



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service



Annual Performance Assessment 2022/2023





Alternative Versions

Welsh

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

English

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

Arabic

هذه الوثيقة متوفرة أيضا بطرق تسهل قراءتها، لو تريد هذه المعلومات بلغة أخرى أو بشكل آخر، إضافة بطريقة مسموعة، المرجوا mail@mawwfire.gov.uk : التواصل معنا عبر 03706060699 أو عبر البريد الإلكتروني

Chinese

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

Nepali

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

Polish

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

Punjabi

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

Urdu

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



Introduction	4
About our Annual Performance Assessment	5
Our Commitment to Improve.....	5
<i>Indicators</i>	<i>5</i>
<i>Welsh Performance Indicators for 2022/2023.....</i>	<i>8</i>
<i>Our Performance against the All Wales Dwelling Fire Response Charter.</i>	<i>10</i>
Our Improvement and Well-being Objectives.....	16
<i>Improvement and Well-being Objective One</i>	<i><u>17</u></i>
<i>Improvement and Well-being Objective Two</i>	<i><u>20</u></i>
<i>Improvement and Well-being Objective Three</i>	<i><u>22</u></i>
<i>Improvement and Well-being Objective Four</i>	<i><u>25</u></i>
<i>Improvement and Well-being Objective Five</i>	<i><u>27</u></i>
<i>Improvement and Well-being Objective Six</i>	<i><u>30</u></i>
<i>Improvement and Well-being Objective Seven.....</i>	<i><u>31</u></i>
Find out more.	34
Appendix 1: Well-being of Future Generations (Wales) Act 2015 – Progress Statement.....	35
Appendix 2: Good new stories from work undertaken by all departments, between 01 April 2022 and 31 March 2023	38



Introduction

We are pleased to introduce our Annual Performance Assessment for **2022/2023**.

This report outlines how we have performed against the Improvement and Well-being Objectives we set ourselves within our [Annual Business Improvement Plan 2022/2023](#).

Over the last 12 months we have attended:



We also recruited:



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

Our priority is to ensure our Improvement and Well-being Objectives are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales. This document outlines the improvements we have delivered for our staff and our communities over the last 12 months.



Roger Thomas BA (Hons) MSc

Chief Fire Officer

Head of Paid Service



Cllr Elwyn Williams – Plaid Cymru

Chair of Mid and West Wales Fire Authority

(June 2021 to June 2023)



About our Annual Performance Assessment - By 31 October each year, we are required to publish our Annual Performance Assessment, which reports progress against our Improvement and Well-being Objectives from the previous year. We follow Welsh Government guidelines to ensure the way in which we assess and report our achievements are understood by our communities, staff, and stakeholders. Throughout this Performance Assessment, we will tell you how successfully we delivered what we planned to do in 2022/2023.

The Performance Assessment is also an opportunity for us to identify what lessons we have learnt and how we will incorporate them into our future planning and improvement processes. You can access all our Corporate Plans, Annual Improvement Plans and Annual Performance Assessments on our website by visiting www.mawwfire.gov.uk.

Our Commitment to Improve - As a Public Service, we know it is our duty to continually improve on the way in which we work and deliver our services. Our five-year Strategic Aims, which are Our People, Our Communities, Our Environment and Our Future, reinforce our commitment to continuously improve the services we provide our communities.

Indicators - We are required to report annually on our statutory and sector performance indicators. The following table and graph provide an overview of our performance against those statutory and sector indicators for 2022/2023.

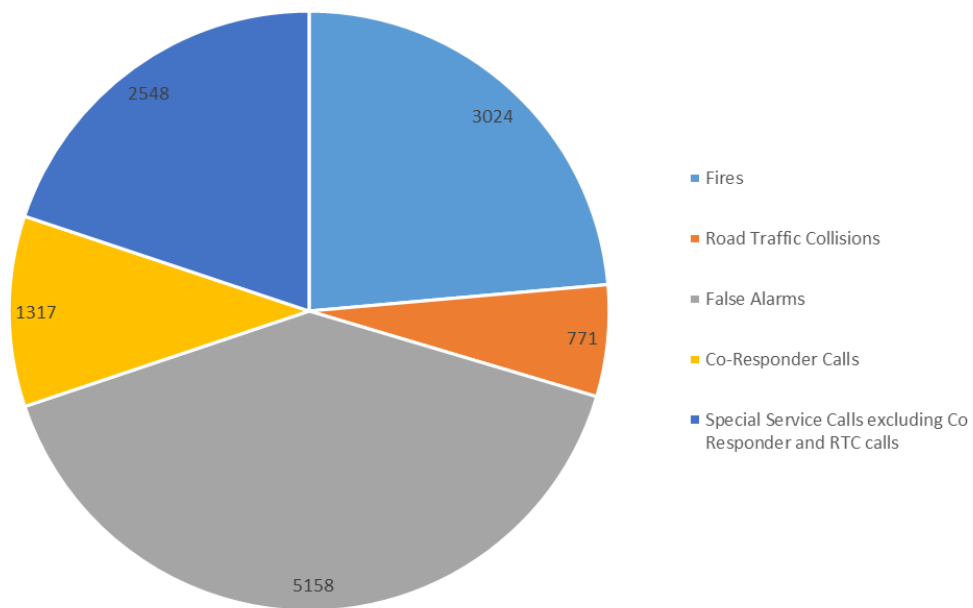
	Mid and West Wales		North Wales		South Wales	
	2021/22	2022/23 (p)	2021/22	2022/23 (p)	2021/22	2022/23 (p)
Number of Fires Attended	3,290	3,024	1,879	2,011	5,565	6031
Number of False Alarms Attended	4,916	5,158	2,516	2,674	8,367	8,746
Road Traffic Collisions Attended	693	771	207	234	859	848
Special Service Calls Attended	2,974	3,865	751	977	2,711	3,080
Deaths and Injuries from Fires	32	32	58	40	62	63
Deaths and Injuries from Accidental Fires	30	27	50	35	53	52
Percent of dwelling fires confined to room of origin	82.48%	86.56%	87.62%	86.84%	83.66%	82.63%



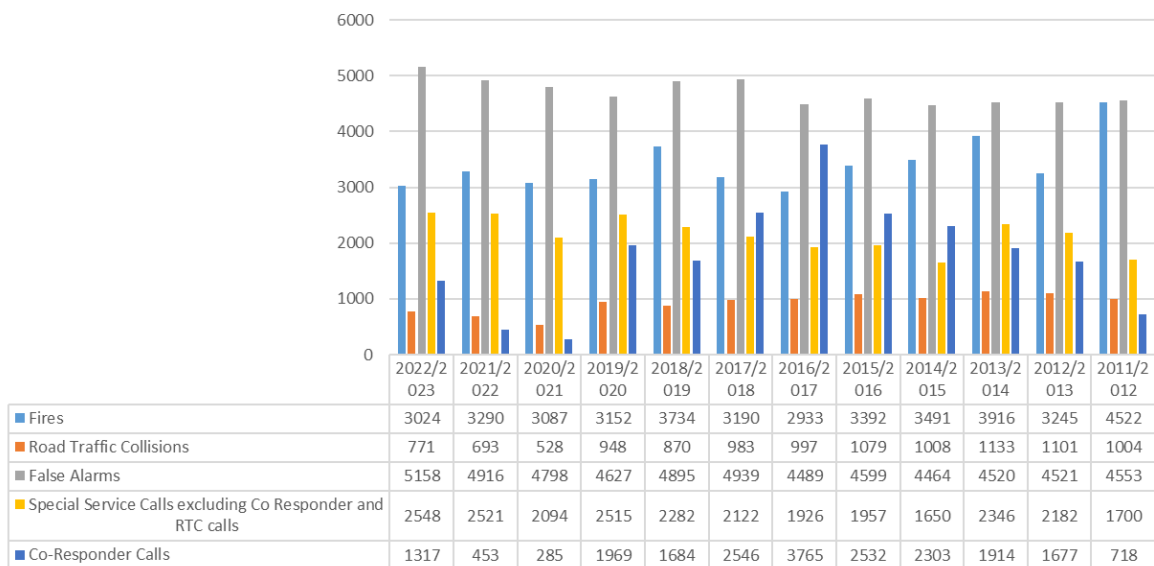
Incident	2022/ 2023	2021/ 2022	2020/ 2021	2019/ 2020	2018/ 2019	2017/ 2018	2016/ 2017	2015/ 2016
Fires	3,024	3,290	3,087	3,152	3,734	3,190	2,933	3,392
Road Traffic Collisions	771	693	528	948	870	983	997	1,079
False Alarms	5,158	4,916	4,798	4,627	4,895	4,939	4,489	4,599
Co- Responder Calls	1,317	453	285	1,969	1,684	2,546	3,765	2,532
Special Service Calls excluding Co Responder and RTC calls	2,548	2,521	2,094	2,515	2,282	2,122	1,926	1,957
Grand Total	12,818	11,873	10,792	13,211	13,465	13,780	14,110	13,559



2022/2023 Incidents Attended



Incidents Attended by Year and Type



















Welsh Performance Indicators for 2022/2023

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 2022/2023.

Performance Indicator	2022/2023 Actuals	Average 2013/14 to 2017/18	Average 2018/19 to 2022/23	Average Percentage Change 2013/14 to 2022/23
Total number of all deliberate fires attended per 10,000 dwellings	1,455	1,550	1,613	4.1% 
Total number of all accidental fires attended per 10,000 dwellings	1,569	1,832	1,641	-10.4% 
Total number of all fires in dwellings attended per 10,000 dwellings	454	601	488	-18.8% 
Total number of all accidental fires in dwellings attended per 10,000 dwellings	413	562	452	-19.6% 
Number of deliberate fires in dwellings per 10,000 dwellings	41	40	37	-7.5% 
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	180	222	184	-17.1% 
Total number of fire deaths per 100,000 population	8	8	6	-25.0% 
Deaths caused by fires started accidentally in dwellings per 100,000 population:	7	6	5	-16.7% 
Deaths caused by fires started deliberately in dwellings per 100,000 population:	0	1	0	-100.0% 



Total number of injuries (excluding first aid and prec checks) arising from fires per 100,000 population	24	61	36	-41.0% 
Injuries (excluding first aid and precautionary checks) arising from fires started accidentally in dwellings per 100,000 population:	16	40	29	-27.5% 
Injuries (excluding first aid and precautionary checks) arising from fires started deliberately in dwellings per 100,000 population	3	5	2	-60.0% 
Total false alarms caused by automatic fire detection per 1,000 non-domestic properties.	1,547	1,543	1,426	-7.6% 
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended	47.60%	38.00%	44.70%	18.4% 



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; and
- serious injuries to fire personnel attending dwelling fires.

The Charter comprises seven individual commitments made by the three Fire and Rescue Authorities in Wales to the members of the public and these are:

1. Take the lead in driving down the number of dwelling fires that occur and in reducing their impact on people.
2. React quickly and efficiently every time we receive an emergency 999 call to attend a dwelling fire.
3. Attend dwelling fires swiftly and be properly equipped to deal with them.
4. Deal with fires effectively, efficiently, and professionally.
5. Help to restore normality to communities in the aftermath of dwelling fires.
6. Investigate the causes of dwelling fires and hold relevant people to account when appropriate to do so.
7. Maintain high standards and improve aspects of what we do.

The All-Wales Dwelling Fire Response Charter can be found on our website www.mawwfire.gov.uk

We have reviewed our performance in relation to each commitment of the Dwelling Fire Response Charter and the results are as follows: -



Commitment 1

We will take the lead in driving down the number of dwelling fires that occur and in reducing their impact on people.

We are committed to taking the lead in maintaining a downward trend in the incidence of dwelling fires and associated casualties in Wales.

In 2022/2023 we provided advice and encouragement to people on how they could prevent fires from starting in their home and how they could keep themselves safe from fire. Our prevention activity included delivering Home Fire Safety Checks to householders, as well as to children and young people at key stages received a fire safety talk.

During 2022/2023 we attended 413 accidental dwelling fires, resulting in the deaths of 7 people with another 16 people sustaining injuries (excluding first aid and precautionary checks). Also, during 2022/2023 we attended 41 dwelling fires that had been started deliberately, resulting in 3 persons being injured (excluding first aid on scene and precautionary checks).

The trend in the number of dwelling fires in the Fire and Rescue Service area over the past five to ten years shows a gradual decline (with the exception of 2013/2014, 2016/2017 and 2021/2022). There has been a significant decline between 2019/2020 and 2022/2023 (8%).

Commitment 2:

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

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

Our emergency fire control facility remains available around the clock every day of the year, with special arrangements in place for a seamless transfer of calls from one control facility to another in the event of serious disruption or a surge in the number of calls coming in at the same time.

Sophisticated mapping and electronic systems help us to: a) identify the location of the reported incident and b) send the most appropriate available resource to attend the incident.

In 2022/2023, we handled a total of 25,887 emergency 999 calls.

Knowing where our services are needed requires specialist skills to effectively glean information from callers who may, for example, be unfamiliar with the area they are



in, be frightened or in distress, be very young, or have communication or language difficulties to contend with.

Another important skill is recognising when a caller is abusing the 999 system by falsely claiming that there is an emergency when, in fact, there is not. It is a criminal offence to knowingly make false calls to the emergency services. Sadly, that does not seem to deter a minority of people who tie up the 999 lines and divert services away from people who may be in a genuinely life-threatening situation. Every time we turn out to one of these malicious false alarms it wastes both time and money and places the rest of the community at higher risk.

In 19% of cases, we were able to establish that these calls were not genuine and thus avoided needlessly mobilising resources to attend.

Commitment 3:

We will reach dwelling fires quickly and be properly equipped to deal with them.

Once we have answered the emergency 999 call and allocated the most appropriate resources to make up the initial attendance at the incident, our next priority is to get to the incident quickly, safely and be properly equipped to deal with it.

In 2022/2023 we responded to 10% of dwelling fires within 1-5 minutes, 51% within 5-10 minutes, 25% within 10-15 minutes and 14% in over 15 minutes. These response times include the time it takes for personnel to turn in to the fire station as well as the travel time, so a number of things can affect the speed of response figures, including the urban/rural geography and the nature of road networks in the area.

Speed of response to dwelling fires is extremely important, but we cannot overemphasise the importance of preventing those fires from happening in the first instance, and of having at least one working smoke alarm fitted and a pre-planned escape route in case a fire does occur. However, if a dwelling fire has occurred, we ensure that our firefighting crews are properly equipped to deal with it.

We equip our firefighters with high quality personal protective equipment and firefighting equipment. We require them to be operationally fit and healthy and we make sure that their skills are routinely reassessed and exercised. We also routinely check that the way our crews dealt with incidents is in accordance with accepted firefighting procedures.

We take the safety of our firefighters very seriously, given the nature of the work that they undertake. In 2022/2023 our crews attended 3,024 fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, 10 operational staff received an injury. Of the 10 Injuries, 1 was classed as a “major” injury, 4 were classed as “Over 7-Day” injuries and 5 were classed as ‘Minor’ Injuries under the



Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
Of the 10 Injuries, 4 were reported as RIDDOR.

In 2022/2023 our crews attended 3,024 fires in a variety of different types of premises and at outdoor locations. Whilst fighting those fires, 10 operational staff received an injury.

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 2022/2023, of all the accidental dwelling fires that we attended, 393 were successfully contained within the room of origin, without spreading any further.

Although a number of factors could contribute to this statistic that would be outside the control of the attending crews, such as how long it took for someone to discover the fire in the first instance, whether or not internal doors had been shut to help prevent the spread of the fire, and how far away from a fire station the dwelling was located, we still consider this to be a reasonable indicator of our firefighting success.

We recognise the importance of research and equipment improvements and ensure that we invest time and effort in staying in touch with the latest developments.

Commitment 5:

We will help to restore normality to communities in the aftermath of dwelling fires.

We are committed to helping to restore normality to communities in the aftermath of dwelling fires. A fire in the home can leave people feeling extremely vulnerable. When people have lost their possessions, they will need practical as well as emotional support. When people have been injured or killed in the fire, the experience can affect whole community as well as the individual and his or her immediate family and friends.

For this reason, the Fire and Rescue Service's role in supporting communities does not end when the fire has been extinguished and everyone has been accounted for.

In all cases, the cause of the fire will be investigated and carefully recorded. Every detail of how and where the fire started, how far it spread, any special



circumstances, any particular factors that contributed to the fire will be recorded as a source of future learning, research, and monitoring.

If there are reasons to believe that a fire was started deliberately in a dwelling, either by someone living there or by someone else, this will be followed up with the Police and other relevant agencies.

In some premises, such as blocks of flats or houses occupied by a number of different tenants, the post-incident investigations might indicate that a landlord had failed to ensure the necessary level of fire safety. Our specialist fire investigators might then be involved in a criminal investigation and court proceedings.

If a fire is found to have started accidentally, we will undertake some form of Community Safety activity or campaign in the vicinity, offering advice and reassurance by way of free Home Safety Check.

Commitment 6:

We will investigate the causes of dwelling fires and hold relevant people to account when appropriate to do so.

We always investigate the causes of dwelling fires. In many cases the cause and origin of a fire will be very clear and straightforward, but in others a more in-depth, forensic investigation will be required to ascertain the most likely cause of the fire. Only in a small minority of instances is the cause 'unknown'. In 2022/2023 19 dwelling fires were recorded as having an unknown cause.

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

In 2022/2023 we attended 454 fires in dwellings, of which 41 were found to have been started deliberately.

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

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



In 2022/2023 we served 28 Enforcement Notices, 13 Prohibition Notices, 189 Fire Safety Complaints, 105 Planned Audit Follow on Visits in relation to non-domestic premises that failed to comply with the requirements contained within the Regulatory Reform (Fire Safety) Order 2005.

Commitment 7:

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

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



Our Improvement and Well-being Objectives

Each year, as part of our planning process, we review and develop our Strategic Commitments and Improvement and Well-being Objectives. Our Strategic Aims and Improvement and Well-being Objectives tell our staff, communities, and stakeholders what improvements we wanted to make during 2022/2023.

We identified and developed four Strategic Commitments and seven Improvement and Well-being Objectives, which we believed would reduce risk and improve the safety of our communities. They were:



Commitment One - We are committed to recruiting, retaining and developing a highly skilled workforce.



Commitment Two – We are committed to supporting the health, wellbeing, and prosperity of the communities we serve.



Commitment Three – We are committed to minimising our impact on the environment.



Commitment Four – We are committed to improving the way we work through organisational learning.

Improvement and Well-being Objectives 2022/2023

Improvement and Well-being Objective One – We will support the health and wellbeing of our staff, ensuring they are happy in their workplace and have the personal resilience they need to carry out their role.

Improvement and Well-being Objective Two – We will recruit, develop, and retain a diverse workforce.

Improvement and Well-being Objective Three – We will maximise the long term social, economic, and environmental benefits our business has on our communities.

Improvement and Well-being Objective Four – We will continue to develop the ways in which we engage and interact with individuals and groups within our communities, exploring new ways of using our assets for the benefit of all.

Improvement and Well-being Objective Five – We will work towards becoming a carbon neutral organisation.

Improvement and Well-being Objective Six – We will explore opportunities to capture, communicate and implement all aspects of organisational learning.

Improvement and Well-being Objective Seven – We will undertake a baseline data exercise to inform the introduction and development of a Community Risk Management Plan.



Improvement and Well-being Objective One

We will support the health and wellbeing of our staff, ensuring they are happy in their workplace and have the personal resilience they need to carry out their role.

Why we chose this Objective?

The health and wellbeing of our staff has, for several years, been priority area for us, as we recognise that there are many benefits to having a healthy workforce. Our aim is to do what we can to help our staff enjoy longer, healthier and fulfilled lives, while reducing our sickness levels.

We want staff to have the confidence and space to grow and develop, enabling them to fulfil their potential and reach their career goals. Providing development opportunities for staff not only ensures they have the right skills to undertake their role, but also creates an environment where staff are empowered and encouraged to get involved in the work of the wider Service.

Effective people management and development will ensure we are maintaining a high performing culture and continuing to provide professional and effective services to you and our communities.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Continue to deliver our Wellbeing Strategy.
- Embed flexible working practices that work for both our staff and the communities we serve.
- Empower our staff, involving them in the design and delivery of our services.
- Develop our staff, ensuring they have the skills and knowledge needed to deliver the services we provide to our communities.

What we did to meet our Objectives:

One of the key areas of learning from our Covid-19 response was remote and agile working. As a result of the Covid-19 pandemic, we had to change the way we worked instantaneously, resulting in the Service's Agile Working Procedure being amended and embedded to support and enable flexible working practices that met the needs of our staff, our communities, and the Service.

Recognising the various positive impacts of agile working on the workforce, work was undertaken to embed flexible working practices across the Service, with training being provided to managers, in relation to the managing of agile and remote working



provisions, ensuring that the arrangements continued to be beneficial to both the organisation and individual.

Mental Health Awareness week and Men's Mental Health Awareness week was supported as part of a calendar of events, with key messages being promoted across our social media platforms, resulting in a total reach of 1,040 and 1,097 impressions.

The Service's Employee Assistance Programme provider attended Service meetings to provide managers with a greater awareness and understanding of the facilities and support available to staff through the Service's Employee Assistance Programme provision. The Service's Employee Assistance Programme providers facilitated wellbeing webinars, on topics such as, Grief Awareness Week, Wellbeing, Keeping Active at Christmas, and Critical Incident Support. Operational staff continued to be supported through Trauma Risk Management (TRiM) interventions post traumatic incident, with support provided on 62 occasions.

Following an analysis of absence management data, which identified that the two main reasons for sickness absence were Musculoskeletal Disorder and Mental Health, a series of workstreams were developed with both the Service's Occupational Health Provider and Fitness Team to reduce injuries, improve rehabilitation and support a return to full duties as soon as possible. Mental health absences had decreased by 824 days for the 2022/23 reporting period when compared with the previous year. Furthermore, trends and patterns of sickness absence were identified, and information cascaded to staff to inform areas for improvement.

As part of the Service's ongoing commitment to supporting the wellbeing of staff and in collaboration with the Fire fighter's Charity, wellbeing sessions were also delivered on musculoskeletal injury prevention, mental health, personal resilience, menopause awareness, managing stress, the benefits of physical activity, and nutrition and health.

Recognising the impact on staff's mental health from the economic climate, financial wellbeing support was provided, with staff being signposted to the Service's employee partners; Salary Finance, Affinity Connect and the Employee Assistance Programme provided by Care First, which hosted several webinars and provided dedicated advice and support on managing personal finances. Staff were also signposted to the intranet, whereby information was provided on energy saving, budgeting and various government resources that were available. Furthermore, pre-retirement and pension workshops were provided for staff.

Springboard events were delivered to twenty female members of staff, supporting the development of women in the Service both professionally and personally. Springboard is for women who want to take control, become more assertive, increase their confidence, and build themselves a more positive attitude in both their work and home lives. A programme of events was also arranged, linking in with national and international days of action, including the delivery of a session to the Service Leadership Team by LGBT+ champions.



Close working relationships continued to be developed with blue light partners to share best practice, including communicating with Avon Fire and Rescue Service, South Wales Fire and Rescue Service and Dyfed Powys Police, which established positive developmental activities to support the progress of personnel within the organisation, some of which included the delivery of Springboard, a programme designed for women who want to take control, become more assertive, increase their confidence and build themselves a more positive attitude in both their work and home lives. The programme provided attendees with time to reflect, share and most importantly, set achievable goals for both now and in the future. There was a total of 4 in-house sessions held which were delivered to 22 individuals.

The People and Organisational Development (POD) department also assisted with the delivery of Institute of Leadership and Management (ILM) level 2 for potential managers and ILM level 3 for existing managers, which included the delivery of emotional intelligence, having difficult conversations and resilience workshops. As an approved ILM centre, the Service was able to provide the award for the ILM courses and allocate Continuous Professional Development (CPD) hours for attendance at the workshops.

A successful application was submitted to become a Continuing Performance Development and Institute of Leadership and Management Centre, allowing the delivery of courses based on individual need, and award accreditation as appropriate.

Technical Rescue Instructors worked on an All-Wales collaborative basis designing and developing the Water Rescue Boat Operators course, ensuring that specialist teams are trained in compliance with the National Fire Chief's Council Rescue Boat Code for Fire and Rescue Services. Training was also provided to the Service's Tactical Officers and Crews in Marine Firefighting, incident management, hazardous material, environmental protection, level 3 wildfire training and large animal rescue.

Our on-going commitment to staff wellbeing and the delivery of a wellbeing action plan, included raising awareness on matters affecting both physical and mental health. Terms of reference for the Service's Well-being Forum were developed with the group set to be established during the 2023/24 reporting period.

To review the outcomes of the National Occupational Guidance (NOG) training gap analysis, a working group was established by the Service's Training Delivery department. The group, made up of representatives from several departments, spanning several roles were empowered to develop and design compliant training materials, and developed options for future course delivery models.

The group considered the risk profiles of stations against the NOG training specifications, whilst developing options for new course delivery, which ensured staff have the skills and knowledge to respond to the risk within each area.

Finally, the Service commissioned an external consultancy, Opinion Research Services to undertake a Cultural Audit to gain a better understanding of the habits, norms, values, and behaviours that underpin the way in which we approach the



delivery of our services. The survey asked opinions on a variety of themes, such as equality in the workplace; staff experiences; if any staff had been subjected to discrimination, bullying and harassment in the workplace, leadership within the organisation and the extent to which professional standards are demonstrated in the workplace; as well as staff's personal views on development opportunities within the Service. The survey was open until the 28 March, the outcomes of which will be presented for consideration and implementation during the 2023/24 reporting period.

Improvement and Well-being Objective Two

We will recruit, develop, and retain a diverse workforce.

Why we chose this Improvement and Well-being Objective?

The people who work and volunteer for us work hard to deliver the best possible services to our communities. Recognising that our staff are our most valuable asset, we want to ensure that our staff are equipped and trained to be able to perform their roles to the best of their ability and encourage them to reach their full potential.

Recruiting, developing, and retaining a highly skilled, bilingual, and diverse workforce that represents the communities we serve is extremely important to us. This approach identified and maximised the potential of our workforce and maintained a high performing culture, whilst making them most effective use of public funds.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Educate our communities on the broad range of roles on offer within the Service.
- Promote the benefits of working for the Service.
- Make sure we attract and recruit people with the right values and skills for the role.
- Review our current recruitment, retention, and succession planning arrangements.

What we did to meet our Improvement and Well-being Objective:

Following a return to business as usual in 2022 following the Covid-19 pandemic, the Community Safety department reached out to all existing and new partners to re-engage with the work that was extremely successful during the pandemic.

Several experience days were held to encourage applications for operational roles from underrepresented groups. The events focussed on the practical elements of the role and were attended by twenty-one females and thirty-two males, who provided positive feedback following the event, indicating that they would be interested in becoming firefighters. Following completion of the taster days, a debrief meeting was



convened to evaluate the effectiveness of the events. It was agreed that the taster days were an effective way of reaching more people by offering a greater opportunity for individuals to attend. It was agreed that the taster days will now form part of the annual calendar, offering up to 10 days over the year across the three Divisional areas. The sessions will be tailored to support various recruitment campaigns.

A recruitment task and finish group was established, which analysed recruitment and retention data, helping to understand how the Service could develop greater diversity across its workforce, strengthen relationships and learn from partner organisations with the same aims, objectives and challenges as minority groups, on the benefits of working for the Service.

The group also developed a Service Recruitment Strategy, which focused on taking positive action to improve organisational recruitment by championing diversity and attracting people with the right values, who were representative of the community we serve. The Recruitment Strategy also identified alternative ways in which the Service engaged with its communities in respect of both operational and support staff recruitment opportunities, together with a refocus and modernise how the recruitment process is managed, including how job roles were advertised, digitising the application process, and improving induction procedures.

Updated recruitment information was introduced at fire station open days and other community events, including Pride events, to raise the profile of the Service, as being an employer of choice. The literature included a dedicated QR code, which allowed for the information, such as information relating to the Service, the available career opportunities, and the recruitment processes to be accessed digitally.

A review of the Service's Support Staff Pay and Grading structure was undertaken, which allowed for staff to engage in professional discussions with Pilat, the external agency commissioned to undertake a job evaluation exercise on behalf of the Authority. In total, Pilat evaluated 227 jobs, 134 of which were identified as requiring an uplift in pay, and 93 were determined to have pay levels commensurate with expectations of the role, furthermore, no roles were identified as requiring a decrease in pay grade or associated reduction in their existing salary, which was extremely positive.

Welsh Government funding was obtained to deliver Momentum Programmes, an All-Wales project supporting victims of domestic violence and their children, with 15 people attending. Morriston fire cadets received Dementia awareness training, following which they became advocates and received £1000 to donate to their chosen charity, Dementia UK.

The Service's Head of Procurement was involved with a social value related project commissioned by the Welsh Government (WG), which looked to identify where the public sector in Wales was with Social Value and ascertained what assistance could be provided by WG.

Local and Service wide communication continued to be delivered on social media and through local press outlets, ensuring the Service's messages were delivered as



widely as possible. Good progress was made to launch the new appraisals process, due to go live in April 2023. The process will enable individuals and line managers to support and develop people to reach their full potential.

Improvement and Well-being Objective Three

We will maximise the long-term social, economic, and environmental benefits our business has on our communities.

Why we chose this Improvement and Well-being Objective.

As a large organisation, we recognise that we can have a considerable impact on the economy and environment and are committed to ensuring that we do our moral duty and maximise these benefits to the communities we serve, whilst enhancing our contribution to the local economy and reducing costs to society.

Every fire we attend has a cost to people, places, and our environment, so prevention, wherever possible, is a priority for us. Adapting and diversifying our activities to better meet the needs of our communities and improving the way we meet the needs of the people that work, live in, and visit our communities, will help to make them as safe and as prosperous as possible.

Making a positive difference to the diverse communities we serve is extremely important to us, therefore, working closely with our partners not only helps to avoid duplication of services, it is also a better use of public funds and provides multiple benefits to our communities.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Explore opportunities to widen the delivery of social benefits to our communities.
- Consider the impact and benefits of our community-based initiatives and partnership working.
- Incorporate social value criteria into our Procurement processes, where appropriate.
- Explore ways to enable our departments to buy from local Small and Medium Enterprises.
- Continue to support the outcomes of engagement with our partners, including at local Resilience Forums, Public Services Boards, and other forums.

What we did to meet our Improvement and Well-being Objective.

Presentations on how procurement arrangements within the Service were contributing to achieving some of the Well-being of Future Generations (Wales) Act



2015 Well-being Goals, were delivered by the Head of Procurement at two Future Generations events, one in Carmarthen and one in Swansea.

Amendments were made to the Service's tender evaluation template, to include community benefits and social value as a standalone criterion, in addition to the price/quality criteria previously used, highlighting the emphasis and importance placed on social value when awarding contracts, particularly, relating to construction, waste and recycling services and facilities services. Social Value and Key Performance Indicators (KPI's) were also incorporated into contract management processes, which assisted departments in providing feedback. Carbon reduction and measurement of Scope 3 emissions were also incorporated into the procurement process.

Pre-tender engagement events were held at Llandrindod Wells and Service headquarters, enabling engagement to take place with local Small Medium Enterprises (SMEs). During these engagement events, information was provided on how the tender documentation would be structured and what the Service's expectations were in terms of tender submissions. Additionally, work was undertaken with Business Wales, who publicised the events on our behalf and liaised with local SMEs across the Service area, allowing for local SMEs to connect with Business Wales discovering what support they were able to offer.

The first trade framework for electrical contractors was awarded, with a total of nineteen tenders submitted, most of which were from SMEs within the Service's area, including two successful tender applications being received from On-Call staff based in Powys.

Support continued to be provided by the Service to the Swansea Council's Human Rights City Group, which saw the region declared as a Human Rights City in December 2022, after 18 months of action.

The process to develop a new Service website was undertaken, which involved working with an external company, who will offer support in the initial development phase, together with on-going maintenance. As part of this process, a robust procurement exercise took place, ensuring that social value and green credentials featured heavily as part of the process, the outcome of which resulted in a suitably qualified company being appointed.

A methodical approach to develop a Risk-Based Audit Programme was enhanced, which required the Service's Business Fire Safety team to engage on a UK wide basis via the National Fire Chiefs Council streamlining processes, that was based upon new and emerging risks, ensuring that the reach of the audit programme was widened, resulting in the further safeguarding of the communities we serve.

Fire investigations into the origin, cause and development of fires continued to assist the Service in improving the safety of both communities and employees.



Furthermore, fire investigation assisted with the understanding of risk factors associated with significant fires that had occurred within the Service area, forming part of the Significant Fires Review processes held following fire fatalities. As a result of the implemented processes mentioned above, partnerships with community groups and other service providers, such as healthcare professionals were strengthened.

Community safety partnership links were also strengthened, which led to an increase in referrals, including those members of hard-to-reach communities. Safe and Well and Home Fire Safety Check (HFSC) information was shared with dementia assessment teams and clinics within Public Health Wales.

An evaluation of community safety interventions, to understand the social economic value being delivered was undertaken. Information received from National Fire Chiefs Council (NFCC) in the NFCC Phase 1 report, clearly demonstrated the importance of Home Fire Safety Checks (HFSC), in reducing the number of fires, particularly in high-risk residencies. Furthermore, the Phase 1 report, concluded that each targeted HFSC delivers an economic benefit of £225.76 to society, and that for every £1.00 invested into targeted home fire safety activity, there is a return of £2.67 in terms of economic and social benefits to local communities.

The Arson Reduction Team (ART) positively improved engagement with agricultural communities at events, such as the Royal Welsh Show, which resulted in the establishment of a joint approach, including the promotion of a collaborative approach for controlled burning and other Farm Liaison Services, through magazines and other media.

In contribution to the Nature Recovery Action Plan for Wales (NRAP), ART prevention and collaboration work assisted in the delivery of its objectives, by working with farming unions, partners and groups delivering the collaborative arrangements outlined within the Sustainable Farming Scheme. These working arrangements continued to result in positive outcomes within arson reduction, with several groups and organisations sharing information and collaborating to protect and support the development of local landscapes.

The Business Fire Safety department continued to engage with a broad cross-section of the commercial elements of our communities through business engagement activities, as well as through regulatory audit. Support was provided to meet the demands of the safe provision of Ukrainian refugee welcome centres in Neath Port Talbot and Swansea.

Opportunities to widen the delivery of material, providing social benefit to the communities we serve, was explored by the Business Fire Safety department, including the augmentation of the external website with an interactive toolkit allowing business owners and other relevant individuals to evaluate the risks within a workplace alongside their Fire Risk Assessments.



The department also engaged in a national campaign to raise awareness of emerging fire safety concerns as businesses faced the challenges presented by the cost-of-living crisis. A presentation was delivered to over 160 conference attendees at the South and Southwest Safety Advisory Group, in relation to fire safety legislation and how business owners could amend elements of their fire safety arrangements to meet the new responsibilities.

A collaborative engagement event was held by the Northern Division Business Fire Safety team, which allowed local regulators and stakeholders, including, Powys County Council, Care Inspectorate Wales, private housing providers and Powys Association of Voluntary Organisations, to share best practice and develop strategies to maximise community benefit.

Finally, the Business Fire Safety department took a lead role in the development of a Joint Inspection Team for High Rise Residential Buildings in Wales and worked with NHS Wales shared services partnership to renew a concordat agreement in Wales, ensuring that safety arrangements were discharged to a consistent standard in all of their care settings.

Improvement and Well-being Objective Four

We will continue to develop the ways in which we engage and interact with individuals and groups within our communities, exploring new ways of using our assets for the benefit of all.

Why we chose this Improvement and Well-being Objective.

Effective partnerships with individuals and groups within our communities is essential to supporting the work that we do and help us to achieve the best possible outcomes. Engaging and interacting with all individuals and groups gives them the opportunity to help design and shape the services we provide, as well as promote what we do and what assets and initiatives are available within our local communities.

Building on existing relationships, while looking for opportunities to develop new partnerships, enables us to make the most effective use of our assets for the benefit of all, maximising our impact and positive difference to the communities we serve.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Explore further recruitment opportunities aimed at young people in our communities.
- Continue to promote and encourage the use of our Fire Stations and other assets for community benefit.



- Continue to embed our volunteering strategy, encouraging further opportunities throughout the Service.

What we did to meet our Improvement and Well-being Objective:

Post the Covid-19 pandemic, community rooms re-opened to external organisations, taking practical steps to encourage the use of fire stations within the community partnerships meetings attended. All stations became Safe Havens for any member of the public, which allowed for a station to be accessed if someone is frightened or in danger. A total of three instances were recorded during the reporting period.

The Service's Arson Reduction Team collaborated with numerous partners in the lead up to each grass fire season between January and April of each year. The preventative fire break cutting work was coordinated with environmental officers and park wardens responsible for their regions. To facilitate this, the Arson Reduction Team shared historical incident data identifying target areas vulnerable to fire, with assessments to plan cutting work, which were then utilised by contractors to manage the land.

Consultation and engagement responses were provided on the Sustainable Farming Scheme, due to be rolled out in 2025, as a replacement for the Basic Payment Scheme, and will change the way that farmers and land managers receive subsidies by working to target sustainable farming and improving biodiversity. The top tier of the scheme will reward farmers for collaboration, which allowed an opportunity to share knowledge and best practice around wildfires.

Furthermore, some of the vulnerable arson/wildfire areas of the Service were largely inaccessible for traditional equipment, with other more urban areas having limited or no local contractor facility, therefore, the utilisation of the Robo-flail i-cut provided a reliable method of improving land management and limiting the impact of wildfire.

Grant funding was received from Welsh Government for the purchase and delivery of a Robo Flail i-cut, a mechanical cutter for brush and grass. Preventative measures offered by mechanical cutting equipment can assist in reversing the biodiversity decline and increasing the resilience of our ecosystems, maximising the Service's contribution to achieving the Well-being Goals for Wales, together with allowing for operational firefighting of wildfires to be managed more effectively due to the preventative cutting that had taken place previously.

Following partnership planning with Cadw and Ceredigion County Council, the Arson Reduction Team Farm Liaison Officer worked at a Ceredigion site to reduce fire loading, protect earthworks, and improve public access, with Cadw taking over vegetation management following the works.

Volunteer week was supported by the Corporate Communications and Business Development department (CCBD), which included 12 posts being published with a reach of 20,419 (number of unique viewers on social profiles' content) and 24,543 impressions (the number of times content on your social profiles were viewed). On



Friday, 30 September at the VC gallery in Pembroke Dock, the Service's Executive Leadership Team (ELT) undertook a volunteering day.

The volunteering section went from strength to strength, increasing both the number of volunteers and the engagement events attended. Volunteers supported several community safety activities, such as, road safety volunteering days in Llandrindod Wells, Aberystwyth, and Carmarthen, supported the training department on a weekend development course at the training site in Sennybridge, Powys, a site loaned to the Fire Service by the British Army for realistic training.

Volunteers also supported incident command assessments at Earlswood and a community benefit day in Aberystwyth with S4C, as well as distributing safe and well posters to local GPs, chemists, and community halls.

Opportunities were explored with Swansea University to embed fire awareness and referral training within the University's National Health Service (NHS) curriculum for student practitioners, which led to several excellent connections being made with the NHS and Local Authority team leaders.

Support continued to be provided to Public Services Board in the delivery of their Well-being Objectives, through attendance at meetings and workshops. Senior Officers also chaired several PSB sub-group meetings, such as the Powys Step 3, Transport Infrastructure group, where a Memorandum of Understanding was developed for the use of Electric Vehicle (EV) charging points between public sector partner organisations. The Chief Fire Officer also chaired the Strong Communities sub-group meeting for the Swansea Public Services Board.

A mapping exercise was undertaken to establish the synergies with Public Services Board Well-being Objectives, which highlighted the alignment between the Service's Annual Business Improvement Plan, Strategic Equality Plan and Environment and Sustainability Plan.

Discussions took place with local Further Education Colleges and Universities, to explore opportunities for younger people to engage with the Service either through casual employment opportunities or through facilitated work experience opportunities, designed to develop individual skills to enhance future employment prospects.

Improvement and Well-being Objective Five

We will work towards becoming a carbon neutral organisation.

Why we chose this Improvement and Well-being Objective.

Minimising our impact on the environment and enhancing the ways in which we can improve, is the right thing to do. Working towards becoming a carbon neutral organisation will help us to reduce our impact on the environment and enable us to become a more sustainable Fire and Rescue Service.



Becoming more aware of the direct and indirect impact we have on our environment will help reduce our carbon footprint. Whether it is changing the way we deliver our operational activities, undertaking initiatives for energy conservation or working with suppliers with carbon neutrality in their ethos, will ensure that we play our part in protecting our planet and safeguard for future generations.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Undertake a data gathering exercise to establish our carbon footprint baseline.
- Identify opportunities to capture and monitor our carbon usage, including that of our suppliers.
- Develop agile working arrangements supported by staff engagement initiatives that promote a reduction in carbon use within the workplace.
- Explore opportunities to measure the amount of water being used at operational incidents.
- Undertake initiatives to encourage the formation of wildlife habitats across our estate.
- Utilise staff engagement to gather feedback on how our carbon reduction aims are working.
- Work with partners to enable them to support and deliver upon our environmental strategy. Educate our firefighters to make decisions at operational incidents that go further in minimising our environmental impact.

What we did to meet our Improvement and Well-being Objective:

Work was undertaken with Ricardo Consultancy, an external company appointed to develop a route to net zero by 2030 Decarbonisation Plan, which was bespoke to the Service. Part of the work undertaken by Ricardo included an exercise to establish the Service's carbon baseline, including scope 1, 2 and 3 emissions, the definition of which are as follows: Scope 1 emissions: Direct emissions from activities or estates such as direct emissions into the atmosphere from vehicles; Scope 2 emissions: Indirect emissions so from upstream of our use, for example electricity generated from power stations; and Scope 3 emissions: all other indirect emissions from our supply chain. Ricardo also met with departments to review the data captured, such as utilities, fleet, waste, site data, agile working, and business travel.

Business as usual functions and future plans for 5-10 years were also captured. The Decarbonisation Plan included suggestions for decarbonisation projects for the Service's estate and fleet, as well as projected costs, financial savings, and reduction in carbon emissions.

Axiom Utilities were appointed by the Estates department to provide data and review electricity, gas and water monitoring, which will be developed as water meters are installed. Axiom Utilities provide bill validation services, greenhouse gas data and baseline carbon information on the consumption of data. This information will be



used to benchmark service premises against each other and to identify high energy consumption. Furthermore, the Procurement department provided carbon data on the products and services procured from suppliers, which assisted with establishing the Service's carbon footprint baseline in respect of procurement activity.

The Service was successful in obtaining specific grant monies to enable the purchase and installation of Electric Vehicle chargers at a number of its premises. The additional EV chargers funded from the grant monies have further enhanced the existing installation programme of EV chargers across the Service Estate enabling increased use of EV vehicles within our communities and contributing to the Service's Net Zero ambitions. Carbon reduction criteria was also incorporated into most of the Service's tender processes.

To engage with staff further regarding the Service's carbon reduction objectives, the Sustainability and Environment Manager liaised with an external training company to develop and roll out carbon literacy environmental training Service wide. The e-learning package covered a variety of environmental aspects including pollution prevention on stations, waste, water, energy, Control of Substances Hazardous to Health (COSHH), biodiversity and Well-being.

A winter warmer conservation information document and checklist was circulated to all employees during Wales Climate Week during November 2022, raising awareness and offering guidance to staff on ways in which to conserve energy and keep costs down, during the winter months.

The National Botanic Gardens of Wales produced a report specifically for the Service Headquarters site in Carmarthen, suggesting areas of improvement and advice on how land can be managed to benefit biodiversity, which were incorporated into the Service's Biodiversity Plans.

Working with the Welsh Government Energy Service, grant funding was secured to develop an engineering solution to develop a low-carbon heating source by installing an air source heating system at Service Headquarters and Earlswood. The proposal for Service Headquarters was aimed at decarbonising the heating systems by transitioning from gas to air source. The proposal for Earlswood was aimed at moving from oil fired systems to air source, which combined with the existing solar photovoltaic system, will provide a low carbon heating solution, as part of the wider strategy for developing the training Centre of Excellence.

The Chief Fire Officer signed the Swansea Bay Healthy Travel Charter, which resulted in a staff travel survey being developed to obtain feedback in areas such as sustainable travel choices, agile working, communing, and capturing elements of the pool car review being undertaken by the Fleet, Engineering and Logistics department.

The Service's commitment to facilitating remote or hybrid meetings continued to be maximised, to reduce the need to travel, including remote attendance at seminars, training events and conferences when a remote option was available.



Improvement and Well-being Objective Six

We will explore opportunities to capture, communicate and implement all aspects of organisational learning.

Why we chose this Improvement and Well-being Objective.

Organisational learning is what we do as a Fire and Rescue Service. Exploring opportunities to capture, communicate and implement organisational learning helps shape future practices and procedures, implement safer ways of working for our staff, reduce the risk to our communities, and finally, ensures that opportunities to work efficiently and effectively, whilst implementing safer ways of working for our staff are maximised.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Continue to implement our learning from the Covid-19 pandemic.
- Continue to implement and embed the outcomes from our Operational Learning Group.
- Identify a mechanism to capture and record all non-operational learning across the Service.
- Explore additional mechanisms for communicating and implementing organisational learning and business assurance.

What we did to meet our Improvement and Well-being Objective:

A draft procedural guidance document providing a framework to facilitate the capturing of wider organisational learning was created by the Operational Procedures and Learning department (OPAL).

The recording of wider non-operational learning was explored with the Operational Service-Learning Software (OLS) programme, ensuring that all identified learning was identified, captured, and cascaded within a timely manner.

The Operational Equipment and Assurance (OEA) department developed and implemented a Strategic Assurance process, having visited stations across the Service area with Principal Officers identifying both areas of good practice and providing scrutiny on the business and operational assurance processes being carried out within Divisions.

Recommendations made by operational crews continued to be reviewed and Service Policies and Procedures amended. One example of this was following joint working, which resulted in the Service reviewing Breathing Apparatus (BA) procedures, to



include lifejackets being worn over BA sets when crews were defensively firefighting near water.

Operational crews remained informed of important risk-critical information, through the publication of Operational Procedural Alerts, Operational Equipment and Assurance updates and changes to Standard Operating Procedures.

Further to a request made via the OLS system, following the Service's attendance at an incident in the Loughor estuary, the pre-determined attendance (PDA) for mud rescue incidents was amended for Swift Water Rescue Teams to be mobilised due to the possible need for mud mats at mud rescue incidents.

In anticipation of extinguishing electric vehicle fires, an electric vehicle fires working group was formed to look at procedures, equipment, and training, including the exploration of techniques and methods for attendance at Road Traffic Collisions (RTCs).

The ICT department launched a new intranet site, providing the opportunity for more staff to access the Service Intranet from a time and place that suited them. The new intranet can be accessed on mobile, tablet or computers from anywhere in the UK. A tendering exercise to procure a new Service website was undertaken, resulting in the appointment of a suitable website development company. The development work will commence during the 2023/24 reporting period, with a view of having a new website live by the end of the Autumn.

Under the leadership of the Chief Fire Officer, the CCBD department designed and delivered the Stop, Start, and Continue survey, which garnered feedback from staff within the organisation about what we do well, not so well and what we should do more of, and finally all the key elements of learning for the Service. Following the closure of the survey, work was progressed through the organisation's governance structure, with the recommendations issued to respective Corporate Heads for delivery.

Improvement and Well-being Objective Seven

We will undertake a baseline data exercise to inform the introduction and development of a Community Risk Management Plan.

Why we chose this Improvement and Well-being Objective.

Safeguarding our communities has and always will be one of our main priorities, by playing an active role in influencing the outcomes of any reviews, we ensure we are at the forefront of any changes needed to be made to continue to keep communities safe. Ensuring that all prevention, protection, and response activities are directed to provide the greatest possible return on investment and minimising the overall impact of the foreseeable risks we face is extremely important. As a Fire and Rescue Service, we are innovative, ambitious, and keen to maximise our potential and the impact we can have on the safety of the communities we serve.



Fire and Rescue Services in Wales and across the UK, are going through a period of change because of wide-ranging reviews on a number of regulations, legislation and statutory duties. It is therefore important to be proactive to not only influence the outcomes of any reviews but embed them in such a way that improves our prevention, protection, and response arrangements and in turn the longer-term health, safety, and well-being of the communities we serve.

In order to achieve this Improvement and Well-being Objective, we said we would:

- Review the current data that we hold, determine its validity, and refresh it where required.
- Work with our partners to understand what data they collect and determine its effectiveness for our own use.
- Undertake a robust analysis of any data we collect and hold to better understand the current and future risks within our communities.
- Maintain dialogue with our operational staff and the unions that represent them to ensure we make best use of their local knowledge and professional judgement in any future decision making.
- Use the information we collate from this exercise to understand where to base our people and resources.
- Review our compliance against current legislation, ensuring we continue to adhere to their requirements.
- Implement the requirements of any new legislation placed upon us.
- Work with our partners to review our current prevention, protection, and response arrangements to enhance the way in which they are delivered for the benefits of our communities.

What we did to meet our Improvement and Well-being Objective:

A Community Risk Management Planning Team (CRMP) was established to understand the requirements of the Service and to deliver the actions specified against Improvement and Well-being Objective Seven. The CRMP team was underpinned by the NFCC CRMP fire standard, allowing for alignment and clear working methodology.

A clear communication strategy was developed, setting out engagement channels with the wider Service through meetings and monthly briefing notes, ensuring that all staff were kept up to date on the progress being made against all Key Focus Areas and Work Packages.

Communication and engagement on the Service's water response provision was carried out, supporting the data and evidence previously captured, aiding the development of a scoping document to consider the future provision of water first responder and swift water rescue assets within the Service. The outcome of this is



that we are improving our provision of water first responders to an extra 12 stations across the Service enhancing the level of service to the communities served. The training for these staff will be completed in 2023/24.

Following a robust analysis of the Service's data, the requirement for an additional water bowser was identified and allocated to the capital programme temporarily, allowing for a further evaluation of the Service's water bowser requirements to be undertaken at a later date.

A procurement exercise was undertaken to explore options for the validation of data, by an external company. Process Evolution was identified as the successful company, that undertook external validation of Service data, providing the necessary scrutiny for information, which was later utilised within the reviews undertaken by the Community Risk Management Project.

Collaborative approaches to all identified workstreams were undertaken, ensuring evidence and data were supported by professional sector-specific judgement. An options paper for additional staff within the Swansea Bay crewing system was completed, and the 12 additional wholetime firefighters have been allocated to stations in Carmarthenshire, City & County of Swansea, and Neath Port Talbot. Together with the undertaking of a comprehensive communication and engagement exercise with day crewing fire stations reviewing the day crewing model arrangements.

Data was collected from internal and external sources to assist the development of a Strategic Assessment document, detailing all the potential risks facing both the Service and the communities we serve.



Find out more.

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

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

We welcome your comments or suggestions for future planning improvements. To provide your feedback, you can contact us via our website **www.mawwfire.gov.uk**, 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.

Alternative Versions

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

Request a Home Fire Safety Check

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

Follow us on:

Facebook: facebook.com/mawwfire

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

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



Appendix 1

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

We understand the purpose and aim of the Act and are committed to ensuring we consider the long-term impact of our decisions on the communities we serve. Our Strategic Plan 2022-2027 outlines our five-year Commitments which will help us to achieve the seven Well-being goals in several ways, and furthermore, we have ensured that the actions for our Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle and incorporated the five ways of working. Our Commitments and Improvement and Well-being Objectives were also developed through a series of workshops with our staff, Elected Members and Representative Bodies.

Throughout our Annual Business Improvement Plan 2021/2022, we highlighted how our Improvement and Well-being Objectives contributed to the seven Well-being Goals, demonstrating how each one helps us improve the economic, social, environmental, and cultural well-being of Wales. We will therefore ensure that when making decisions, we consider the impact the decisions could have on the people living their lives in Wales both now and in the future. We also gave due consideration to the rich diversity of people within mid and west Wales and continue to work collaboratively with others to help the Authority achieve its Strategic Aims and Improvement and Wellbeing Objectives, and conversely, to help others to achieve theirs.

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

Long-term

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

When setting our Strategic Aims (2022-2027) and Improvement and Well-being Objectives (2022/2023), we ensured that we remained sighted and monitored future trends and long-term challenges that have an adverse impact on the services we provide. We continued to adapt and diversify our activities to better meet the needs of our communities, as well as improved the way we meet the needs of the people that work, live, and visit our communities to make them safer.

Prevention

Prevention, protection, and early intervention remained a priority for us, and we were committed to making the communities we serve as safe as possible, by continually reviewing and adapting our intervention services. We continued to take a proactive, integrated, and collaborative approach to the services we provide, by working closely with new and existing partner organisations to deliver tailored safety messages,



maximising the positive impact in our communities. Our focus for prevention was centred around preventing problems from occurring or worsening by ensuring early intervention was undertaken and that our communities were as informed as possible.

Integration

We took an integrated approach when developing our Improvement and Well-being Objectives (2022/2023), as we believe that working in a more integrated way enabled us to solve problems more effectively and efficiently. By undertaking a joint approach to maximise opportunities and working collaboratively with our partners and stakeholders, we reduced the duplication of effort across public sector organisations and furthermore shared resources, learning and knowledge for the benefit of our communities and future generations.

Collaboration

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

Involvement

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

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

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

A **healthier Wales** was achieved through an increase in connectivity and digitisation, which assisted the Service in delivering both our emergency and community safety



services to our communities; ensuring that we provided advice and delivered our intervention programmes to assist individuals to improve their lifestyle.

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

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

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

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

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

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

Not only have we considered the Well-being of Future Generations (Wales) Act 2015 in the formation of this plan, we have also embedded a number of new ways of working within the day to day running of the organisation. The Golden Thread of the Service has been greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From our individual development plans and departmental strategies, through to our Strategic Plan 2022-2027, the ethos of the Act is at the forefront of our minds. Whether its forming new partnerships; adopting a horizon scanning approach as part of our future planning processes; or embedding the Well-being of Future Generations (Wales) Act 2015 project framework within the delivery of our own corporate projects, we ensured that the needs of the present were met, without compromising our future generations.



Appendix 2

Good news stories from work undertaken by all departments, between 01 April 2022 – 31 March 2023.

- Mid and West Wales Fire and Rescue Service led on a pioneering initiative to use treated wastewater at fire incidents, as an alternative to drinking and other water sources.
- Green Dragon – Environmental Standard – The Service has successfully attained the Level 5, highest award in green dragon. Some minor non-conformances were noted, but overall, this was a positive outcome.
- Industrial Action – The Service was facing a significant impact to its operational response across the Service area, as a potential result of industrial action by Fire Brigades Union members, which could have potentially resulted in wholtime stations being unavailable. As a result, the Service had to undertake significant planning to ensure that an emergency response was provided, this included to use of strategic appliances at strategic locations, the setup of a remote-control room from Fire control, response plans and training of the support staff to undertake roles within the Minerva control room.
- BCM Audit – The Service was subjected to an internal Audit from Carmarthen Council for its BCM (Business Continuity Management) arrangements, not having had a BCM Manager for nearly 2 years the report was positive, capturing the arrangements in place.
- SHE Assure / EVOTIX – The Corporate Risk department continued to develop the online software system, continuing to move from paper-based reports to online, with the inclusion of Fire Risk Assessment, Operational Assurance and explored the use of the projects module to assist the Service in managing Corporate and Non-Corporate Projects.
- Insurance Tender – The Service was successful in carrying out its 5-year insurance tender, positively keeping the cover in place in a very challenging and hardened market.
- Corporate Health – The Service underwent its re-assessment for the Gold Accreditation and were successful, with positive comments received regarding the dedication of the Service including its leadership team being noted.
- Development of the ILM Level two and three Leadership courses – the level two course assists those wishing to progress onto the first stage of their leadership journey. This is new to the organisation but was well received. The level three provides a little more leadership theory for individuals to support their own and colleagues' development in the workplace, the POD team have designed both courses to align them to the National Fire Chief's Council leadership standards. All leadership sessions delivered within the team were delivered using the national standard, improving the overall understanding, and impressing the high standards expected of all staff.
- All managers, green (non-operational) and grey book (operational) employees are required to complete the institute of safety and health (IOSH) working safely, the IOSH managing safely and the national examination board in



occupational safety and health (NEBOSH) qualifications. The number of individuals holding this qualification and possessing the knowledge to work safely was low, however; the People and Organisational Development (POD) team, Divisions and departments have made a concerted effort to deliver this training. The organisation is in a much healthier position, which will result in a safer workplace.

- The new Appraisals system been launched in early 2023, individual employees are expected to take ownership of their development, whether in their existing position or seeking to progress within the organisation. The Appraisals are a tool for the individual and the line manager to discuss personal aspirations, providing support for the individual to be the best that they can be. The Appraisal is used as a continuous conversation to monitor and improve the personal development of every member of the organisation.
- A new electronic recording programme was developed for the On-Call sector, individuals who are in development can upload their evidence on MS teams, making it easier to record information. This was well received in all Divisions, which makes it easier for the line manager to track progress and the POD team to quality assure (remotely) Furthermore, it also reduces the amount of travelling, improving sustainability.
- The Fire Protection (Business Fire Safety) department implemented a restructure to stabilise the resourcing of the department against a backdrop of increasing regulatory responsibility. Part of the restructure included the recruitment of non-operational fire safety regulators to support the existing uniformed cohort of regulators. The new regulators are making excellent progress in their new roles and following a lengthy period of academic study will start to audit complex premises within the Service area during the Summer of 2023.
- The Business Fire Safety department also saw an increase in statutory consultations for new developments following changes to the **Town and Country Planning** (Development Management Procedure) (**Wales**) Order 2012 (as amended) and the Developments of National Significance (Procedure) (**Wales**) Order 2016, meaning that the department was able to make effective representation in relation to matters of Fire Safety at the very earliest stages of the planning process.
- The complexity of the schemes that the Business Fire Safety department have been required to consult upon is increasing year on year as new technology pushes the boundary of traditional fire safety principles. In response to this, the department has trained an additional 2 regulators to be able to interpret fire engineered solutions. Whilst this is currently advantageous for the simpler fire engineered solutions, the department will need to consider access to a resource to assess the suitability of complex fire engineered solutions in the future.



- Joint Fire Control received a system upgrade to Windows 10, which improved system performance. An upgrade was also provided to the Vision software versions, introducing new updated functionality.
- Improvements were made to Control room Watch strength to improve Service delivery, staff welfare, training and retention of staff, further courses will run in 23/24 to increase staffing further.
- Joint Fire Control staff attended National communication courses for radio and inter agency liaison and JESIP courses for interoperability during day-to-day emergency management.
- Control room staff also attended live exercises for RTCs and terrorist attacks.
- Emergency Call Management refresher training was carried out with all staff.
- Upgrades were made to equipment in the Control room, including chairs, rise and fall desks and curved screens for displaying the mobilising system at all positions to improve welfare and support individual workstation adjustments.
- Control staff received 2 awards for Operational excellence handling calls requiring life survival guidance and have received letters of congratulations from the CFO.
- Work was undertaken to support supplier engagement to assist public sector tendering for small to medium enterprises (SMEs) within the Service area. The Service was amongst the first to sign up to the Welsh Government's Opening Doors Charter and held several meet the buyer events across the Service area.
- The Service's Procurement department worked closely with Business Wales to organise two supplier pre-tender engagement events, held in Carmarthen and Llandrindod Wells. The aim of the events was to encourage smaller local SMEs to tender and to give them the opportunity to engage with Business Wales to get assistance if required prior to the tender being published. The structure of the tendering process enabled local SMEs the same opportunity to tender as other larger organisations, who were often at a disadvantage when it came to tendering due to a lack of resources, whereas larger National companies have tendering teams within the organisations. The event was a great success, with 19 contractors submitting tenders, of which 18 were SMEs from within Wales and 9 from within our Service area.
- Patrols were carried out alongside Dyfed Powys Police to engage with youths causing anti-social behaviour over the summer period.
- The Arson Reduction Team worked with the production team Y Byd ar Bedwar for an episode to look at the impact of wildfire within the black mountains area of the Service, which had seen a high number of damaging wildfires.
- Positive feedback was received from leisure services who attended the Swim Wales conference.
- The Hoarding and Self Neglect protocol was launched during safeguarding week, which included a short animation.
- A Momentum course was held for 5 families – The course ran for 6 weeks and finished on the 15 June with a total of 15 people attending.
- The resumption of the Service's engagement activities saw an increase in participation from partner agencies with youth engagement programmes.
- Crimes and Consequences training was delivered to a cohort of approximately 205 learners from Inspire training.



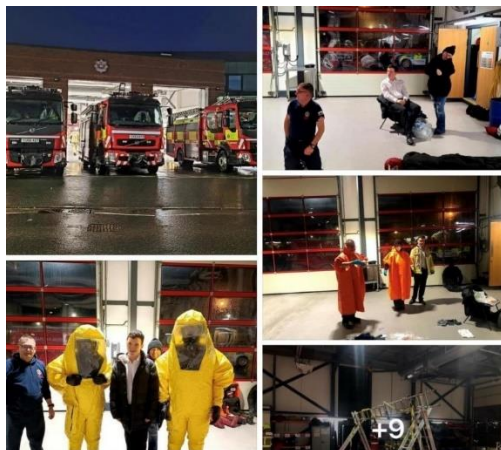
- A Farm Fire Safety young artist competition was held, with the winner providing the image that was used in the revised Farm Fire Safety leaflet. The competition was won by a 6-yr old from Bynea, who won a £25 love to shop voucher and a visit to Llanelli Fire Station to meet the crew with some friends.



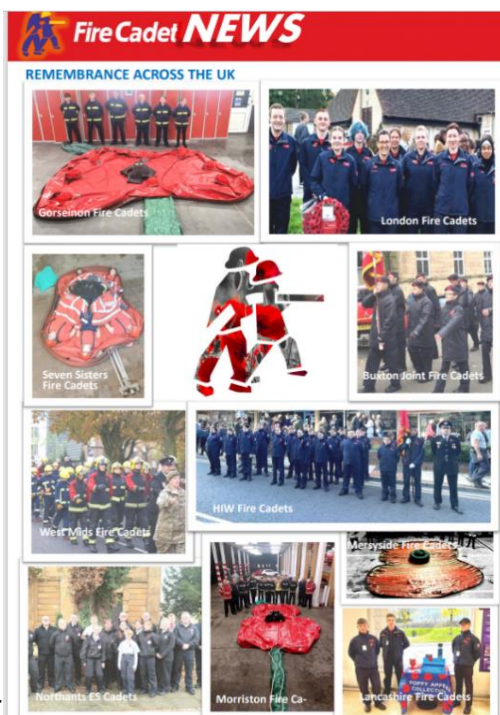
- A total of 12 miles of firebreak cutting was carried out by the Service's Farm Liaison Officer, including offering advice and assistance towards 13km of fire breaks across the Pembrokeshire Coast National Park.
- Through the Service's attendance at the multi-agency heritage and habitats group, a mapping system incorporating the heritage crime register and incident data from organisations was developed. The system will provide linking information across historical arson sites, affecting scheduled monuments and other sensitive heritage sites, and provide users with the ability to protect, report and establish damage assessments.
- Biker down sessions were delivered in Newtown.
- Road Safety Managers attended meetings with DocBike, a charity based in Welshpool, who had requested to assist and provide help with the running of Biker down courses.
- Two individuals visited Brecon Fire Station, requesting advice about a bleeping Carbon Monoxide alarm, during the discussion the individual mentioned that they had been feeling lethargic, suffering from a headache, and feeling confused. The Community Safety team carried out a Home Fire Safety Check (HFSC) at the property. Upon entering the property, the alarm activated a full alarm warning, at which point following advice from Fire Control, a fire crew were mobilised to the property, whereby the survey meter indicated a dangerously high reading for carbon monoxide. The occupier attended the hospital, and it was confirmed they were suffering from carbon monoxide poisoning due to a poorly installed coal fire.
- Following a home safety visit in January 2023, crews from Aberystwyth Fire Station raised concerns with the vulnerability of the occupant with the Community Safety team. The Vulnerable Adult process was initiated, which saw the Service working closely with the housing association to provide additional support and equipment, including an ashtray, a fire-retardant throw and Ultra Guard standalone sprinkler unit. In February 2023, there was a fire in the property, which was extinguished by the Ultra Guard system, saving the occupant from harm.
- The Service's volunteers continued to provide support to many events, including spending the day with a divisional team carrying out safe and well



checks within the community. Filming was also completed at Llandeilo Fire Station, promoting careers and volunteering in Carmarthen and also encouraging the younger generation after studying to return to Carmarthen to work. The filming was advertised in all universities, higher education services, job centres and workway+ in Wales.



- Seven Sisters Fire Cadets attended an event in the local community hall, promoting HFSC with residents, and a previous cadet from Pembroke Dock Fire Station became an On-Call firefighter, serving their local community.
- Mid and West Wales Fire Cadets made the National Fire Cadets Newsletter.



- Several Phoenix courses were delivered across the Service area with positive feedback received.



- The Arson Reduction Team (ART) met with members from Greater Manchester Fire and Rescue Service (GMFRS) to share learning and information on the Service's arson reduction work and wildfire direction in Wales.
- The ART team worked with Dyfed Powys Police, and Pembrokeshire Council to launch Paws on Patrol in the County. Paws on Patrol is a long running initiative that has been highly successful for dealing with ASB and arson related activity for several years, particularly in Neath / Port Talbot. The initiative will assist the team in dealing with arson and community engagement into the future.



- Collaborative work between the Pembrokeshire Community Safety team, ART and stakeholders was highlighted in the National Park magazine, highlighting the project momentum in developing and protecting the area following previous grass fires.





- A delivery package was developed to engage and educate students from agricultural backgrounds and/or with agricultural employment/interests, on the work carried out by the Service. The package was delivered periodically by the ART via Coleg Sir Gar, which helps learners to recognise and identify any potential hazards in the farm environment.
- Business Fire Safety Training continued to be provided to team members, including the Level 3 certificate for Fire Safety Auditors, Level 4 certificate Fire Safety and the Level 5 Fire Engineering Diploma.
- The Northern Division, Business Fire Safety team hosted a 'Connect For' Business Fire Safety event, a partner agency event held at Newtown Fire Station, which was well attended by partners.
- Following a series of arson attacks on the library in Gorseinon, a multi-agency event, including the Police, Local Authority, bus service, library workers and the youth club team was arranged, to engage with the public and young people in the area.
- A Safety Engagement event was held in Haverfordwest following a fatal fire (with agreement from the family). The event was run out of the Service's Safety Awareness Vehicle, with the attendance of the Pembrokeshire Community Safety team, and Wholetime and On-Call crews from Haverfordwest Fire Station. The event was arranged to coincide with the closing time of local schools, which allowed great engagement opportunities with local parents and residents. Approximately, 30 referrals were taken on the day, which identified that no smoke alarms were present in some properties.
- Staff from Southern Division agreed to work out of the Dementia HWB one day a month, which receives roughly 200 people each month, concerned with their memory, have dementia or are supporting loved ones with dementia. These interactions enabled the capturing of high-risk individuals living within the community and strengthens the partnership the Service has with Dementia HWB and Dementia Friendly Swansea.

