



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Annual Performance Assessment 2024/2025



www.mawwfire.gov.uk

Mae'r ddogfen hon ar gael yn Gymraeg



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 2024/2025.....</i>	<i>8</i>
<i>Our Performance against the All Wales Dwelling Fire Response Charter.</i>	<i>9</i>
Our Improvement and Well-being Objectives.....	15
<i>Improvement and Well-being Objective One.....</i>	<i>16</i>
<i>Improvement and Well-being Objective Two</i>	<i>20</i>
<i>Improvement and Well-being Objective Three</i>	<i>23</i>
<i>Improvement and Well-being Objective Four</i>	<i>28</i>
<i>Improvement and Well-being Objective Five</i>	<i>32</i>
<i>Improvement and Well-being Objective Six.....</i>	<i>37</i>
<i>Improvement and Well-being Objective Seven</i>	<i>43</i>
<i>Improvement and Well-being Objective Eight</i>	<i>48</i>
Find out more.	51
<u>Appendix 1: Well-being of Future Generations (Wales) Act 2015 – Progress</u>	
<u>Statement.....</u>	<u>52</u>
<u>Appendix 2: Annual Performance Assessment 2024/2025 Enablers progress update</u>	
<u>.....</u>	<u>56</u>
<u>Appendix 3: Good new stories of work undertaken by all departments, between 01</u>	
<u>April 2024 and 31 March 2025</u>	
<u>.....</u>	<u>60</u>



Introduction

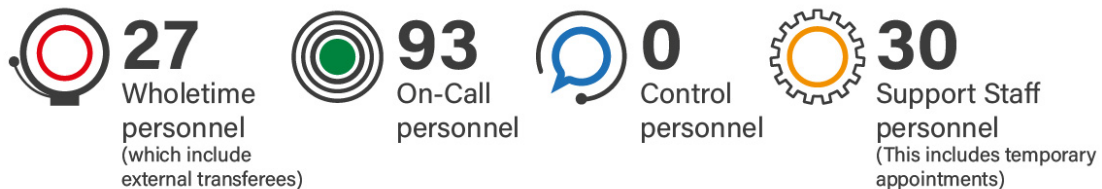
We are pleased to introduce the Annual Performance Assessment for **2024/2025**.

This report outlines how the Service has performed against the Improvement and Well-being Objectives within its Community Risk Management Plan (CRMP) 2040.

Over the last 12 months we have attended:



We also recruited:



The Service's Vision is "to deliver the best possible service for the communities of mid and west Wales", which will be achieved by continuing to engage with communities, explore new ways of delivering services and work with partners to safeguard the communities of mid and west Wales.

Ensuring the Improvement and Well-being Objectives contained within the CRMP 2040 are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales remains a priority. This document outlines the improvements the Service has delivered for both staff and communities over the last 12 months.





About our Annual Performance Assessment - By 31 October each year, the Service is required to publish its Annual Performance Assessment (APA), which reports progress against the Improvement and Well-being Objectives from the previous year. The Service follows Welsh Government guidelines to ensure the way in which it assesses and reports its achievements are understood by communities, staff, and stakeholders. This APA outlines the progress made against the Improvement and Well-being Objectives during 2024/2025.

The Performance Assessment is also an opportunity for the Service to identify what lessons have been learnt and how they will be incorporated into future planning and improvement processes. You can access the Community Risk Management Plan (CRMP 2040) and former Strategic Plans, Corporate Plans, Annual Improvement Plans and Annual Performance Assessments on the external website by visiting www.mawwfire.gov.uk.

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 services. The long-term CRMP 2040, reinforces the Service's commitment to continuously improve the services provided to 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	
	2023/24	2024/25 (p)	2023/24	2024/25 (p)	2023/24	2024/25 (p)
Number of Fires Attended	2,583	2,951	1,657	1,804	5,460	5,408
Number of False Alarms Attended	5,932	5,083	2,901	3,264	9,465	9,430
Road Traffic Collisions Attended	786	769	251	255	870	947
Special Service Calls Attended	3,813	3,652	1,127	1,166	3,209	3,333
Deaths and Injuries from Fires	35	46	44	49	40	55



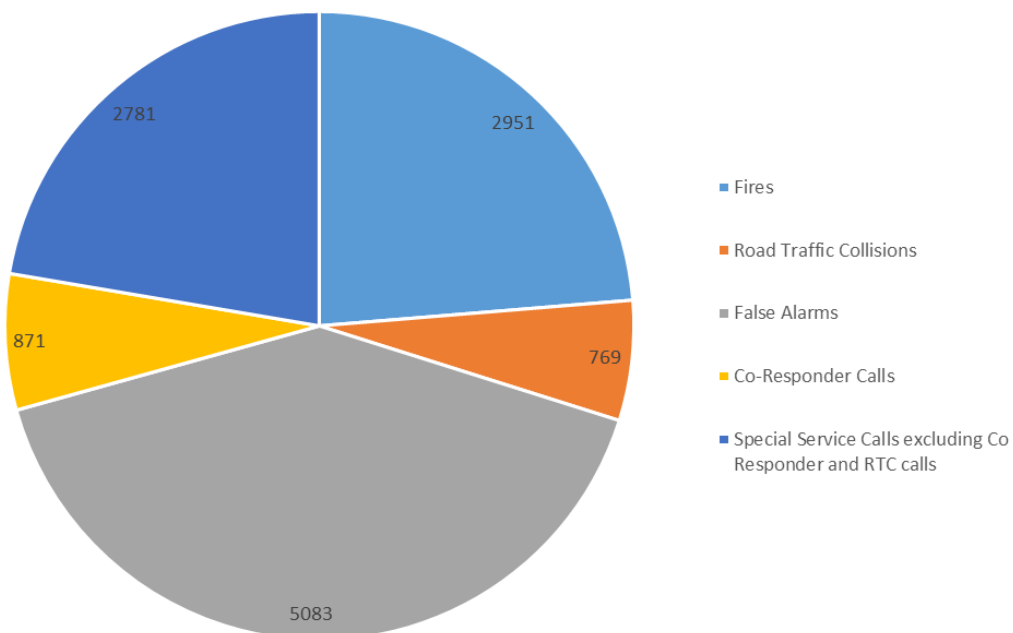
Deaths and Injuries from Accidental Fires	26	41	40	45	34	51
Percent of dwelling fires confined to room of origin	82.71%	85.46%	90.88%	87.01%	84.43%	85.92%

Incident	2024/ 2025	2023/ 2024	2022/ 2023	2021/ 2022	2020/ 2021	2019/ 2020	2018/ 2019	2017/ 2018
Fires	2951	2583	3023	3290	3087	3152	3734	3190
Road Traffic Collisions	769	786	771	693	528	948	870	983
False Alarms	5083	5932	5161	4916	4798	4627	4895	4939
Co-Responder calls	871	1044	1317	453	285	1969	1684	2546
special Service calls excluding Co Responder and RTC calls	2781	2809	2548	2521	2094	2515	2282	2122
Grand Total	12455	13154	12820	11873	10792	####	####	####

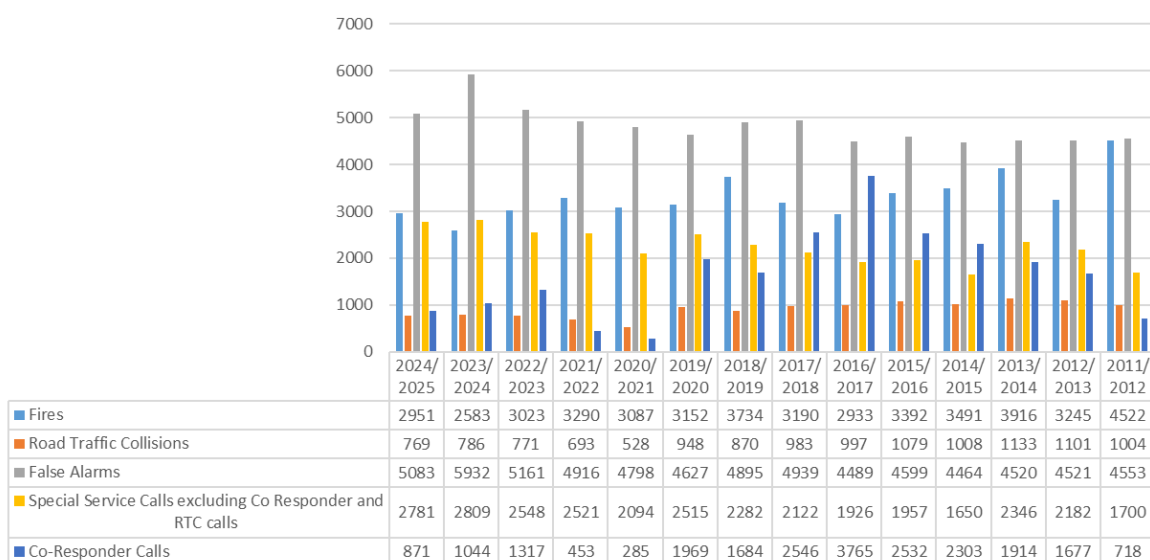




2024/2025 Incidents Attended



Incidents Attended by Year and Type





Welsh Performance Indicators for 2024/2025

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 2024/2025.

Performance Indicator	2024/2025 Actuals	Average 2015/16 to 2019/20	Average 2020/21 to 2024/25	Average Percentage Change 2015/16 to 2024/25
Total number of all deliberate fires attended per 10,000 dwellings	1,514	1,552	1,483	-4.4% 
Total number of all accidental fires attended per 10,000 dwellings	1,437	1,732	1,500	-13.4% 
Total number of all fires in dwellings attended per 10,000 dwellings	446	562	458	-18.5% 
Total number of all accidental fires in dwellings attended per 10,000 dwellings	412	529	420	-20.6% 
Number of deliberate fires in dwellings per 10,000 dwellings	34	36	37	2.8% 
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	131	210	161	-23.3% 
Total number of fire deaths per 100,000 population	4	6	6	0.0%
Deaths caused by fires started accidentally in dwellings per 100,000 population:	2	5	4	-20.0% 





Deaths caused by fires started deliberately in dwellings per 100,000 population:	0	0	0	-0.0%
Total number of injuries (excluding first aid and prec checks) arising from fires per 100,000 population	42	54	30	-44.4% 
Injuries (excluding first aid and precautionary checks) arising from fires started accidentally in dwellings per 100,000 population:	33	40	22	-45.0% 
Injuries (excluding first aid and precautionary checks) arising from fires started deliberately in dwellings per 100,000 population	3	4	2	-50.0% 
Total false alarms caused by automatic fire detection per 1,000 non-domestic properties.	656	1,491	1,351	-9.4% 
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended	47.5%	41.0%	47.2%	15.1% 

Our Performance against the All-Wales Dwelling Fire Response Charter.

Driving down the number and severity of fires in dwellings is a key priority for all three Welsh Fire and Rescue Authorities. Our success in achieving this is clearly reflected in the steady decline in the number of dwelling fires that occur each year in Wales.

The three Welsh Fire and Rescue Authorities have a common aim of maintaining a long-term downward trend in the incidence of:



- dwelling fires.
- dwelling fire casualties; 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 2024/2025 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 2024/2025 we attended 412 accidental dwelling fires, resulting in the deaths of 2 people with another 33 people sustaining injuries (excluding first aid and precautionary checks). Also, during 2024/2025 we attended 34 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 2016/2017 and 2021/2022). There has been a significant decline between 2014/2015 and 2024/2025 (30%).

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 2024/2025, we handled a total of 22,779 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 2024/2025 we responded to 9% of dwelling fires within 1-5 minutes, 49% within 5-10 minutes, 24% within 10-15 minutes and 18% in over 15 minutes. These response times include the time it takes for personnel to turn into 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 2024/2025 our crews attended 2,951 fires in a variety of different types of premises and at outdoor locations. Whilst attending operational incidents, 10 operational staff received an injury. Of the 10 Injuries, 1 was classed as a “major” injury, and 9 were classed as ‘Minor’ Injuries under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Of the 10 Injuries, 1 was reported as RIDDOR.

In 2024/2025 our crews attended 2,951 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 2024/2025, of all the accidental dwelling fires that we attended, 382 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 2024/2025 26 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 2024/2025 we attended 446 fires in dwellings, of which 34 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 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, the Service ensures 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 2024/2025 we served 34 Enforcement Notices and 22 Prohibition Notices in relation to premises that failed to comply with the requirements contained within the Regulatory Reform (Fire Safety) Order 2005. We dealt with 187 Fire Safety Complaints and undertook 1227 Planned Audit Visits.

Commitment 7:

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

The Service continuously strives to maintain high standards and improve aspects of what it does. 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 the improvement planning process, Improvement and Well-being Objectives are reviewed and developed. The Improvement and Well-being Objectives tell staff, communities, and stakeholders what improvements were going to be made during 2024/2025.

Eight Improvement and Well-being Objectives were developed to reduce risk and improve the safety of communities. They were:



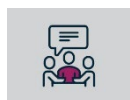
Improvement and Well-being Objective One - We will improve our organisational culture to operate within the standards expected of a modern-day Fire and Rescue Service.



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.



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



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.



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.



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



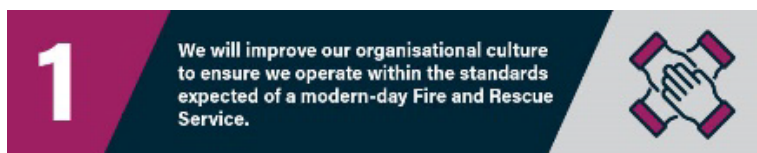
Improvement and Well-being Objective Seven – We will work in an environmentally friendly and sustainable way.



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



Improvement and Well-being Objective 1 – Organisational Culture



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

Action 1.1: Embed the Culture and Inclusion Working Group and Culture and Inclusion Board within the Service to support and address the themes raised in the Cultural Audit and drive cultural improvement.

Action 1.2: Evaluate action and embed improvements from the Speak Up independent reporting helpline.

Action 1.3: Develop a Well-being Strategy to support the health and well-being of our staff.

Action 1.4: Embed the use of staff appraisals to support staff performance and progression.

Action 1.5: Review and action the findings of our recruitment processes to improve staffing numbers.

Action 1.6: Implement the recommendations from our Cultural Audit survey and evaluate the progress being made.

Action 1.7: Introduce new training opportunities for staff that wish to progress.

Objective One progress statement for the 2024/2025 reporting period:

- Culture and Inclusion Board (C&IB) and Culture and Inclusion Working Group (C&IWG) established, comprising a cross section of the Service with meetings held on a bimonthly basis.





- Culture and Inclusion Action Plan was developed to prioritise several key themes, including communications and engagement with the wider organisation on matters relating to the **Service's cultural journey**, **embedding the Service's behaviours** and supporting the development and delivery of a revised **Equality, Diversity and Inclusion training package**.
- The C&IWG generated themes matched against the culture survey and audit recommendations, using a poll to identify priority focus areas, which indicated interest in the following topic areas.
 - *Psychological safety.*
 - *Speaking without fear.*
 - *Organisational trust.*
 - *Understanding Service behaviours.*
 - *How to change and embed culture.*
 - *Options of leadership and accountability.*
- A progress update in respect of the His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Spotlight Report, along with a gap analysis in respect of the recommendations outlined in Fenella Morris KC report on South Wales Fire and Rescue Service was undertaken by the C&IB.
- A newsletter was developed to provide updates from the C&IWG and the progress made against the Action Plan.
- Supporting the development and delivery of a revised Equality, Diversity and Inclusion (ED&I) training package, Active Bystander training was completed and rolled out across the Service to all staff in September 2024. The training provided staff with the necessary skills, where possible to.
 - *Recognise, challenge and report unacceptable behaviours*
 - *Explain the importance of challenging inappropriate behaviours to themselves, colleagues, organisation, and communities.*
 - *Use a range of practical techniques to positively call out colleagues whose behaviours do not meet standards.*
 - *Practice and apply techniques in their working life.*
- The Chief Fire Officer (CFO) facilitated several webinars, providing staff with an update on the Service's cultural journey and progress being made.
- The Crest Review of the Service's Cultural Journey was published in February 2025. Progress was made in key areas, including, turning the report recommendations into actions to guide workplace culture, engaging staff and stakeholders at all levels to foster awareness and participation, ensuring change is meaningful and reflects the needs of everyone, maintaining transparency and accountability through regular updates and feedback opportunities with staff and wider stakeholders.
- To continue developing and improving workplace culture, a People and Culture Team (PACT) was established. The team will bring together perspectives, experiences and skills from across the Service helping to



identify, develop and implement cultural change initiatives in line with the recommendations outlined within the Crest report.

- Work has progressed to enlist an Organisational Culture Specialist (OCS) through the NEPO 3 Framework and Bloom Procurement.
- A Wellbeing Strategy and Action Plan were developed for approval in June 2025, to promote healthier lifestyles and an overall sense of wellbeing. The intention of the Wellbeing Strategy was to enhance the physical, mental, and emotional health of staff, ensuring they feel supported, valued, and capable of performing their roles effectively. The Strategy signposts staff to resources and guidance, enabling meaningful conversations and the development of goals to enhance overall wellbeing.
- New Coaching and Mentoring scheme was launched in providing a professional service that supports the development of all staff within the Mid and West Wales Fire and Rescue Service who are seeking to achieve development within their current role or career progression and promotion, to the benefit of the individuals and the organisation.
- The People and Organisational Development (POD) prospectus was reviewed and published for 2025 and included.
 - *Institute of Leadership and Management (ILM) level 2, 3 & 5 Award in Leadership and Management.*
 - *Level 3 Award in Assessing Competence.*
 - *Level 3 Education and Training.*
 - *Level 4 Internal Quality Assurance (IQA)*
- A series of workshops were also included on the Prospectus, including, developing resilience, emotional intelligence, psychological safety, inclusive leadership and managing stress and mental health awareness.
- The Service's Managing Stress at Work Procedure was reviewed and re-published in November 2024 and included a Stress Risk Assessment to support all staff.
- An Independent Reporting Line (Speak Up), Professional Standards Board and a Safeguarding Board was established.
- A full review of the People and Organisational Development (POD) and Training Delivery departments was undertaken by the Emergency Response and Training and Development (ERTD) Directorate.
- In readiness for the wholetime recruitment campaign, changes were made to the process and the ways in which the Service attracts individuals to the role of a wholetime firefighter, including the use of videos to help encourage a wide pool of applicants, the registration process, behavioural & situational questionnaires and online ability to be completed at the same time, and changes were made to the Point Of Entry Selection Test (POEST).
- Work was progressed with One Step North to explore opportunities in innovative and interactive technology, including 3D modelling.





- Options were explored to update the recruitment process and embed the Service's Behaviours in the application process, interview questions and promotion process.

Key actions for the year ahead

- Appointment of Culture Specialist to be finalised and communicated across the Service.
- Wellbeing Action Plan, aligned to Wellbeing Strategy to be progressed through the Service's internal governance route prior to publication.
- Proceed to procure a 24-month trial contract for the provision of healthcare benefit services.
- Appoint a Mental Health and Wellbeing Advisor to act as the lead officer on matters relating to the mental health and wellbeing of Service employees and provide advice management and staff for matters relating to staff psychological wellbeing.
- Consider and implement the findings following the Blueprint for change: Reshaping our Service workshop held in June 2025, which considered the strategic priorities relating to people, culture and leadership, organisational structure and internal governance arrangements.
- Following a comprehensive review, update the Service's staff appraisal process to ensure it provides both an operational and support staff appraisal process, which better aligns to role specific training and progression opportunities.

How Objective One contributed to the Five Ways of Working

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
Improving organisational culture will ensure that the Service operates within the standards expected of a modern-day Fire and Rescue Service, by evolving in line with current and future challenges. Investing in the development of staff, wellbeing provisions, technology and community partnerships helps the Service to prepare for emerging risks and societal changes.	Effective workforce planning will ensure that the Service has the right people recruited and trained, working in the right locations to provide only the highest standards of service to its communities. It will also ensure that recruitment, development and working practices evolve to meet the communities' changing needs.	Improving organisational culture and wellbeing will ensure the Service works cohesively with partner organisations and Public Services Boards (PSBs) to contribute to societal changes and improve outcomes for communities.	Improving organisational culture and wellbeing will continue to support the sharing of good practice across organisations and sectors to ensure only the best people practices are implemented.	Engaging with the workforce, our partners and other agencies about skills and competencies required to better serve our communities, is integral to the Service's Training and Development departments.



Improvement and Well-being Objective Two – On-Call Duty system.

2

We will remain committed to making improvements to our On-Call Duty system to support the needs of our communities.



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

Action 2.1: Involve all our staff in research to improve working practices and promote a fully inclusive workforce culture.

Action 2.2: Identify the improvements required to improve the On-Call Duty system.

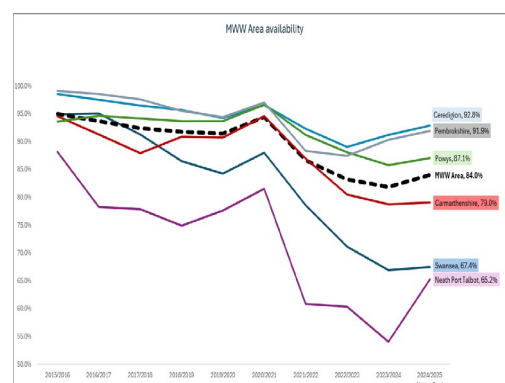
Action 2.3: Evaluate the improvements implemented to understand their effectiveness.

Objective Two progress statement for the 2024/2025 reporting period:

- Increase of 2.3% in overall availability for the 2024/2025 reporting period, with significant improvements made in Southern Divisions (Swansea and Neath Port Talbot).

All Pumps

FY	Northern	Southern	Western	Total
2020-21	96.7%	84.4%	96.5%	94.9%
2021-22	91.7%	68.7%	90.0%	87.9%
2022-23	88.7%	65.1%	86.9%	84.7%
2023-24	87.4%	59.8%	87.1%	83.5%
2024-25	89.3%	67.3%	88.1%	85.8%
Total	90.8%	69.1%	89.8%	87.4%



- Two-way communication remained on-going with On-Call staff via monthly updates, short You Tube videos and face to face meetings.
- On-Call conference took place on 28 April 2024 with positive feedback received from attendees.
- Stay interviews were trialled in Northern Division.
- Data was collated from exit interviews to assist with recognising patterns to influence future focus areas.



- Options were explored to develop an On-Call specific App to improve communications with the On-Call sector.
- Recognition payments were introduced acknowledging the unwavering dedication of On-Call staff who have served their communities for at least five years.
- Improvements were made to the training requirements for On-Call staff, including, optional element for Watch Managers to complete the practical element of Breathing Apparatus (BA) courses, an enhanced rate of pay was provided for all training courses attended, removal of the requirement to 'book off' on return to station following an operational incident.
- Mobile phone allowance was made available for On-Call firefighters to assist with the accessing of information.
- X2 On-Call recruitment advocates were employed to support divisional recruitment campaigns, delivering community safety programmes and supporting and maintaining the response of an emergency incident.
- 25 recruitment initiatives were completed between August 2024 and January 2025.
- Adjustments were made to shorten the recruitment times from expression of interest to employment for On-Call applicants, with changes made to the Module A courses now being completed on station, significantly reducing time waiting in the recruitment process.
- A review of the Module B course was also undertaken with a view to reduce the impact on On-Call candidates in relation to time away from their primary employment.
- Station based workforce planning and recruitment strategies were developed with plans created prioritising stations with a risk-based approach.
- £1,000 was provided for stations with two appliances and £500 for stations with one appliance to host family and employer recognition days.
- 12-month recruitment plans for each station area were developed for On-Call employer engagement.
- Point of Entry Testing (POET) was reviewed to ensure it was efficient as possible, ensuring the time required to attend was kept to a minimum, reducing the impact on any potential candidates. The revisions made included completing most selection tests on the same day, with only the medical and kit sizing being completed on a different day.
- Options were explored for the renewal/replacement of the Rappel mobilisation system, to support On-Call staff members in the best way possible.
- New pay bandings for On-Call firefighters were implemented in January 2025, representing a significant increase in pay based on availability. To support the application implementation plans were developed with potential options for staff.
- Software system to support On-Call availability, recruitment and skills (OARS) was procured, which enables the use of data more effectively to address critical challenges in recruitment, diversity and workforce planning.



- A corporate project was established for the renewal/replacement of the Rappel mobilisation system. The Objective 2 Lead chaired a sub-group to develop the software specification, prior to going out to tender.
- Work continued with the National Fire Chiefs Council (NFCC) On-Call strategic and practitioners' groups, including providing support to the NFCC improvement project using an evidence-based approach to positive change and the development of the national On-Call website review.
- A trial for a driver, non-breathing apparatus wearer pilot was explored to assist with retention.
- Recruitment paraphernalia was reviewed updated, including Service posters, station banners and recruitment leaflets.
- Opportunities were explored to encourage more Green Book staff to join the On-Call, by developing a dual contract allowing Green Book staff members who are On-Call Firefighters access to certain benefits.

Key actions for the year ahead

- Improve green book/On-Call firefighter conditions of service, ensuring the Service is leading by example in relation to releasing and supporting green book On-Call firefighters.
- Introduce improved remuneration for Bank Holiday cover arrangements which aligns to what wholtime firefighters currently receive.
- Transition the role of temporary On-Call Recruitment Advocates into permanent On-Call Link Officers, with an expanded remit to provide support across a broader range of functions within the On-Call duty system.

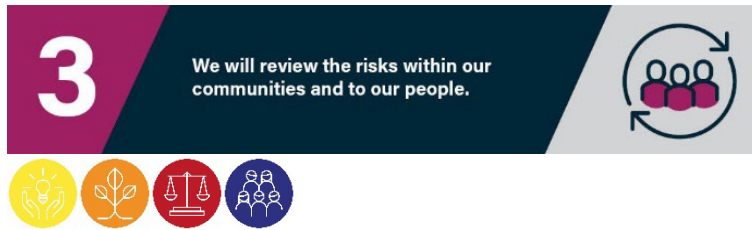
How Objective Two contributed to the Five Ways of Working

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
Making improvements to the On-Call Duty system ensures that the Service is better equipped to address both current and future challenges, by responding effectively and protecting communities. It also ensures a sustainable workforce to continue serving communities.	Making improvements to the On-Call Duty system will assist the Service to act to prevent problems from escalating by having an efficient and effective On-Call Duty system ensuring timely support for communities.	Working in alignment with other Fire and Rescue Services and public sector bodies to make improvements to the On-Call duty system will help to deliver lasting outcomes for communities.	A collaborative approach with staff and external partners, helps to remove barriers to On-Call recruitment and retention challenges, and assists with building strong partnerships.	Involving staff in the design and delivery of On-Call services helps to ensure they are fit for purpose and the views and feedback gathered can influence positive change.





Improvement and Well-being Objective Three – Fire Stations.



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

Action 3.1: Review our specialist skills across the Service area.

Action 3.2: Review of fire station locations to reflect the change in demographic and community risk.

Action 3.3: Review and evaluate the way in which our prevention and protection services are delivered.

Action 3.4: Maintain and continually improve Health and Safety for our personnel, assets and workplaces.

Action 3.5: Develop and maintain policies and procedures in relation to managing contaminants and embed these within the Service.

Objective Three progress statement for the 2024/2025 reporting period:

- A task and finish group was established to identify a suite of options to deliver a more casualty centred approach for the Service's Line Rescue provision.
- Research and review for Wildfire response was completed, and the Wildfire Working group launched to develop a strategic wildfire plan.
- Partnerships were formed with Bannau Brycheiniog and the Pembrokeshire Coast National Park, and collaborative working was undertaken with landowners and park wardens.
- All Wales meeting took place in April 2025 to discuss the procurement process with Natural Resources Wales (NRW) for the helicopter asset provision.
- The Service's PDR Pro maintenance of competence system was updated to include the new National Fire Chiefs Council National Wildfire Training packages.
- Work was undertaken to create agile multi-purpose solutions in line with the capital vehicle replacement programme, including research and review, data collation and stakeholder engagement.
- Operational Research in Health (ORH) undertook a validation of the Service's data and run some preliminary modelling based on data provided and tested



some Emergency Response scenarios. The use of this data will assist with the modelling of prevention, protection and response solutions in conjunction with extensive stakeholder engagement to further inform both the requirements of the Service and communities.

- Exemplar Station Risk profiles were created for each duty system; 2-2-4 (Morriston), Day Crewed (Aberystwyth) and On-Call (Tenby). Once completed by Stations, the Station Risk Profiles will help to allocate resources effectively and plan for various incidents by identifying potential hazards, understanding incident patterns and tailoring prevention, protection and response strategies.
- The Service's Community Safety department continued to identify vulnerable individuals living in our communities. The profiles will also be used to inform training profiles and specific Thematic Training Plans.
- A review of the implementation of a 3-year Community Safety programme took place during March 2025, to evaluate the way in which prevention and protection services are delivered.
- The Business Fire Safety (BFS) team expanded the Fire Protection delivery model to include the capability for operational front line fire crews to be able to undertake simple fire safety audits of premises. This will increase the number of premises we are able to engage with whilst also increasing firefighter safety through supporting compliance with fire safety legislation.
- Prohibition 10 notifications were reviewed, for notifying interested parties of the nature of serious fire safety deficiencies following fire safety enforcement action. The review ensured that stakeholders received information in the most timely and effective way possible.
- The slips, trips and falls focus event was reviewed by the Health, Safety and Welfare Committee (HSWCC), noting a positive decline in the number of On Duty Injuries reported due to Slips, Trips and Falls. 2022 – 8, 2023 – 9, 2024 – 1.
- A task and finish group were established to support a review of the generic Risk Assessment procedure, including the risk assessment template and quality assurance. Generic risk assessments were completed for the Fleet, Engineering and Logistics Department (FELD), Training Delivery and Fire Stations, to assist with the go-live of the new procedure.
- The HSWCC introduced a Service Accident Incident Rate of 5, which will be monitored by the Corporate Risk Department and Resource Management Committee on a month by month rolling basis. It was pleasing to note there were no accidents reported in the month of December 2024, despite several storms and the Service managed 63 days without an incident.
- Accident investigation and corporate manslaughter training with external partners was provided to members of the Executive Leadership Team (ELT) and Heads and Deputy Heads of departments in March.
- The Corporate Risk (CR) department reviewing the use of Hearing Aids in Service and contacted other Services to establish any key areas of learning.
- A review of the Service's Stress Management Procedural Guidance Document (PGD) took place with management guidance / tools included to





support conversations with members of staff, prior to staff feeling overwhelmed or booking absence from the workplace place.

- A review of Control of Substances Hazardous to Health (COSHH) was undertaken Service wide with good progress made.
- Options were explored to enhance two-way health and safety communication across the Service, for example the inclusion of Health and Safety conversations in development activities, within assurance audits, and awareness sessions for managers focusing on leadership responsibilities.
- Developments continued to be made to the Evotix Assure system, including the recording of statistical and performance related Health and Safety data via a dashboard, allowing for the better use of functionality within the system to communicate statistic and performance data across the Service.
- Strategic Assurance was embedded as part of the Services assurance process, replacing the Principal Officer Inspections. Several Strategic Assurance visits were undertaken during 2023/2024 and 2024/2025 with the summary reports published and made available on the Insights page, for wider viewing and learning.
- As part of the Strategic Assurance Procedural Guidance Document (PGD), the Operational Equipment and Assurance (OEA) department undertook reactive inspections to react to events, trends or identified issues. The inspections could be instigated as a result of a near miss, equipment defect or failure for example. The findings of which were shared through the Operational Learning System (OLS) and Health & Safety and Workplace Consultative Committee (HSWCC).
- The Operational Monitoring trial utilising Day Duty 42-hour Station Managers commenced in September 2024 on a 6-month trial basis. An evaluation process was undertaken to identify the benefits and limitations for further consideration.
- National Operational Guidance (NOG) - The National Operational Guidance (NOG) Integration Program continued to progress. NOG Incidents Involving Animals, Fires & Firefighting and Fires in Buildings were integrated into the Service's procedures.
- A 'Clean Station Procedure' was developed using the zoning principal of dirty, transitional and clean. This is in line with guidance from UCLAN / FBU report and the Swedish Skelleftea Model and presented to the Service Leadership Team (SLT) in November and feedback obtained.
- Exposure Recording was introduced for Breathing Apparatus (BA) Instructors and Associate BA Instructors from 01 January 2025. A single form was developed to cover incident information and hygiene activities.
- Cancer awareness discussions took place with the Service's occupational health provider, Insync, regarding the introduction of screening into routine medicals.
- Medical information was included on small credit card sized cards printed with the National Health Service (NHS) read codes on them sent to all stations with a letter template available.



- The contaminants presentation was delivered to crews across the Service area and furthermore, included in every Breathing Apparatus (BA) course providing regular awareness for operational crews.
- An operational information note (OIN) was published with the evaluation to take place in early 2025. The OIN ensured the most up to date operational procedures for dealing with contaminated PPE and equipment were in line with best practice.
- Exposure Recording was considered and developed on advice from the Service's Occupational Health Provider.
- The subject of contaminants was introduced into the following areas: HS4 inspection, Operational Learning System, Incident Command Assessments and the Strategic Assurance process.
- Research with Swansea University was undertaken with a project to look at any potential impacts on firefighters' immune systems.
- The Estates department explored opportunities to assist with the management of contaminants at the Earlswood Training facility, with the introduction of a clean, dirty, clean area.

Key actions for the year ahead

- Continue to review specialist skills across the Service area.
- Finalise Area Risk Profiles for Fire Stations.
- Utilise the risk map has been produced using Power BI, to effectively identify 'areas' of risk and those individuals living in communities who fall into the most at-risk categories, living alone, elderly, hoarding and drugs and alcohol users, to effectively identify the most suitable interventions.
- Continue to roll out the Business Safety Visits (BSV) initiative to operational crews, to ensure that operational crews can proactively identify fire safety risks in their area subsequently safeguarding firefighters and the public
- Implement the new Risk Assessment to formalise all current Risk Assessments into generic assessments, to reduce workload pressure, standardise the approach, and allow for extra controls to be more effectively monitored or developed.
- Undertake a review of the equipment on fire appliances, with the aim of having a standardised inventory in place and reviewing the type of equipment carried on appliances.
- Continue to monitor key developments with contaminants, such as the progress being made nationally and by the National Fire Chiefs Council (NFCC).





How Objective Three contributed to the Five Ways of Working.

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
Reviewing the risks within communities helps to identify emerging trends and threats to assist with the development of long-term strategies and investment in future capabilities to protect communities.	By understanding community risk allows for the development of prevention and protection services. It also assists with the supporting of safer operational practices and identification of staff risks enabling early intervention.	Supports cross-sector planning for vulnerable individuals or high-risk communities.	Working in collaboration helps to have a shared understanding of risk, which helps to the development of co-ordinated solutions, and pooling of expertise, data and resources, therefore reducing the duplication of effort.	Involving staff and communities when reviewing specialist skills and fire station locations ensures all risks are identified and understood, allowing stakeholders to feel involved and shape the services provided.



Improvement and Well-being Objective Four – Operations.

4

We will review and implement changes to the way in which we respond to emergencies to meet the changing demands of our community.



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

Action 4.1: Review our emergency cover arrangements in line with community risks.

Action 4.2: Review the way in which we staff our fire stations.

Action 4.3: Implement new firefighting techniques and tactics in accordance with sector leads.

Action 4.4: Explore opportunities to look at dynamic mobilising from Joint Fire Control.

Action 4.5: Implement a replacement emergency incident mobilising system, utilising new technology.

Objective Four progress statement for the 2024/2025 reporting period:

- Exemplar Station Risk Profile Templates for each duty system were created and provided for each Division for further completion.
- The Service embarked on an engagement journey to understand more about the needs and opinions of communities. Emergency cover arrangements and community risks will form part of discussions with stakeholders, which will then be evaluated before deciding on the most appropriate course of action. The outcomes of the engagement will be shared with Operational Research in Health (ORH) who will further review and validate the Service's data, prior to advancing any further with modelling response solutions.
- Options to explore strengthening guiding principles and the management around shift patterns was undertaken.
- A review of the Tactical Officer Rota (TOR) was carried out, exploring the competency requirements and operational assurance elements, to ensure staff can achieve both. Once this work has been completed, the Community Risk Management Planning (CRMP) department will benchmark nationally to enable the Service to consider future options.
- A trial was held, making Breathing Apparatus (BA) optional for On-Call drivers as part of balancing the competency requirements of the On-Call whilst



satisfying the needs of the station. Feedback was captured from the group to update the proposal as well as circulating to Objective 2 members.

- A formal proposal was presented in November to the Fire Brigades Union (FBU) negotiation forum to commence a 90-day period of consultation on the assessment of crewing options for 2-2-4 duty system stations. Negotiations between the Fire Brigades Union (FBU) and Service Management in response to the crewing options for 2-2-4 stations have continued to be held.
- The Flexi Day Crewing (FDC) model was reviewed and improvements made to the rostering system.
- An electric vehicle (EV) group was established to explore firefighting techniques and tactics in relation to the management of electric vehicle fires, including the trialling of EV blankets at 7 strategic stations, across the Service area.
- Waste Fires firefighting techniques and tactics were explored on an All-Wales basis.
- Progress was made on the Training and Development review, ensuring the Service has a robust, fit for purpose Training and Development programme that caters to the needs of On-Call and Wholetime sectors, Joint Fire Control (JFC) and green book members of staff.
- To identify any lessons learnt, consideration was provided to the CFRAI's report issued to South Wales Fire and Rescue Service (SWFRS), following their inspection.
- The Chief Fire and Rescue Advisor and Inspector (CFRAI) for Wales, Dan Stephens visited the Service to undertake an inspection of operational effectiveness.
- Following receipt of the report from the CFRAI inspection a working group was established to implement the outcomes and recommendations following receipt of the (CFRAI) for Wales report.
- Equipment trials continued across the Service area; for example, 22mm hose and 51mm hose are being trialled by Swansea Central Fire Station and Breathing Apparatus (BA) team in Earlswood. A full evaluation was undertaken on completion of the trials and progressed through Firefighting Board for governance with potential options following the findings.
- Meeting was held in January with the Brandweer Academie on the Quadrant Model for Firefighting Structure Fires, the outcomes of which helped to inform control measure firefighting tactics.
- A Dynamic Mobilising Trial proposal was considered. The aim of the trial sought to explore augmenting the current system of mobilisation, by adopting a more dynamic approach, like what is in place for Police Control rooms. An expression of interest and trial roadmap was developed prior to advertising, seeking interest from experienced Tactical Officers. There was a nil return in terms of interest, therefore, alternative arrangements are now being explored.
- Mobilisation project commenced with workshops held in October, discussing and capturing the group's expectations, the positives and negatives of the current system, with activities focussed on the generation of potential



solutions to the issues encountered around users' experiences of the system, which were captured and consolidated into an Excel spreadsheet.

- Software Market Intelligence was undertaken with 8 expressions of interest received, and presentations and demonstrations provided by 5 companies, providing insightful and informative overviews of the range of fire sector software available as well as valuable insights as the Service looks to identify and explore opportunities to enhance its dynamic mobilising, planning, rota, and alerting systems.
- Working groups were established for the Mobilisation project; Mobilisation software and rota working group, alerting working group and a station-end-equipment working group with relevant stakeholders identified, who developed two specifications in readiness to commence the tendering process.
- Expressions of interest were received from South Wales Fire and Rescue Service and North Wales Fire and Rescue Service to be named on the tender documentation for the procurement of the mobilisation software system.

Key actions for the year ahead

- Review of the Flexi Day Crewing (FDC) Guiding Principles.
- Review the Tactical Officer Rota (TOR), exploring the competency requirements and operational assurance elements, to ensure employees can achieve both.
- Continue to implement the outcomes and recommendations following receipt of the Chief Fire & Rescue Advisor and Inspector (CFRAI) for Wales report.
- Continue to progress with the implementation of a replacement emergency incident mobilising system.

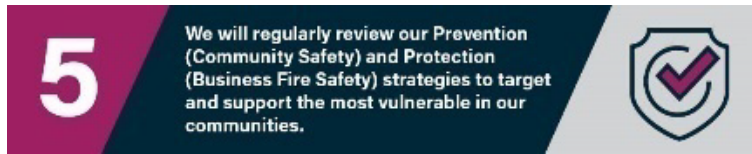
How Objective Four contributed to the Five Ways of Working

 Long Term - <i>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</i>	 Prevention <i>- How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i>	 Integration - <i>Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i>	 Collaboration <i>- Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i>	 Involvement - <i>The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.</i>
Reviewing the way the Service respond to emergencies helps to prepare for future risks, and ensures the Service remains flexible and adaptable to meet the changing demands of communities.	Reviewing emergency cover arrangements and the way fire stations are staffed can help to support early interventions and may lead to fewer incidents through better use of prevention data.	Any changes to the way in which the Service respond to emergencies may involve working with partner agencies to ensure the delivery of joined-up services and reduce the duplication of effort.	Collaborating with partner agencies to address the changing demands of communities can lead to improved outcomes and build strong partner agency relationships.	Involving communities ensures that any changes in the way the Service respond to emergencies reflect local needs, building public trust and inclusivity. Involving staff and representative bodies helps shape safe, effective arrangements that staff can deliver with confidence.





Improvement and Well-being Objective Five – Prevention and Protection.



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

Action 5.1: Change the way we respond to automatic fire alarm actuations in commercial premises.

Action 5.2: Provide key safety interventions to the children and young people of mid and west Wales, through a collaborative and targeted approach that meet the diverse needs of the community.

Action 5.3: Deliver wildfire and arson interventions that provide real community value while building on the knowledge and experience of our partners in dealing with their impacts, to make our communities safer.

Action 5.4: Explore options to implement changes to meet the ever changing and complex demands regarding building safety, enforcement and adapting to meet the needs of existing and new legislation.

Action 5.5: Ensure our home fire safety interventions are based on people, and the risks they face to provide economic and social value.

Action 5.6: Ensure our protection arrangements meet current and emerging risks.

Action 5.7: Deliver local and regional safety intervention activities to ensure that those with duties under fire safety legislation are aware of their responsibilities.

Objective Five progress statement for the 2024/2025 reporting period:

- The new approach to the response to Automatic Fire Alarms (AFA) calls was implemented on 01 July 2024, and reduced attendances to alarms calls attended in non-domestic premises.
- A Procedural Guidance Document (PGD) for responding to Automatic Fire Alarms was developed by the Business Fire Safety department and training sessions provided.



- Engagement was undertaken with premises where there are queries and ongoing instances of persistent actuations.
- Since its introduction, there has been c.84% decrease in AFA attendances to non-domestic premises, which equates to 95 calls a month.
- Estimated net cost saving is £86,270 since policy introduction to 31 March 2025.
- Training was provided to staff members, aligned to the National Competency Framework and to Level 5 Diploma Fire Engineering Design (Technician) to meet the demands of fire engineered solutions within buildings. The skills were utilised regularly, to support complex consultations, for example, a 350Mega Watt Battery Energy Storage facility in Pembroke.
- Engagement with the Welsh Government (WG) through attendance at monthly meetings with the Policy Development team to assist with the development of the building safety legislative reform programme.
- A revised Risk Based Inspection Programme (RBIP) has been introduced to ensure that the most at-risk commercial premises within the Service are engaged from an enforcement perspective.
- The Service received 97 comprehensive Type 4 fire safety survey reports for multi-occupied residential buildings in the Service area ranging from 11m + in height. Action plans were developed to ensure that the Responsible Persons of these premises had taken appropriate steps to mitigate the risks identified and will prioritise desk-based audits of revised Fire Risk Assessments in the first instance.
- The use of 'Simple Cautions' as an enforcement sanction tool was developed– a minimum level of enforcement sanction where the level of offending is low and the responsible person accepts responsibility for a fire safety deficiency, which is placed on record for a period of 3 years.
- Collaborative working arrangements were undertaken with the Joint Inspection Team (JIT) on the development of the Risk Based Inspection Programme to meet current and emerging risk, which included a series of training sessions being delivered to stations.
- Delivery of Fire Safety training to ALL operational crews continued to be provided. The training helps to ensure that operational colleagues are aware of how active and passive fire safety measures can maximise firefighter safety and aid tactical planning.
- Team members from the Business Fire Safety (BFS) department completed **1,452** pieces of consultative work in relation to the built environment during the financial year. These included the relatively new planning duty for certain housing and commercial developments, traditional Building Regulations consultations, fire strategy and fire engineering review consultation, intrusive survey appraisals of high-rise residential buildings as well as consultation responses to proposed Developments of National Significance (DNS).
- A programme of delivery enabling operational personnel to attend commercial premises to undertake simple fire safety visits, to increase firefighter awareness and safety was developed and is being trialled across the Service.





- The head of Business Fire Safety met with the Chief Fire & Rescue Advisor and Inspector (CFRAI) for Wales to discuss Fire Investigations data analysis and information gathering, such as the exploration of fire development and fire patterns by Fire Investigators post incident
- 1231 Planned Audits were undertaken for the reporting period. 659 Building regulations consultations were completed by the BFS department. 22 Prohibition Notices, 34 Enforcement Notices and 1 Alteration Notices for the reporting period. The department also carried out 27 Enforcement Notice Withdrawals and 3 premises are currently with the Service's legal adviser for consideration for progression to prosecution. 408 business engagement activities across the Service area were recorded ranging from small to large businesses.
- Approximately, 58,000 children and young people were engaged with and received safety advice through the school's education programme and youth engagement activities.
- Crime Time sessions for Year Eight learners were delivered, in collaboration with School Beat Police Officers, the Youth Service, the Youth Justice Team and Magistrates. Crime Time is delivered annually across secondary schools in Pembrokeshire and is a cornerstone of crime prevention work with young people.
- Elective Home Education sessions were delivered in Haverfordwest Fire Station to families who home educate their children.
- Western Division Education Officers participated in a multi-agency event at Parc y Scarlets on the 19 March, working with Dyfed Powys Police and Scarlets Rugby, to provide sessions on fire safety, internet safety and rugby skills for local Primary school pupils.
- During the month of February 2025, 366 young people aged 18-24 received the Dominos road safety presentation through college and workplace interventions.
- Operation Ugain proved to be a huge success, as well as educating hundreds of motorists over the last month feedback was received from Dyfed Powys Police informing the Service that one person pulled over as part of the operation has now received a 3-year ban for Drug driving.
- 158 students were enrolled on to Phoenix Courses, youth engagement interventions that are designed to promote safety, personal development, and employability with 145 achieving Agored Cymru accreditation.
- Crucial Crew event was held in Pembrokeshire and reached over 1000 primary school age children with vital fire safety advice.
- The Fire and Rescue Service All Wales Children and Young People working group was awarded the Children and Young People Award, Lester James Youth Practitioner received the Donna Crossman award, and Wayne Bream received a Certificate in honour of his work as a Fire Cadet Volunteer at the National Fire Chiefs Council (NFCC) Prevention Awards.
- A multi-agency road safety delivery took part in Northern Division Powys High Schools feedback provided highlighted the continued development in evaluating Road Safety initiatives and delivery packages.
- Reporting evidence from the Vulnerable Persons section of the Community Fire Risk Management Information System (CFRMIS) showed a holistic



approach in safeguarding our communities, with assistance from partner agencies, such as the Police, Station Crews and Agency referrals to carry out target hardening relating from Arson to Domestic Abuse, Fire Setting, Hoarding and Slips, Trips and Falls.

- During the summer period, Education Officers supported several events across the Service area, including Play in the Park, Food and Fun and Summer Holiday Enrichment Programmes (SHEP).
- Road Safety events attended events including: Llandysul motorbike show, Royal Welsh Show, Cruise Carmarthen Show Ground and Rali Ceredigion.
- Several Arson Interventions were delivered across the Service area, including attendance at local events to share key messages.
- The Arson Reduction Team and Dyfed Powys Police conducted a site visit to a site in Milford Haven which has several large derelict buildings.
- Partnership working continued with the Joint Arson Group and Wales Wildfire Board. Work was also undertaken between the Service and National Parks with fire break managements being undertaken for key sites.
- Service personnel attended the Wildfire Conference held in Aberdeen, which provided an invaluable opportunity to explore evolving challenges, strategies, and innovations in wildfire management. The insights gained have direct relevance to the Service, particularly given the region's increasing susceptibility to wildfires due to climate change, land-use practices, and socio-environmental factors. Key learnings from the conference included - The Climate -Wildfire Nexus, Community Centric Approaches, Innovative Technologies, Integrated Land Management and Training and Preparedness.
- In partnership with South Wales Police and Swansea Council, members of the Southern Community Safety Team opened a pop-up shop at the Quadrant Shopping Centre in Swansea, to provide members of the public with seasonal safety messages, home safety activities and electric blanking testing.
- Seasonal work to raise awareness and promote best practice before the 'grass season' of fire break cutting and controlled burns was undertaken, included the use of behavioural change to target the younger generations of rural workers to restore working practices that are safer for all users of the countryside and to the environment. This work brought considerable benefits to wildfire management in Pembrokeshire Coast National Park.
- The total number of Home Safety Check (HSC) audits undertaken during the reporting period was 10,668 (4,479 of which were Community Safety staff, 5,143 were by Stations and 776 were completed by partner organisations).





Key actions for the year ahead

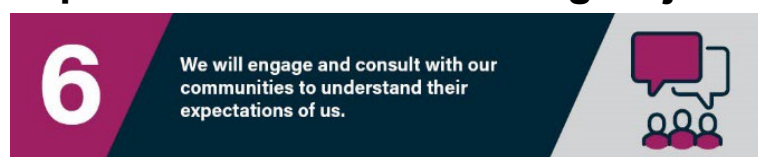
- Provide a comprehensive evaluation of the impact of the AFA policy change regarding non-attendance at commercial premises and implement the findings.
- Focus children and young people safety interventions on those most vulnerable.
- Progress with wildfire management practices and community engagements to reduce the impacts of wildfire on our communities.
- Ensure the Risk Based Inspection Programme (RBIP) is delivered in line with resources available and that new legislation, such as the Building Safety (Wales) Bill, is considered in future work planning.
- Implement the recommendations of the Audit Wales 'Targeted high-risk prevention' audit and increase the delivery of home safety checks across the communities of mid and west Wales.
- Support the business community regarding fire safety whilst ensuring that enforcement protects those most at risk

How Objective Five contributed to the Five Ways of Working

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
Reviewing prevention and protection arrangements helps plan for long-term changes in community risk. Delivering a range of prevention and protection arrangements alongside partners will form connections in the community that are sustainable, positively impacting on people's lives in terms of increasing awareness to the risks from fire in homes, business and wider community environment, creating a more resilient community which is less reliant on public services.	Improving resident and business safety through awareness, education and intervention as well as identifying opportunities to reduce incidents and crime can reduce the risk of harm and bring economic benefits to ward population, residential areas, communities, businesses and beyond.	Understanding communities and positively influencing their safety and well-being alongside partners will contribute towards a positive and environment for all.	Working with Public Services Boards and partner agencies will enable the Service to reach and connect with all areas of communities, whilst removing boundaries to less deprived areas and destigmatising poor reputations and records in relation to socio-economic status.	Engaging with a range of stakeholders helps shape appropriate and targeted prevention strategies, whilst ensuring the interventions are effective.



Improvement and Well-being Objective Six – Engagement.



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

Action 6.1: Improve our understanding of the expectations of our communities through consultation and engagement.

Action 6.2: Identify and implement new approaches to staff and community engagement.

Action 6.3: Design, develop and implement new and innovative campaign and engagement strategies.

Action 6.4: Engage with trade unions in alignment with Social Partnership duties regarding organisational change.

Objective Six progress statement for the 2024/2025 reporting period:

- Engagement using the have your say survey, with members of the public and staff was promoted at station open days, car washes, Royal Welsh Show, Winter Fair and Pembrokeshire County Show.
- The data showed that the most common answer was 'within 10 minutes'. Additionally, 93.9% of respondents expressed confidence in the services provided.
- In collaboration with the Corporate Communications and Business Development (CCBD) department, a marketing and communications plan was developed and included a range of initiatives to help promote the survey and to shape the services provided and furthermore, provided information on the profile of the communities engaged with.
- Supplier engagement sessions continued to be held on the Service's tendering requirements helping to break down any barriers.
- A stakeholder mapping workshop took place with a Consultation Consultant in December 2024 to explore the ways in which stakeholders are identified.
- The Petitions procedure for all engagement and consultation exercises was developed and will be shared through the relevant governance channels in due course.



- Learning from other Public Sector organisations continued with meetings held to identify lessons learnt and best practice, with the Scottish Fire and Rescue Service and Hywel Dda University Health Board.
- Identification of best practice in relation to engagement strategies within the Fire and Rescue Service sector continues to be explored with lessons learnt being shared from North Wales Fire and Rescue Service, following their consultation on their Emergency Fire Cover review.
- The services of a consultation specialist were procured, with a 5-stage approach to engagement recommended, which was agreed and supported by the Fire Authority and the Executive Leadership Team and will be undertaken over a period of 12-18 months.
- To help the Service understand more about the needs and opinions of local communities, 34 community engagement drop-in-session events took place across the Service area, as well as online webinars and meetings with Members of the Senedd and Town and Community Councillors between January and March.
- As part of the recent 're-shaping Mid and West Wales Fire and Rescue Service...together' engagement sessions, a variety of different engagement approaches and methods of promoting the events were utilised. These included:
 - Published article in Wales Online and North Wales live.
 - Digital promotion screens in St Elli's Shopping Centre in Llanelli, Swansea bus station and Swansea and Port Talbot train stations.
 - Advertising using interior bus panels across Carmarthenshire, Neath Port Talbot and Pembrokeshire, together with 'street hubs' in Swansea City Centre and digital advertising in petrol stations across Ceredigion and Powys, were used to promote the drop-in-sessions.
 - Half page print and digital advertising was promoted in the South Wales Guardian, Tivyside Advertiser, Powys County Times, South Wales Guardian and the Western Telegraph.
- 3 Community Risk Management Plan (CRMP) 2040 videos, each focussing on key aspects of the CRMP, were launched using plain and simple language to maximise audience engagement and their usability across several communication channels.
- A total of **720 survey** responses were received from stakeholders providing their views and expectations of the Service and what challenges they believed there may be in achieving the Community Risk Management Plan 2040.
- Following the completion of the drop-in sessions, an issues paper was developed and included the Service's known issues and challenges together with the information gathered from stakeholders and was presented to Fire Authority in March.
- Following approval by the Fire Authority, a scoping document was developed, prior to undertaking a series of balanced rooms, which are forums where diverse stakeholders with varying perspectives, interests, and power are equally represented and able to participate meaningfully. The goal of a



balanced room is to foster open dialogue and ensure that all relevant perspectives are considered. This work will continue throughout the 2025/2026 reporting period.

- Upon completion of the community engagement drop-in-sessions, a post-engagement evaluation was undertaken to establish what worked well, what didn't work well and what can be improved upon for future engagement events. This is done by seeking feedback from all stakeholders who were involved, with lessons learnt captured and changes made. This approach will allow the Service to continue to build upon engagement with communities, maximise participation and increase response rates.
- The Engagement, Planning and Performance Manager also regularly attended the Powys Engagement and Insight Network sharing key areas of learning and best practice in approaches to public engagement and consultation. Additionally, they are also a member of the Consultation, Research and Evaluations Officers (CREO) group, an informal online group, with representatives from across the UK Fire and Rescue Service sector, that meets every 4-6 months to share best practices.
- To raise awareness of the progress being made on the CRMP 2040's Objectives and encourage wider awareness and involvement, staff were encouraged to join the quarterly Community Risk Management Delivery Board (CRMDB) meetings, to allow them to hear firsthand the progress updates from each of the Objective Leads.
- The Community Risk Management Delivery Board meeting documentation, presentation slides and Objective Action Plans were shared with crews from Sketty Fire Station to receive their valued feedback on the documents, with positive feedback received.
- Building on the success of the Northern Division's second 'Connect For' business engagement event, arrangements were made to host similar events within Western and Southern Divisions.
- The implementation of the Safelincs online tool was completed. The system allows less vulnerable members of the community to use the online home safety check tool to identify fire risks in the home, learn how to reduce the risks, create a home safety plan and book a home safety visit. The implementation of the online tool enables the Service to focus its home safety visits on the most vulnerable members of the community.
- Approaches to staff engagement continued to be discussed, which identified that brief, one-page, plain English, monthly updates had been positively received for the work of Objective 2, previously the On-Call Improvement Project (OCIP) with On-Call personnel.
- Feedback was received from a Powys County Council representative about the successful ways in which they had been undertaking internal engagement with staff, such as quarterly sessions with the Chief Executive, open to the





whole of the organisation to allow staff the opportunity to ask questions. Quarterly Chief Executive blog, which had been well received and an annual staff survey.

- Newtown Fire Station held an 'At Your Service' recruitment event. Aimed at people from all backgrounds, the event provided the opportunity to visit the Fire Station and explore career opportunities within various emergency services and armed forces. Representatives from MAWWFRS, Dyfed-Powys Police, the Royal Navy, the Welsh Ambulance Services Trust, the British Army and Careers Wales were on hand to provide advice, share their experiences and answer any questions on careers within their organisations. The event also included demonstrations of Dyfed-Powys Police's search dogs and drone, giving a practical example of the different roles available within the emergency services.
- As part of the Swansea Public Services Board, Strong Communities sub-group, the Chief Fire Officer hosted a 'targeting prevention' workshop at the Swansea.com Stadium. The multi-agency event brought together a diverse range of organisations to share ideas, promote best practices and identify new ways of working together to make the communities we serve safer.
- The Service's Procurement and Contracting department attended several supplier engagement events, such as a social enterprise event organized by Cwmpas and a Small Medium Enterprise (SME) event organised by Carmarthenshire County Council.
- Representatives from the Procurement and Contracting and Human Resources departments attended a task and finish sub-group, as part of the Ceredigion Public Services Board (PSB) aim to develop a Fair Work Policy, good practice arrangements, for organisations that are based within the county Of Ceredigion. Potential quick wins were identified and discussed along with challenges and gaps that needed to be addressed collectively by the PSB.
- The Assistant Chief Fire Officer held a series of surgeries at Llanelli, Port Talbot and Morriston Fire Stations to discuss the proposed 2-2-4 shift changes.
- A network of Community Ambassadors was established, with an introductory meeting held in January 2025. The Ambassadors included representatives with a broad range of different experiences from across the Mid and West Wales area, will play a pivotal role in helping to shape the services provided and assist with building a positive and supportive environment within communities. They will also act as a liaison between the Service and community members, helping to communicate important information, promote community engagement and represent the views of local communities.
- The Business Fire Safety (BFS) team trialled monthly "Whole Team" meetings to improve the cascade of organisational information within the department.



This included the sharing of updates and information from the Head and Deputy Head of the department following their attendance at Service meetings.

- The Corporate Communications and Business Development (CCBD) department continued to explore opportunities to design, develop and implement new and innovative campaign and engagement strategies, such as the Service's Love Actually inspired, #SafetyActually Christmas Campaign, which brought a festive twist to fire and safety awareness by sharing safety messages and top tips, ensuring a safe and happy Christmas for everyone.
- Quarterly Service Campaign Steering Group meetings were held with a wide range of internal stakeholders, to design and develop new and innovative campaign and engagement strategies, including the Register My Appliance and Wholetime Recruitment campaigns.
- Presentations were provided following an evaluation of previous campaigns, capturing the lessons learned and allowing for a wider discussion, helping the group to identify new and innovative ways to engage with stakeholders to maximise the outcomes of engagement strategies and ensure the key messages were communicated and understood.
- Meetings were held regularly with Trade Unions and management, including meetings of the Joint Consultative Forum (JCF). Trade Union representatives also attended Objective Performance Monitoring meetings, Community Risk Management Delivery Board, Culture and Inclusion Working Group and Health, Safety and Welfare Committee meetings.
- Community Risk Management Plan 2040 progress updates were included as a standing agenda item for the meetings that take place between Management and the Fire Brigades Union (FBU), Fire and Rescue Services Association (FRSA), Unison and the General Municipal Boiler Makers (GMB).
- Assessment of crewing options paper was circulated to Service personnel and negotiations have commenced with the Trade Unions.
- A Social Partnership Duty (SPD) report was drafted, evidencing how the Service has complied with the duty. The report was presented to the Joint Consultative Forum (JCF) on Monday, 10 February and circulated to Trade Unions for their consideration and approval. The SPD report was presented to Fire Authority on the 24 March for their consideration, prior to being circulated to the Social Partnership Council (SDC) on the 26 March 2025.





Key actions for the year ahead

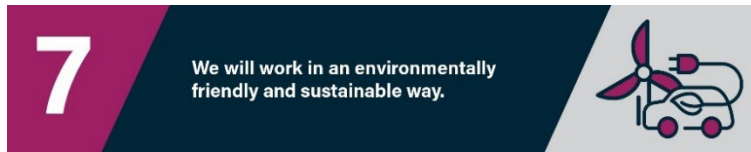
- Using the feedback received from the community engagement drop-in-sessions, identify and agree a programme of 'balanced room' topics, including wildfire provision.
- In collaboration with Community Ambassadors, explore and identify new approaches to staff and community engagement.
- Embed the alignment with all trade unions in line with social partnership duties regarding organisational change.
- Review and implement changes captured from lessons learnt and act on the findings for approaches to staff and community engagement.

How Objective Five contributed to the Five Ways of Working

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration – Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
The communities of mid and west Wales are at the heart of everything the Service does, and therefore the importance of planning for the longer-term is extremely important. Engaging and consulting with communities to understand their expectations helps to ensure the services provided are people centred and inclusive. It also helped to identify challenges and issues, as well as emerging risks and priorities, which assisted with longer-term planning arrangements.	Continuous engagement and consultation help to encourage public involvement and raise awareness of the services provided to communities. It furthermore assisted with identifying risks and vulnerabilities.	Improving the understanding of the expectations of communities through consultation and engagement highlighted where the Service could align better with partner organisations.	Having a collaborative approach helped to identify best practice and lessons learned from partner organisations, to help shape new approaches to staff and community engagement.	It is recognised that engaging and consulting in line with best practice leads to better outcomes, allowing the experiences of others to be heard, providing valuable insights that can support effective decision making. Listening to the views of all stakeholders is extremely important to help shape the services provided to communities and by understanding their expectations.



Improvement and Well-being Objective Seven – Environment.



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

Action 7.1: Work towards achieving Net Zero 2030 targets in line with Welsh Government requirements.

Action 7.2: Produce a Net Zero Road Map for 2030.

Action 7.3: Identify and evaluate the effectiveness of alternative fuels for our vehicles.

Action 7.4: Embed and evaluate the benefits of a new Compartment Fire Behaviour Training Unit.

Action 7.5: Regenerate our estate to make sure our workplaces are environmentally sustainable.

Action 7.6: Prepare, manage and evaluate our organisational procedures to understand their environmental impact.

Action 7.7: Identify new operational techniques and equipment to mitigate harmful impacts on the environment.

Action 7.8: Work with our suppliers and end users to make our supply chain environmentally friendly.

Objective Seven progress statement for the 2024/2025 reporting period:

- A Net Zero Carbon reporting spreadsheet capturing the Service's carbon emission statistics continued to be updated and submitted to Welsh Government (WG) for consideration. The spreadsheet captures baseline emissions and monitors the public sectors progress towards meeting the collective ambition of a carbon neutral public sector by 2030.
- Utilising the information provided during 2021/22 by Ricardo, an external consultant and other sources of information a Carbon Reduction Road Map was developed and approved through the Service's governance channels



prior to publication and shared with the Welsh Government. The Objectives contained within the Carbon Reduction Road Map will be monitored through the Sustainability and Environment Group as a standard agenda item.

- The aims of the Road Map are categorised under; Transport and sustainable travel, building management and ground maintenance, procurement process and supply chain, waste and recycling and operational processes, training and behaviour change.
- The Annual Environmental report outlining the Service's performance and achievements towards its environmental objectives in the 2023/2024 reporting period was approved. The report outlined key areas of performance where the Service had the biggest impact on the environment, such as energy consumption, carbon emissions, fleet, waste production and supply chain.
- Fleet consumption for the 2023/2024 reporting period was recorded at:
 - 456,204 litres of diesel (461,159 litres of diesel 2022/2023)
 - 18,300 litres of HVO
 - 46,203 kW from Electric Vehicles (EVs). (56,314 kW from EVs 2022/2023)
- Waste figures for the 2023/2024 reporting period were recorded at:
 - General 79,976 tonnes (68,482 tonnes 2022/2023)
 - Dry Mixed Recycling 44,917 tonnes (52,076 tonnes 2022/2023)
 - Food waste 31,864 tonnes (35,967 tonnes 2022/2023)
- Co2 offset by using the EVs was recorded at 384600 kilograms being offset, compared to 35,270 kgs of CO2 by using electric vehicles compared to diesel vehicles for 2022/2023.
- Evaluation of the Electric Vehicle (EV) fleet was undertaken, with a survey drafted for wider circulation by the Sustainability and Environment group, to capture information not only on the EV fleet but also on several other topic areas, such as commuting, homeworking, mileage and how staff will be using their vehicles. The evaluation report included establishing a benchmark for utilisation of vehicles, current and future technology and barriers/enablers, infrastructure blackspots and low kw chargers, value for money, future investment, and affordability and co2 calculations.
- A trial for the use Hydrogenated Vegetable Oil (HVO) was held, which suggested that HVO fuel may be safely used in fire appliances manufactured from 2018 onwards, with no adverse effects. An evaluation report following the trial was drafted with proposals for a suite of options for consideration prior to the adoption of HVO fuel. Clusters and sites are being identified to provide future options for the Service. The review will ensure a return on investment whilst balancing against environmental benefit. The outcomes will continue to be progressed during the 2025/2026 reporting period.
- Initial research has been carried out into Hydrogen Powered Fuel Cell Vehicles (FCEV). Whilst the Service has previously utilized these vehicle types, the technology has developed since. Wales & West Utilities are currently trialing a hydrogen powered van by using a new local refueling



infrastructure concept that is scalable and has a supply chain for replenishing of fuel tanks.

- Discussions were held between the Service's Estates department and Natural Resources Wales (NRW) for confirmation of the change of specification, associated with the planning conditions, imposed on the project regarding the use of the Compartment Fire Behaviour Training Unit.
- It is envisaged that once the commissioning of the unit has taken place, the evaluation will be undertaken following 12 months of use, to commence in the 2025/2026 reporting period. The evaluation criteria will be identified in readiness.
- An electric vehicle charging infrastructure grant was received totalling - £128,000 infrastructure grant, which will see EV charging facilities installed across several Service locations including Pontardawe Welshpool, Llanidloes, Rhayader, Glynneath, Newcastle Emlyn, Crickhowell, Builth Wells, Abercrave and Port Talbot.
- Work was undertaken between the Estates department and Business Fire Safety in relation to battery storage requirements.
- The Service's Estates department explored opportunities for the use of Hydrogenated Vegetable Oil (HVO) fuel in the boilers at the Earlswood Training Centre.
- Following collaboration with the Welsh Government Energy Services (WGES), to gather costs and technology information, an expression of interest bid was drafted and submitted to access grant funding through Salix, for the installation of rooftop solar panels at Service Headquarters, Earlswood Training Centre and Haverfordwest, Llandrindod and Newtown Fire Stations.
- A successful low carbon heat grant for the installation of an air source heating system received phase 1 approval, for a sum of £70,500. A grant application of £860,000 was unfortunately unsuccessful, feedback received from the Welsh Government indicated that the funding application was oversubscribed.
- The Operational Procedures and Learning (OPAL) department continued to make progress with the implementation of National Operational Guidance (NOG) for environmental protection, to include a firefighting tactics element.
- Discussions were held with Natural Resources Wales (NRW) to develop an environmental risk assessment
- The Director of Resources and Head of Estates attended a National Fire Chiefs Council (NFCC) Estates event. Discussions during the event focused on the future developments of Fire Stations and training facilities. The event provided an opportunity to meet with other Fire and Rescue Services and explore innovative environmental solutions for wider consideration.
- Research and development continued to be carried out, with a several items of firefighting equipment being trialled; including battery powered Road Traffic Collision (RTC) equipment, wildfire blower and a battery driven fan.
- In collaboration with the Fleet, Engineering and Logistics department (FELD) flow meters that are capable of recording and storing use of water at larger protracted incidents, were included on fire appliances for trialling. The use of such equipment will not only aim to improve crews' awareness of the quantity





of water used at incidents, but it will also create a safer, more efficient and more effective fireground and furthermore support the recommendations from the CFRAI report.

- The Operational Equipment and Assurance (OEA) department held early discussions with the Training Delivery department, to explore opportunities to use electric water pumps for training exercises. This would be utilised for Breathing Apparatus (BA) training courses and negate the need for a diesel-powered appliance to provide firefighting water for competent fire behaviour training. Feedback was discussed with the manufacturer, who is looking into the modifications. A Welsh Government grant was submitted for the purchase of electric pumps which was unsuccessful, other funding avenues are now being explored within the Service.
- Successful tender was awarded to Clan Tools for the supply of Road Traffic Collision (RTC) equipment and electric operated rescue equipment. Electric Positive Pressure Ventilation (PPV) fans have been trialled; work will continue to monitor their effectiveness as the technology and designs of electric PPV fans develop in future.
- OEA, Training Delivery and Response are trialling high- and low-pressure fog spikes, which will utilise less water to help suppress fires.
- Work continued with the use of Ultraviolet (UV) treated water in collaboration with Welsh Water & Natural Resources Wales.
- The Service was the first public sector organisation in Wales to trial two energy monitors (worth £2,000 each), at the Service Headquarters site through the Lyreco Wellbeing Wales Scheme. The electronic devices will assist with the capturing of data in relation to the Service's energy consumption.
- The Head of Procurement was a panel member at a social enterprise event organisation by Cwmpas and presented at a Small and Medium Enterprise (SMEs) development event organised by Carmarthenshire County Council.
- Caerphilly framework for food provision and supplies with Castell Howell to supply the headquarters site was approved, providing an opportunity for the Service to obtain Social Value initiatives for the Service area, including donations to local food banks.
- Progress continued to be made with estates related trade frameworks covering various trades, such as electrical, roofing, flooring, and carpentry and building and frameworks have been established with regional lots for each of the six counties the Service covers. This is helping to ensure sustainable contracts are in place, where travelling is minimised as much as possible and social value initiatives being given back to local communities. The Trade Framework exemplars were awarded with a High Commendation for Best Procurement Delivery at the Go Wales Procurement Awards in November 2024.
- Progress was made to work with suppliers and end users to make the supply chain environmentally friendly, including, the encouragement of Small and Medium Enterprises (SMEs) through the engagement with them on the Service's tendering requirements helping to break down any barriers.



- Key Performance Indicators (KPIs) were included on all contracts for the capturing of information to assist with the reporting of Scope 3 emissions.

Key actions for the year ahead

- Work will continue in terms of working with suppliers to improve their ability to report on Scope 3 emissions.
- More trade frameworks will be established, with the aim on using local suppliers, thus further reducing the Service's carbon footprint when delivering services for the Estates team.
- Identify a means to digitise and streamline processes across the Service, to reduce paper usage.

How Objective Seven contributed to the Five Ways of Working

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
Researching new and emerging technologies continued to support the Service to work in an environmentally friendly and sustainable way. The longer-term result ensured an environmentally responsible Service by improving the Service's environmental performance; improving efficiency in the use of resources; and minimising impact on the environment.	Utilising technology and software systems to monitor and analyse data enabled the implementation of preventative measures, helping to reduce carbon emissions and have a positive impact on the local environment and communities.	Continuing to integrate and embed environmentally sustainable processes throughout the Service will assist in reducing the environmental impact of Service activities on the local communities.	Exploring opportunities to collaborate with PSBs and partner organisations on environmental projects enabled the sharing of best practice and allowed opportunities for lessons to be learned, leading to positive outcomes for communities.	Involving staff in the shaping of sustainability initiatives and providing education and awareness, through the Sustainability and Environment Group, assisted in empowering them to take ownership of positive environmental change within the Service.





Improvement and Well-being Objective Eight – Vehicles and Equipment.

8

We will evolve our fleet and equipment requirements so we can effectively respond to emergencies.



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

Action 8.1: Have vehicles and equipment that will support the effective management of contaminants at emergencies.

Action 8.2: Provide our firefighters with the appropriate vehicles to respond to the risks within our communities.

Action 8.3: Ensure that our operational equipment enables us to be effective at emergency incidents.

Objective Eight progress statement for the 2024/2025 reporting period:

- Market research and benchmarking exercises were undertaken to identify the types of options available to support the effective management of contamination at emergencies, including, the options of having a support vehicle, for the removal of Personal Protective Equipment (PPE) from incidents to prevent contaminated PPE being taken back to Station.
- The Fleet, Engineering and Logistics (FELD), Operational Equipment and Assurance (OEA) departments and Contaminant Officer visited Devon and Somerset Fire and Rescue Service to view their Incident Support Vehicle for Welfare Breathing Apparatus (BA) Washing/Decontamination vehicle, as well as the medium appliances they are operating.
- A vehicle and equipment demonstration day was held in October at the Earlswood Training Centre, providing an opportunity for manufacturers to display new equipment and concepts available.
- Clear cabs fire appliances were introduced, the outcome of which had a positive effect on the management of contaminated PPE.
- To support a risk profiling capability matching exercise, a catalogue of vehicles covering a range of applications from smaller multipurpose appliances to dedicated technical rescue vehicles was created.
- A working group was established to explore and identify the Service requirements for the trialling and evaluation of vehicles and equipment.



Representation included a cross section of the organisation providing the opportunity to feed in their views at the development and design stage.

- Research and development exercises identified 3 concepts of vehicles for further consideration, including.
 - Incident Support vehicle
 - Medium Appliance with improved access
 - Smaller Water Bowser.
- An options paper, for the identified vehicles is being developed, outlining their capabilities against the Service's risk profile and requirements, which will be presented through the appropriate governance channels for further consideration in the 2025/2026 reporting period.
- Pausing of appliance fleet replacement was approved. The proposal pauses all rescue pump replacement and ringfences funds to invest as appropriate, pending the outcome of vehicle trials and evaluation.
- An invitation to tender was developed, utilising the West Midlands Fire and Rescue Service's Framework for the procurement of Road Traffic Collision (RTC) equipment, with a trial period set up to explore all available options with various suppliers.
- Several equipment trials were undertaken, supporting the recommendations following an inspection visit from the Chief Fire and Rescue Advisor and Inspector for Wales (CFRAI), Dan Stephens.
 - 22mm and 51 mm hose trials were held at Swansea Central Fire Station and Breathing Apparatus Training School. The feedback received was positive. A funding application was submitted to the Welsh Government to support the installation of 22mm hoses on the clear cab fire appliances across the Service.
 - Fog spikes for exterior offensive and defensive firefighting tactics were also explored.
 - Aquaeye Sonar device trialed. This device is used to scan sub surface for potential casualties submerged in water to assist SRT/Boat Stations.
 - Delta Flow Meter for recording water usage and flow rates evaluated in Morriston Fire Station.
 - Helmet mounted Thermal Imaging Camera (TIC), and new handheld TIC trialed with the Breathing Apparatus team.
- The Electric Vehicle (EV) Fire Working Group was re-established, and the first meeting took place during November.
- In collaboration with the Fleet Engineering and Logistics Department (FELD), to further support the CFRAI recommendations, discussions were held to explore the potential retrofit of flowmeters to appliances to evaluate.
- A demonstration was provided for small battery-operated equipment which if procured will negate the use of diesel run equipment.
- A review of the equipment on fire appliances commenced to have a standardised inventory in place and review the type of equipment carried on appliances.





- Work on-going to identify appropriate Multi-Function PPE that aligns with the risks and types of incidents being attended. A four-phase concept being developed looking at different options of PPE, to ensure that personnel are dressed in PPE that is adequate for the risk. The next stage will start to look at more detail with specifications and images. Forming this information into a high-level output specification and then looking at capabilities which will be explored over the next 3-6 months.
- The Service has devolved the pool fleet following a review of usage to provide greater flexibility to Divisions and Departments so that they may better deploy and utilise assets under their control.

Key actions for the year ahead

- New corporate work wear will be introduced, which should improve firefighter comfort, due to a more technical, diverse, and work focused range of clothing.
- Devolvement of the pool fleet has been spread across Divisions, Training and Community Safety, which will afford the opportunity to replace generic vehicles with something more suited to their needs. For example, Combo vans could be replaced with 4X4 pickups to better support wildfire, flooding and spate conditions, which will further enhance operational resilience without having to add additional vehicles to the fleet.
- Options will be presented via the Service's governance process to trial several different types of vehicles that will evolve the Service's fleet and potentially improve both operational response and resilience.
- A review of the equipment on fire appliances will be undertaken, with the aim of having a standardised inventory in place. Phase 1 of the review will confirm the core equipment carried on appliances, Phase 2 of the review will include exploring opportunities to have seasonal equipment on appliances, for example, wildfire equipment during spring and flooding equipment during winter.
- Work with suppliers to generate options to retrofit and enhance existing vehicles to take advantage of recent learning and outcomes from the inventory review, for example leaf blower stowage.



How Objective Eight contributed to the Five Ways of Working

 Long Term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	 Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.	 Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	 Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.	 Involvement - The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.
Evolving fleet and equipment requirements ensures the Service can meet new and emerging risks. Further supports the Service to effectively respond to emergencies by remaining resilient and sustainable.	Improves firefighter safety and assists with responding to the risks within communities in the most efficient and effective way.	Modern equipment improves efficiency and reduces environmental impact.	Working in collaboration with other Fire and Rescue Services, partner agencies and manufacturers helps to identify best practice and lessons learnt, providing greater value for money.	Involving stakeholders in developing and designing solutions ensures the vehicle and equipment requirements meet the needs of the end users.





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: -

- Community Risk Management Plan 2040.
- 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 03706060699 or e-mail: crmp@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

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

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



Appendix 1

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

The Service understands the purpose and aims of the Act and are committed to ensuring it considers the long-term impact of decisions on communities. The Community Risk Management Plan (CRMP) 2040 outlines a longer-term commitment and eight Improvement and Well-being Objectives which will help achieve the seven Well-being goals in several ways. The Improvement and Well-being Objectives were developed in accordance with the sustainable development principle and incorporated the five ways of working, demonstrating how each one helps to improve the economic, social, environmental, and cultural well-being of Wales.

The Service will therefore ensure that when making decisions, due consideration is given to the impact the decisions made could have on the people living their lives in Wales both now and in the future. The Service also gave due consideration to the rich diversity of people within mid and west Wales and continues to work collaboratively with others to help the Authority achieve its Improvement and Wellbeing Objectives, and conversely, to help others to achieve theirs.

Furthermore, during the development of the, a collaborative approach with internal and external stakeholders was used to develop the CRMP ensuring that the Improvement and Well-being Objectives contributed to the requirements of the Well-being of Future Generations (Wales) Act.

The CRMP 2040 also outlined how we had considered the Sustainable Development Principle and Well-being Goals:

Long-term

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

When setting its Improvement and Well-being Objectives the Service ensured that it remained sighted and monitored future trends and long-term challenges that may have an adverse impact on the services provided. The Service continued to adapt and diversify its activities to better meet the needs of our communities, as well as improve the way it meets the needs of the people that work, live, and visit the communities of mid and west Wales to make them safer.

Prevention

Prevention, protection, and early intervention remained a priority for the Service, and its commitment to making the communities as safe as possible, by continually



reviewing and adapting intervention services. The Service continued to take a proactive, integrated, and collaborative approach to the services it provides, by working closely with new and existing partner organisations to deliver tailored safety messages, maximising the positive impact in our communities. The focus for prevention was centred around preventing problems from occurring or worsening by ensuring early intervention was undertaken and that communities were as informed as possible.

Integration

The Service took an integrated approach when developing its Improvement and Well-being Objectives, working in a more integrated way enabled the Service to solve problems more effectively and efficiently. By undertaking a joint approach to maximising opportunities and working collaboratively with both partners and stakeholders, helped to reduce 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 partners is of key importance to the Service, working 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. The Service understands that working closely with partners, maximises the impact of safety messages on communities and delivers safety messages with a joint approach. The Service 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 its assets.

Involvement

The Service consulted widely with its stakeholders, partner organisations and the public. Engagement was undertaken 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 ensured that they have their say on how the Service deliver its Improvement and Well-being Objectives. Encouraging public participation and involvement in decision making was extremely important.

The Service’s contribution towards achieving a **Prosperous Wales** included providing a greater level of information and support from contacts when visiting people in the communities to keep people safer in their homes. The Service also contributed to achieving a **Prosperous Wales** by managing its 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 the 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 the Service and better understanding the



impact on the environment for reductions in 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 emergency and community safety services to communities; ensuring that advice was provided and intervention programmes delivered to assist individuals to improve their lifestyle.

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

To assist with creating a **More Equal Wales**, the Service prioritised its interventions at those individuals who were most vulnerable to improve their circumstances and to provide them with advice to enable them to improve their lifestyle.

The Service's 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 the Service's area. Where possible, access to services was promoted through the utilisation of the Welsh language, to ensure that stakeholders can communicate in their preferred language. Employees were also encouraged to speak their preferred language in the workplace and provide opportunities to employees who wished to learn Welsh.

The Service influenced the achievement of a **Globally Responsible Wales** by continuing to make significant changes to reduce the amount of paper used in its 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. The Service has embraced this principle and has remained fully committed to undertaking its responsibilities as a statutory partner.

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

Not only has the Service considered the Well-being of Future Generations (Wales) Act 2015 in the formation of its CRMP 2040, but it has also embedded several 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 individual development plans and departmental strategies, through to the CRMP 2040, the ethos of the Act is at the forefront of its 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 in its internal processes, it has ensured that the needs of the present were met, without compromising our future generations.

Public Services Boards (PSBs)

The Service remained committed to the Well-being of Future Generations (Wales) Act 2015 and continued to embrace its duties and role as a statutory partner on the six Public Service Boards.

Some of the key areas the Service were involved in, included the following:

On behalf of the Swansea PSB, a community safety village event was held as part of the Welsh Firefighters Challenge on Saturday, 01 June 2024 in Dylan Thomas Square, Swansea, and provided an opportunity to engage with members of the public on a variety of subject matters. The event was well attended and resulted over 500 engagements with members of the public.

A 'targeted prevention' workshop was held on Wednesday, 20 November 2024 by the Service on behalf of the Swansea PSB at the Swansea.com Stadium. The event featured eight presentations with guest speakers and workshops that allowed participants to discuss a range of prevention topics such as Sharing Personal Information, Maximising Impact through Partnerships and referral pathways, Safeguarding vulnerable people and much more. The event provided the perfect opportunity for partner agencies to discuss and promote best practice on how to keep communities safe.

The Assistant Chief Officer, Director of Resources became the Lead Officer for the Electric Vehicle (EV) Charging Infrastructure Task & Finish Group, which aims to increase collaboration on Electric Vehicle EV Charging infrastructure at public sector venues, by researching, analysing and preparing insight on the opportunities and barriers to EV Charging Infrastructure.

Support continued to be provided to several Public Services Boards, sub-groups including the Pembrokeshire PSB, Poverty Working Group, Powys PSB Engagement and Insight Network Group, Swansea PSB Human Rights City Steering Group, Swansea Bay regional data group and the Neath Port Talbot PSB Steering Group, to name a few.



Appendix 2 - Annual Performance Assessment 2024/2025 - Enablers progress update.



Our People. We recognise that our people are the heart of our organisation and are key to the successful delivery of everything we do. We are committed to ensuring our workforce is representative of the communities we serve, whilst inspiring and encouraging them to become the best they can be. Our people will be supported by the Service with their health and well-being to have the personal resilience they need to carry out their role.

Progress statement.

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 they 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.

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.



Leadership and Management: Governance, decision making and continuous improvement. We provide effective leadership and management that is proactive and allows us to adapt successfully to emerging opportunities, potential threats, and challenges. We are accountable for the decisions we make. Good governance and responsible decision-making are imperative to ensure we continue delivering the best services to our communities.

We recognise that accountability isn't just about taking responsibility – it involves committing to a set of actions, attitudes, aspirations, and expectations that establish how we lead and manage, the value we can





add to our existing service, and driving innovation we wish to undertake.

Progress statement.

Mid and West Wales Fire and Rescue Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards; that public money is safeguarded and appropriately accounted for; and used economically, efficiently, effectively and equitably.

The Authority has a duty under the Local Government (Wales) Measure 2009 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, effectiveness and equity. The Well-being of Future-Generations (Wales) Act 2015 places a well-being duty on public bodies to set and publish well-being objectives, designed to maximise their contribution to the seven national well-being goals, with a focus on sustainable development.

The introduction of the Local Government and Elections (Wales) Act 2021 has also introduced the establishment of a new and reformed legislative framework for local government elections, democracy, governance and performance, including the provision of a multi-location policy for meetings.

In discharging its overall responsibility, Fire Authority Members and Senior Officers are responsible for putting in place appropriate arrangements for the governance of the Fire and Rescue Authority's affairs and the stewardship of the resources at its disposal, which includes arrangements for the management of risk.

Strategic leadership is given by and discharged through the Fire Authority and its various Committees, panels and working groups, which enable Members to decide on issues affecting the running of the Fire Authority, in accordance with the principles of openness and democratic accountability.

The day-to-day management and delivery of the Service's functions is carried out by Fire Service Officers under the overall control and guidance of the Chief Fire Officer, who discharges these functions in accordance with the governance framework and the determinations of the Fire Authority and its Committees. In so doing, the Chief Fire Officer is assisted by the Executive Leadership Team.

Robust governance frameworks ensure transparency, accountability, and continuous improvement. We regularly review our performance against Improvement and Well-being Objectives and engage with stakeholders to ensure our services remain responsive and effective.



Financial Resilience. As with any organisation, financial sustainability is key to long-term success. Whilst we settle our budget annually, we will work hard to manage our budget, capital programme and financial management arrangements to ensure we can plan and deliver an effective Service for the longer term.

Progress statement.

The Medium-Term Financial Plan (MTFP) presented to Authority members at Resource Management Committee in November 2024 and to Fire Authority in December 2024 clearly recognises the need to ensure that the outcome of the CRMP 2040 consultation will determine strategic direction which in turn will determine the financial plans and resources required to deliver those objectives. Those plans will be constructed to ensure the short, medium and long-term financial sustainability of the Authority.

The Authority uses the corporate budget planning sessions with Members, as part of the annual budget planning and budget setting process and uses Members' feedback to inform the budget process.

The outcome of the CRMP consultation being conducted during 2025 will be used to inform the annual budget setting process for 2026/2027 and future years. Delivery of objectives will need to be managed within financial constraints to ensure financial sustainability of the Authority



Corporate Social Responsibility. Self-regulating our contribution to the well-being of Wales through environmental and social measures plays a crucial role in our Service. Being environmentally friendly; promoting equity, diversity, and inclusion in the workplace; giving back to the community; and ensuring business decisions are ethical will all form part of the golden thread of our Service and will directly inform the day-to-day actions we take.

Progress statement.

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's also a better use of public funds and provides multiple benefits to our communities



Digital and Information Communication Technologies Strategy.

Information and Communications Technology (ICT) plays a pivotal role in providing the tools, capabilities, and infrastructure necessary to achieve our strategic aspirations. We are using digital and information technologies to support both our operational delivery and business transformation, and we will continually improve and enhance this as newer technology becomes available. We remain committed to exploiting digital and information technology solutions to deliver our strategic objectives.

Progress statement

Digital Transformation concept being explored, to provide aspirations for future proofing. The concept will streamline the way of working for the Service to improve accessibility, cybersecurity, provide automation of processes enhancements and improve public engagement.



Partnerships and Collaboration. Our future success is directly linked to how we work with others. We recognise the importance of meaningful and effective partnerships and the need to develop and maintain collaborative initiatives with key stakeholders. It is without a doubt that partnerships and collaboration where appropriate can support the delivery of better outcomes for our communities whilst playing a part in delivering our services in a better, more cost-effective, and efficient way.

Progress statement

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

We continue to strengthen partnerships with local authorities, health services, police, and voluntary organisations. These collaborations are vital in delivering integrated services that address complex community risks and improve outcomes for all.

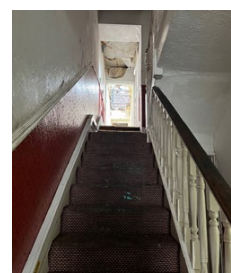


Appendix 3

Good news stories of work undertaken by all departments, between 01 April 2024 – 31 March 2025.

Business Fire safety (BFS)

- The Northern Division BFS team facilitated a well-attended 'Connect For' stakeholder engagement event on the 24 April 2024 at Newtown Fire Station. Attendance included, blue light partner agencies, Health Boards, Universities, Local Authorities and Housing Associations.
- Correctly installed fire doors at a property fire in Aberystwyth prevented the spread of fire to the remainder of the building and contained the well-developed fire to a small part of the premises.



Community Fire Safety (CFS)

- The department held a Safety Village as part of the Welsh Firefighter Challenge on Saturday, 01 June in Dylan Thomas Square, Swansea City Centre. The event was a huge success with over 500 members of the public engaged with. The positive feedback from both the public and participating agencies highlighted the event's impact and value with all participating agencies, reporting positive interactions with the public. Attendees had the opportunity to network with each other, share information and provide valuable services to the community.



- Several Fire Cadets passing out ceremonies were held, celebrating their amazing achievements. Abercrave was held on 10 July and saw the Cadets provided with their Bronze Award and certificates by the Corporate Head of Emergency Response Training & Development. Seven Sisters was held on 11





July, with the Chief Fire Officer presenting the awards, and finally, Morriston was held on 17 July, with Corporate Head of Prevention and Protection presenting the awards. Positive feedback was received from parents, who expressed their gratitude for the positive impact on their children.

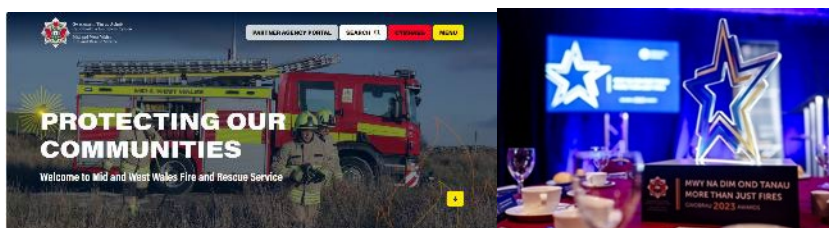
- Excellent feedback continued to be received regarding the delivery of safety education in schools.



- **Positive feedback received by the Community Safety Team:** Diolch yn fawr am gyflwyniad arbennig gyda'r dosbarth ddde. Roedd y cyflwyniad yn wych a'r plant wedi dysgu llawer. Roedd yn amlwg eich bod wedi addysgu plant yn y gorffennol oherwydd eich rheolaeth cadarn o'r dosbarth a'r ffordd roeddech yn helpu'r disgyblion i ddeall. Croeso nol i chi unrhyw amser i'r ysgol. Diolch, Athrawes dosbarth 1 a 2 Ysgol Dyffryn Cledly.
- Thanks very much for the fire safety talk with my Y2/3 class today. The children were really engaged and thanks for speaking individually to the two pupils who have either been affected by a fire in the home or who have heard about this happening before they were born. I think this really reassured both of them. Thanks again, (Y2/3), Rhos Primary School.
- One the Service's Community Education Officers, based in Western Division was honoured at the Community Awards night held in the De- Valence Pavilion in Tenby to celebrate 'International Kindness Day'.

Corporate Communications and Business Development (CCBD)

- A new external website was launched in July 2024 and was also put forward for the Web Excellence Awards.





- The Service hosted its annual More Than Just Fires Awards Ceremony at the Village Hotel in Swansea on 26 September 2024. The event was hosted by BBC and S4C broadcaster Eleri Sion. The ceremony thanks and recognition to the remarkable efforts, hard work and dedication by Service staff and volunteers from across the Service area.

Community Risk Management Planning department (CRMP)

- All-Wales Planning and Performance and Statistics meetings continued to be held with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service, identifying best practice and lessons learnt and exploring opportunities to work collaboratively, where possible.
- Successful engagement was had at several events of the summer period, including the Royal Welsh Show in July 2024 and Tenby Fire Station open day, which provided an opportunity to evaluate and consult on Service provision with the local communities.
- The CRMP team engaged with two consultation consultants to assist in the way in which CRMP undergoes public consultation. Following this advice a series of community engagement drop-in-sessions were held between January and March 2025, achieving the Service's most successful engagement to date, with a total of 720 survey responses received.

Fleet Engineering and Logistics Department (FELD)

- Following receipt of grant funding, an additional X8 electric vans were purchased.
- Hydrotreated Vegetable Oil (HVO) trial was undertaken.
- Working with the Service's Operational Equipment and Assurance (OEA) department opportunities were explored for the laundering of multi-function Personal Protective Equipment (PPE).
- A site visit to Devon and Somerset Fire and Rescue Service was undertaken to see their Incident Support Vehicle for Welfare, Breathing Apparatus washing and decontamination function and their medium appliances.
- Vehicle tracking options for the entire fleet were explored with a view to having electronic logbooks instead of paper-based systems.

Information and Communications Technology (ICT)

- The SAN J Airwave upgrade project for handheld radios and devices used by emergency services was completed.
- A review of firewall recommendations was undertaken, increasing the Service's security grade from a 'B' to an 'A' going from -850 to over 1,200,





meaning that the system is considered to be highly secure and meets all the requirements.

- The Microsoft Secure Score reached an average of 74.5% against an average of 45.25% for organisations of a similar size. The increase was following a considerable amount of work by the ICT department management and Security Teams, who individually evaluated, and risk assessed almost 1,000 different settings and recommendations and implemented them in a controlled rollout across the Service.

Corporate Risk

- Health, Safety & Welfare Manager commenced a review of the use of hearing aids within the Service.
- The Green Dragon reassessment took place early February, with the Service maintaining its Level 5 standard. The award provides good assurance that the Service has an appropriate environmental management system in place.
- Health and Safety and Corporate Manslaughter training sessions delivered by one of the Service's insurers took place in March 2025 with members of the Executive Leadership Team (ELT) and Service Leadership Team (SLT).

Estates

- Following an application process the estates department was successful in achieving grant funding for £128,000 to enhance the Electric Vehicle infrastructure.
- Sustainable drainage works was completed at the Service's Dafen site.
- Opportunities were explored with other Fire and Rescue Services for their management of contaminants.
- Site sharing arrangements were agreed with Dyfed Powys Police for the co-location of Police Community Support Officers (PCSOs) at Llanfyllin, Crickhowell, Hay-on-Wye, Narberth, Llandeilo, and Llandovery Fire Stations.
- Neath Port Talbot Council Environmental funding was received for environmental enhancement Amman Valley and Pontardawe fire stations.

Operational Equipment and Assurance (OEA)

- A working group was established to deal with the hazards posed by Electric Vehicle (EV) and lithium-ion battery fires. The group will identified safe procedures to deal with incidents and educate and inform communities on the hazards of EV/ Lithium-ion battery fires.
- Welsh Government grant funding was applied for following to procure equipment, including, 22mm hose reel jets, flow meters, smoothbore branches and replacement boat engines.
- Electric wildfire blowers were trialed with positive feedback from stations.



- Strategic Assurance visits were used to identify good practice and learning opportunities, which were shared throughout the Service via the Operational Learning System (OLS). Assurance was also included as a standing agenda item in Operational Learning Group (OLG) meetings where trends and outcomes from Strategic Assurance visits were discussed.

Operational Procedures and Learning (OPAL)

- OPAL members were part of a delegation of UK fire service members that went to the Netherlands to observe firefighting methods employed by Dutch Fire & Rescue Services. The information gained will feed into work being undertaken by the National Fire Chiefs Council (NFCC) in relation to National Operational Guidance (NOG) and assist with the requirements of the Chief Fire & Rescue Advisor and Inspector (CFRAI) report.

Procurement and Contracting

- Two members of the Procurement and Contracting team completed the UK Government Deep Dive 3-day workshop on the revised Procurement Act achieving certification as Advanced Practitioners.
- The Procurement team won the High Commendation Award for Best Procurement Delivery (Building & Carpentry Framework) at the Go Wales Procurement Excellence Awards in Cardiff recently.

Human Resources (HR)

- Enhancements were made to the Service's HR and Payroll system People XD, to include the following modules, expenses, flexi recording, on-boarding and the uploading of P60's to the portal. These enhancements further support the Service's aim of digitising processes.
- Payroll Audit for 2023/2024 with Carmarthenshire County Council was completed and the highlighted improvements actioned.
- InSync the Service's occupational health provider launched a new online portal for referrals and appointments, reducing the amount of admin required by the HR department and simplifying the appointment process with operational staff.
- Quotes for healthcare benefit were obtained, and research undertaken with Fire & Rescue Services across the UK collecting information on how they manage healthcare benefit arrangements, monitor sickness absence, the use of in-house counsellors or alternatives.





Joint Fire Control (JFC)

- Person Rescued Llanelli on 08 September 2024, with praise received from the occupier for JFC operators for the life survival guidance provided. Crews from Ammanford Fire Station also wrote to JFC to praise the information passed over the radio, which assisted with a swift rescue of occupier and pets.
- Positive feedback was received following a call handling audit.
- Volunteers were used to assist with exercises to generate calls for exercises requiring high call volumes going.
- Assistance was provided for filming sessions with the Home Office to produce a training package for the Emergency Services Network (ESN).

Central Response

- Three fire appliances were delivered to Poland for use by the Ukrainian Fire and Rescue Service as part of a Fire Aid Convoy. Nine staff from the Service took part in the delivery.
- The revised False Fire Alarm (FFA) policy was implemented, with a relatively smooth transition and limited issues reported by both operational crews and Joint Fire Control.
- An operational assurance trial for a period of 6 months was undertaken, utilising the resilience group of tactical officers; the aim of the trial was to improve operational performance and capture valuable learning from incidents.

Northern Division

- Several Firefighters, Crew Managers and Watch Managers throughout Northern Division were awarded with recognition awards, for their incredible years of service, highlighting the dedication shown by our operational staff.



- Northern Division successfully raised over £12,000 from various fundraising events, during the last 12 months for the Firefighters charity.



- Since April 2024, firefighters from across the attended 211 medical response incidents, 28 of which achieved the return of spontaneous circulation, which is a 13% success rate.

Southern Division

- Reynoldston Fire Station attended a medical emergency in the village, where an individual had suffered a heart attack. Following successful intervention from crews the individual regained consciousness and after transfer to hospital, made a full recovery.
- A successful, well attended open day was held in Pontardulais Fire Station. The event was supported by members of the Community Safety team and local crew members.



- Port Talbot Fire Station also held a successful, well attended Station open day on Saturday 13 July, with attendance from the Rapid Relief Team, St John's Ambulance, Red Cross, Royal National Lifeboat Institution and Coastguard.

Western Division

- A Multi-Agency Exercise 'Merlin' took place on 23 April 2024. Carmarthen Fire Station acted as a control point, multiple agencies took part in the simulation, dealing with multiple incident mobilisations throughout the day and into the evening. The exercise was commended by all those involved incorporating operational planning and coordination, tactical coordinating group simulation and multiple collaborative rescue exercises.





- Ultraviolet (UV) treated water collection points at the Tenby wastewater treatment site were installed.



- A firefighter based at Kidwelly Fire Station reached the summit of Ama Dablam, in November 2024, which formed part of his preparation for climbing to the summit of Mount Everest in the Spring of 2025. The firefighter successfully climbed the 6,812 metres to the main peak of Ama Dablam in Nepal. The funds raised will be shared between The Fire Fighters Charity, MIND and the Nimsdair Foundation, who worked to clear the rubbish left by climbers in the Himalayas.



Training Delivery

- A graduation ceremony and Passing Out Parade was held on 25 July 2024 for a cohort of Wholetime Firefighters. Held at the Service's Earlswood Training Centre, the event was an opportunity to reflect on and celebrate the amazing achievements of the 12 individuals - known collectively as Squad 02/24 - who had completed their 14-week Wholetime training course.





Other 'good news' stories.

Aberystwyth Fire Station Supports 'Erin's Angels' Charity

On 19 January 2020, the Aberystwyth, Tregaron and Lampeter crews were called to an incident in Ffair Rhos, Ceredigion.

Crews responded to a fire within a touring caravan, the caravan plus a private motor vehicle were destroyed by fire. Sadly, three-year-old Zac Harvey died in the fire and his brother, Harley Harvey, then four, was seriously injured and suffered severe burns. Harley was not expected to survive his injuries but is making good progress in his recovery.

Three years after the incident and Zac's death, Zac and Harvey's mother, Erin, received a terminal diagnosis of secondary liver cancer and sadly died in January 2024. Following Erin's death, her friends and those who cared for her - Abi, Rhian, Lowri and Rhian - established the 'Erin's Angels' charity, which aims to establish a network of volunteer end-of-life companions for those who have received a terminal diagnosis but have no support at home. The charity is working to provide volunteers to accompany patients to appointments, to provide support face-to-face or over the phone and to provide companionship for patients, and their families, in the final stage of their lives.

On Wednesday, 03 April, the crew at Aberystwyth Fire Station welcomed Erin's Angels' founding trustees to present them with a donation of £400, which was raised during one of the Station's open days.



Celebrating 150 Years of the Fire and Rescue Service in Newtown

On Saturday, 06 April, a special celebration event was held at Newtown Fire Station which brought together current and former members of Service staff, as well as invited guests.

In April 1874, the Newtown Volunteer Fire Brigade was formed, and it has been through several iterations since then. In 1948, the Denbighshire and Montgomeryshire Joint Fire Service was formed following the National Fire Service handing over fire control to regional county and county borough services. In 1974, each of the newly formed County Councils maintained their own, separate Fire and





Rescue Services and in 1996, the Dyfed, Powys and West Glamorgan Fire Brigades were merged by the Welsh Government Wales Act 1994 to create Mid and West Wales Fire and Rescue Service.

Significant moments and incidents in Newtown's Fire and Rescue Service include a catastrophic fire at the Cambrian Mills in 1912, the arrival of its first steam fire engine in 1913, the siren alerting firefighters of an incident replaced with pocket 'bleepers' in 1971 and a large fire at Newtown Tannery in 1981.

There is no doubt that the Fire and Rescue Service in Newtown has seen immense change throughout its history, from horse-drawn carts to state-of-the-art fire engines and lifesaving equipment. Throughout its history, the firefighters at Newtown Fire Station have all demonstrated dedication, courage and service to the local community, and have undoubtedly saved countless lives.

Celebrating the 150th anniversary, was not only a reflection on the past but a reaffirmation of the Fire and Rescue Service's commitment to the community of Newtown for the future.



Mid and West Wales Fire and Rescue Service Forms Part of the Largest Ever UK Fire and Rescue Service Convoy

On Tuesday, 23 April, a convoy of life saving fire and rescue service equipment and vehicles, coordinated by Fire Aid, began its journey to Ukraine to deliver this vital equipment to Ukrainian Firefighters.

The scale of the convoy was unprecedented, which comprised of 33 fire and rescue vehicles, two mechanics vehicles and more than 2,800 pieces of equipment that was donated by UK Fire and Rescue Services (FRSs) and supported by the Home Office. Working with Fire Aid, Welsh and English FRSs have donated all the appliances, kit and equipment, which includes ladders, breathing apparatus sets, boats, fire and water personal protective equipment and safe working at height kit. 100 volunteers, drawn from FRSs and Fire Aid, participated in the convoy.

Nine personnel from Mid and West Wales Fire and Rescue Service (MAWWFRS) volunteered their time to deliver three fire engines on behalf of the Service. The convoy was organised through a partnership of 15 of the UK's FRSs, which includes



all three of the Welsh FRSSs, as well as the National Fire Chiefs Council, National Resilience, Home Office, Fire Aid, and the Fire Industry Association.



Mid and West Wales Fire and Rescue Service Raised £166,297 for the Fire Fighters Charity!

Over the last year, Mid and West Wales Fire and Rescue Service has raised a staggering £166,297 for the Fire Fighters Charity!

This money has been raised due to the incredible efforts of the Service's operational and support staff, who have taken part in various fundraising events and challenges, Fire Station car washes and Open Days.

The Fire Fighters Charity offers lifelong support to the mental, physical and social well-being of serving and retired Firefighters, their families, and other Fire and Rescue Service personnel. Founded in 1943, the Charity is funded through donations and fundraising events by Fire and Rescue Services, and it is an essential resource for those who dedicate their lives to protecting others.





Firefighter Mel Herbert Completes Half Marathon in Full Firefighting Kit

On Sunday, March 16th, Mel Herbert, an On-Call Firefighter based at Pontyates Fire Station, completed the Great Welsh Half Marathon – in full firefighting kit.

Following several weeks of preparation, Mel completed the 13-mile-long race wearing a firefighting tunic, trousers and a breathing apparatus (BA) set – weighing around 13lbs alone – in just under three hours.

Mel decided to take on the challenge of completing the race, which began and ended in Pembrey Country Park and included Burry Port, to raise important funds and awareness of the Fire Fighters Charity. The Charity offers lifelong support to the mental, physical and social well-being of serving and retired Firefighters, their families and other Fire and Service Rescue personnel.





Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

EIN GWELEDIGAETH

I ddarparu'r gwasanaeth gorau posibl i
gymunedau Canolbarth a Gorllewin Cymru.

OUR VISION

To deliver the best possible service for
the communities of Mid and West Wales.



#EichGTACGC

#YourMAWWFRS

