
- Explore all opportunities to learn from and collaborate with our partners.
- Engage in research and development which looks both across and beyond the UK Fire sector for ideas and solutions.
- Research new developments in technology and processes and conduct assessments and trials accordingly.

## How we will measure success?

We will:

- Monitoring and disseminate the outcomes of reviews, investigations and debriefs.
- Collect performance management data.
- Gather evidence of improved outcomes at operational incidents and exercises captured through the operational learning system.
- Monitor and report our performance in line with the Welsh Government's Programme of Sustainability (Well-being of Future Generations (Wales) Act 2015).

## What will this mean to you?

Engaging with new technology and innovation will allow us to introduce changes and enhancements to help improve the safety of our firefighters; improve the efficiency and outcomes of operational incidents; reduce the impact of our business and our emergency operations on the environment; and expand and enhance the learning environment for our staff.

## Find out more

Our website contains more detailed information on areas reported in this document. In the Performance Section of our website you will find information on:-

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

We welcome your comments or suggestions for future planning improvements. To provide your feedback, you can contact us via our website [www.mawwfire.gov.uk](http://www.mawwfire.gov.uk), telephone us on **0370 6060699** or write to us at **Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP**.

Alternatively you can email us at [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk)

### Alternative Versions

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