



Gwasanaeth Tân ac Achub  
Canolbarth a Gorllewin Cymru

Mid and West Wales  
Fire and Rescue Service

# ANNUAL PERFORMANCE ASSESSMENT

2024 / 2025

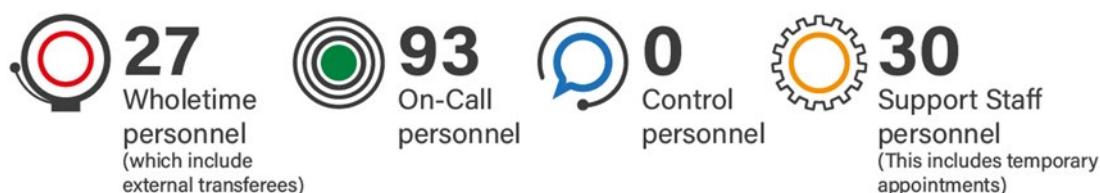
AT A GLANCE



Over the last 12 months we have attended:



We also recruited:



**Improvement and Well-being Objective One** - We will improve our organisational culture to operate within the standards expected of a modern-day Fire and Rescue Service.

### Key Achievements for Objective One – 2024/2025 Reporting Period.

- Established the Culture and Inclusion Board (C&IB) and Working Group (C&IWG) to drive cultural change across the Service.
- Developed a Culture and Inclusion Action Plan focused on communications, embedding Service behaviours, and revising ED&I training.
- Launched a C&IWG newsletter to share updates and progress against the Action Plan.
- Delivered Chief Fire Officer led webinars to engage staff in the Service's cultural journey.
- Rolled out Active Bystander training to all staff (September 2024) as part of the revised ED&I programme.
- Published the 2025 People and Organisational Development (POD) Prospectus, including Institute of Leadership and Management (ILM) qualifications, assessor and trainer awards, and workshops on resilience, psychological safety, and inclusive leadership.
- Introduced a new Coaching and Mentoring scheme to support staff development and career progression.
- Published the Crest Review (February 2025) and progressed key recommendations.
- Formed the People and Culture Team (PACT) to lead cultural change initiatives aligned with the Crest report.

- Developed a Wellbeing Strategy and Action Plan (June 2025) to promote physical, mental, and emotional health.
- Established an Independent Reporting Line (Speak Up), Professional Standards Board, and Safeguarding Board.
- Reviewed and updated the Managing Stress at Work Procedure, including a new Stress Risk Assessment.
- Updated the wholetime firefighter recruitment process, including:
  - Enhanced promotional materials (e.g., videos)
  - Streamlined registration and testing
  - Behavioural and situational assessments
  - Revised Point of Entry Selection Test (POEST)
- Embedded Service behaviours into recruitment, interview, and promotion processes.
- Collaborated with One Step North to explore interactive technologies, including 3D modelling.
- Initiated recruitment of an Organisational Culture Specialist via NEPO 3 and Bloom Procurement.
- Completed a full review of POD and Training Delivery departments.



**Improvement and Well-being Objective Two** – We will remain committed to making improvements to our On-Call Duty system to support the needs of our communities.

### **Key Achievements for Objective Two – 2024/2025 Reporting Period.**

- Achieved a 2.3% increase in overall On-Call availability for the 2024/2025 reporting period, with notable improvements in Swansea and Neath Port Talbot.
- Hosted an On-Call Conference on 28 April 2024.
- Trialled stay interviews in the Northern Division to support retention.
- Collated exit interview data to identify trends and inform future focus areas.
- Explored development of an On-Call-specific app to enhance communication.
- Introduced recognition payments for On-Call staff with five or more years of service.
- Enhanced training provisions, including Optional practical BA course element for Watch Managers, increased pay rates for training attendance and removed requirement to 'book off' after operational incidents.
- Employed two On-Call Recruitment Advocates to support divisional campaigns and community safety.
- Delivered 25 recruitment initiatives between August 2024 and January 2025.
- Streamlined recruitment process: Reduced time from expression of interest to employment, delivered Module A training on station, reducing delays and reviewed Module B to minimise impact on candidates' primary employment.
- Developed station-based workforce planning and recruitment strategies.



- Created 12-month recruitment plans for employer engagement at each station.
- Reviewed Point of Entry Testing (POET) to reduce candidate time commitment.
- Explored options to renew/replace the Rappel mobilisation system.
- Procured the On-Call Availability, Recruitment and Skills (OARS) system to improve data use in recruitment, diversity, and workforce planning.
- Implemented new pay bandings for On-Call firefighters (January 2025), significantly increasing pay based on availability.
- Trialled a driver-only, non-BA wearer pilot to support retention.
- Explored dual contracts for Green Book staff to encourage On-Call participation and extend benefits.
- Provided £1,000 for two-appliance stations and £500 for single-appliance stations to host family and employer recognition days.



**Improvement and Well-being Objective Three** – We will review the risks within our communities and to our people.

#### **Key Achievements for Objective Three – 2024/2025 Reporting Period.**

- Task and Finish Group established to explore casualty-centred Line Rescue options.
- Wildfire Working Group launched following strategic review; partnerships formed with Bannau Brycheiniog, Pembrokeshire Coast National Park, and landowners.
- All-Wales meeting held with Natural Resources Wales (NRW) to discuss helicopter asset procurement.
- PDR Pro updated to include NFCC Wildfire Training packages.
- Multi-purpose vehicle solutions developed under the capital replacement programme.
- ORH validated Service data and modelled emergency response scenarios to inform prevention, protection, and response planning.
- Exemplar Station Risk Profiles created for Morriston (2-2-4), Aberystwyth (Day Crewed), and Tenby (On-Call).
- Community Safety team continued identifying vulnerable individuals.
- 3-year Community Safety Programme reviewed to assess prevention and protection delivery.
- Business Fire Safety team expanded delivery model to enable frontline crews to conduct basic fire safety audits.
- Prohibition 10 notifications process reviewed for improved stakeholder communication.
- Slips, Trips & Falls focus event reviewed—significant reduction in injuries (2022: 8, 2023: 9, 2024: 1).
- Risk Assessment procedure reviewed; Service Accident Incident Rate set at 5.
- Accident investigation and corporate manslaughter training delivered.

- Reviews completed on Hearing Aid use, Stress Management Procedural Guidance Document (PGD), and Control of Substances Hazardous to Health (COSHH) procedures.
- Two-way Health and Safety communication improvements explored; Evotix Assure system further developed.
- Strategic Assurance embedded; Operational Equipment and Assurance (OEA) conducted reactive inspections.
- Operational Monitoring trial launched using Day Duty Station Managers.
- National Operational Guidance (NOG) integration progressed incidents involving animals, fires, and buildings added to procedures.
- Clean Station Procedure introduced using zoning principles.
- Exposure Recording implemented for Breathing Apparatus Instructors.
- Cancer awareness discussions held with Insync; screening considered for routine medicals.
- NHS read-code medical cards distributed to stations.
- Contaminants presentation delivered; Operational Information Note (OIN) published with evaluation planned.
- Swansea University research initiated on firefighter immune system impacts.
- Estates department explored clean/dirty zoning at Earlswood Training Facility.



**Improvement and Well-being Objective Four** – We will review and implement changes to the way in which we respond to emergencies to meet the changing demands of our community.

#### **Key Achievements for Objective Four – 2024/2025 Reporting Period.**

- Station Risk Profile templates created for each duty system.
- Engagement work undertaken to better understand community needs.
- Tactical Officer Rota (TOR) reviewed; options explored to improve shift pattern management.
- Trial held making Breathing Apparatus optional for On-Call drivers to balance station needs and competencies.
- Formal proposal submitted to Fire Brigades Union (FBU) for consultation on crewing options for 2-2-4 stations.
- Flexi Day Crewing (FDC) model reviewed with rostering improvements.
- Training & Development programme review progressed.
- Equipment trials continued across the Service.
- Electric Vehicle group established to explore firefighting tactics for electric vehicles.
- Waste fire tactics reviewed on an All-Wales basis.
- Chief Fire and Rescue Advisor and Inspector (CFRAI) Wales inspection completed; working group formed to implement recommendations.
- Meeting held with Brandweer Academie to inform structure fire tactics via the Quadrant Model.
- Dynamic Mobilising trial proposal considered.
- Mobilisation project launched with workshops (Oct 2024).
- Software market intelligence completed—8 EOIs received, 5 demos delivered.



- Working groups formed; South Wales Fire and Rescue Service and North Wales Fire and Rescue Service expressed interest in joint procurement.



**Improvement and Well-being Objective Five** – We will regularly review our Prevention (Community Safety) and Protection (Business Fire Safety) strategies to target and support the most vulnerable in our communities.

### **Key Achievements for Objective Five – 2024/2025 Reporting Period.**

- New response approach implemented, reducing non-domestic AFA attendances by approx. 84% (95 calls/month), saving an estimated £86,270 by March 2025.  
PGD developed, and training delivered; engagement ongoing with premises experiencing persistent actuations.
- Revised Risk-Based Inspection Programme (RBIP) introduced.
- 1,231 audits, 659 building consultations, 22 Prohibition Notices, 34 Enforcement Notices, and 1 Alteration Notice issued.
- 1,452 consultative pieces of work completed.
- Operational crews trained to conduct basic fire safety visits.
- Simple Cautions introduced as an enforcement tool.
- Collaboration with Joint Inspection Team (JIT) continued.
- Fire Safety training delivered to all operational crews.
- Staff trained to Level 5 Diploma in Fire Engineering Design.
- Ongoing engagement with Welsh Government on building safety reform.
- 97 Type 4 fire safety surveys received for high-rise residential buildings.
- 58,000+ children and young people engaged through schools and youth programmes.
- Phoenix Courses: 158 enrolled, 145 accredited.
- Crucial Crew event reached 1,000+ primary pupils.
- Crime Time sessions delivered with multi-agency partners.
- Elective Home Education sessions held in Haverfordwest.
- Road safety presentations delivered to 366 young people (Feb 2025).
- Operation Ugain successfully educated hundreds of motorists.
- All Wales Children & Young People Group won NFCC Prevention Award.
- Individual awards received by Lester James, Wayne Bream, and others.
- Education Officers supported summer events and road safety shows (e.g. Royal Welsh Show, Rali Ceredigion).
- Multi-agency road safety delivery in Powys schools.
- Pop-up shop launched in Swansea with South Wales Police and Swansea Council.
- Arson interventions delivered across the Service.
- Site visit conducted in Milford Haven with Dyfed Powys Police.
- Continued collaboration with Joint Arson Group and Wales Wildfire Board.
- Service representatives attended Wildfire Conference in Aberdeen.
- Seasonal awareness raised ahead of grass fire season.



- **Home Safety Checks (HSC):** 10,668 completed during the reporting period: 4,479 by Community Safety staff, 5,143 by Stations and 776 by partner organisations.



**Improvement and Well-being Objective Six** – We will engage and consult with our communities to understand their expectations of us.

### **Key Achievements for Objective Six – 2024/2025 Reporting Period.**

- Have Your Say survey promoted at station open days, car washes, agricultural shows, and major events.
- 728 survey responses received; 93.9% expressed confidence in the Service.
- Most common response time expectation: *within 10 minutes*.
- Held 34 drop-in sessions, online webinars, and meetings with elected representatives
- Post-engagement evaluation completed.
- Issues paper and scoping document developed.
- “Balanced Rooms” forums launched for inclusive stakeholder dialogue.
- CRMP 2040 videos released to raise awareness.
- Staff invited to quarterly Community Risk Management Delivery Board meetings for progress updates.
- Assistant Chief Fire Officer hosted station surgeries to discuss 2-2-4 shift proposals.
- BFS team trialled monthly “Whole Team” meetings to improve internal communication.
- “Connect For” business engagement events expanded to Western and Southern Divisions.
- Targeting Prevention workshop hosted via by the Chief Fire Officer as part of the Swansea Public Services Board.
- Community Ambassadors network established.
- Consultation specialist procured; 5-stage engagement model adopted.
- Stakeholder mapping workshop held.
- Continued learning from other public sector organisations and FRS engagement strategies.
- Communications plan developed.
- Corporate Communications and Business Development (CCBD) department evaluated past campaigns and explored new strategies.
- Supplier engagement sessions held.
- Procurement and Human Resources teams participated in task and finish groups and supplier events.
- Regular meetings held with Trade Union representatives.
- CRMP 2040 updates included as standing agenda item.
- Crewing options paper circulated; negotiations commenced.
- Social Partnership Duty (SPD) report drafted to evidence compliance.



**Improvement and Well-being Objective Seven** – We will work in an environmentally friendly and sustainable way.

**Key Achievements for Objective Seven – 2024/2025 Reporting Period.**

- Net Zero Carbon spreadsheet updated and submitted to Welsh Government.
- Carbon Reduction Roadmap developed using Ricardo consultancy data.
- Annual Environmental Report (2023/24) approved.
- Electric Vehicle (EV) fleet evaluated; survey drafted for wider input.
- Hydrogenated Vegetable Oil (HVO) fuel trial completed.
- Initial research into Hydrogen Fuel Cell Vehicles (FCEVs) underway.
- Estates team exploring HVO use in Earlswood boilers.
- £128,000 EV charging grant received.
- Expression of interest submitted for Salix rooftop solar funding.
- £70,500 low carbon heat grant (air source heating) approved (Phase 1).
- National Operational Guidance (NOG) for environmental protection progressed, including firefighting tactics.
- Environmental risk assessment discussions held with NRW.
- Flow meters trialled on appliances to monitor water use at incidents.
- Electric water pumps considered for training use.
- Battery-powered Road Traffic Collision tools, wildfire blower, and fan trialled.
- Clan Tools awarded tender for electric RTC equipment.
- High/low pressure fog spikes trialled to reduce water usage.
- Ultraviolet (UV) treated water trial continued with Welsh Water & NRW.
- First public sector trial of energy monitors at Service Headquarters via Lyreco Wellbeing Wales Scheme.
- Estates and BFS collaborated on battery storage requirements.
- Standardised appliance equipment review underway.
- Pool fleet devolved to Divisions for flexible asset use.
- Key Performance Indicators (KPIs) added to contracts to support Scope 3 emissions reporting.
- Supply chain sustainability improvements progressed.
- Caerphilly food provision framework approved.
- Head of Procurement participated in social enterprise panel event.



**Improvement and Well-being Objective Eight** – We will evolve our fleet and equipment requirements so we can effectively respond to emergencies.

**Key Achievements for Objective Eight – 2024/2025 Reporting Period.**

- Market research and benchmarking completed to identify contamination management options.
- Visit to Devon & Somerset Fire and Rescue Service (FRS) to review Breathing Apparatus welfare/decontamination vehicles and medium appliances.



- Clear cab fire appliances introduced to reduce contaminant exposure.
- Vehicle and equipment demo day held at Earlswood Training Centre.
- Catalogue of vehicle types created to support risk profiling and operational needs.
- Working group established to trial and evaluate vehicles and equipment.
- Three vehicle concepts identified for further consideration; options paper in development.
- Appliance fleet replacement paused pending review.
- Invitation to tender developed using West Midlands FRS framework for Road Traffic Collision (RTC) equipment.
- Equipment trials conducted in response to CFRAI Wales inspection recommendations.
- Electric Vehicle Fire Working Group re-established to explore firefighting tactics.
- Flowmeter retrofit options discussed; battery-operated equipment demoed to reduce diesel use.
- Appliance equipment review initiated to standardise inventory.
- Multi-Function PPE options under review to align with incident types and risks.
- Pool fleet devolved to Divisions and Departments for improved asset utilisation.