



Gwasanaeth Tân ac Achub  
Canolbarth a Gorllewin Cymru

Mid and West Wales  
Fire and Rescue Service

# CORPORATE PLAN

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2021 - 2026

[www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)



# Alternative Versions

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## Arabic

هذه الوثيقة متوفرة أيضا بطرق تسهيل قراءتها، لو تريد هذه المعلومة بلغة أخرى أو بشكل آخر، إضافة بطريقة مسموعة، المرجو التواصل  
معنا عبر 03706060699 أو عبر البريد الإلكتروني [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk)

## Chinese

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## 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](mailto:mail@mawwfire.gov.uk) मा सम्पर्क गर्नुहोस्।

## Polish

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## 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:  
[ਮੇਲ@mawwfire.gov.uk](mailto:ਮੇਲ@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 چاہتے ہیں تو، براہ  
"پر۔" [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk) کرم ہم سے رابطہ کریں: 0370 6060699 یا ای میل: [میل@mawwfire.gov.uk](mailto:میل@mawwfire.gov.uk)

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# Introduction

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We are delighted to introduce our Corporate Plan 2021-2026, which sets out our vision for the future, “to be a World Leader in Emergency Response and Community Safety”. We are confident that our Strategic Aims and Improvement and Well-being Objectives will enable us to deliver our statutory duties and contribute to the requirements of the Well-being of Future Generations (Wales) Act 2015. Despite budgetary constraints, we have continued to maintain an excellent level of service, which has ensured the communities of mid and west Wales remain safe places to live, work and visit.

The on-going COVID-19 pandemic has presented significant challenges for the Fire and Rescue Service. The Service has implemented a range of organisational changes which have been realised swiftly and have resulted in a range of new working practices. We continue to learn from the impact of the pandemic to ensure our operational response remains unaffected wherever possible. We want to continue developing these areas in order that they can have a positive impact long into the future.

For example, greater use of technology has enabled far fewer journeys to be made for work, contributing to our long-term sustainability targets, reducing road risk and increasing capacity within the workplace.



As a learning organisation we will endeavour to apply the new knowledge and experiences across our Service to ensure future progression and improvement.

We are committed to adapting to these challenges in a positive way and our Corporate Plan 2021-2026 sets out our Strategic Aims and Improvement and Well-being Objectives for the next five years. We believe that collaborative working is key to the future of our emergency services, in order to successfully deliver shared outcomes, enabling us to improve the way we work, share resources and ultimately save more lives. We also remain committed to finding innovative solutions to improve the way we work, enhance firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

We recognise that listening to your views is crucial if the Service is to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would encourage you all to let us know what you think of our Strategic Aims and the Improvement and Well-being Objectives we are committing to for 2021-2026.



# Mid and West Wales Fire and Rescue Service.

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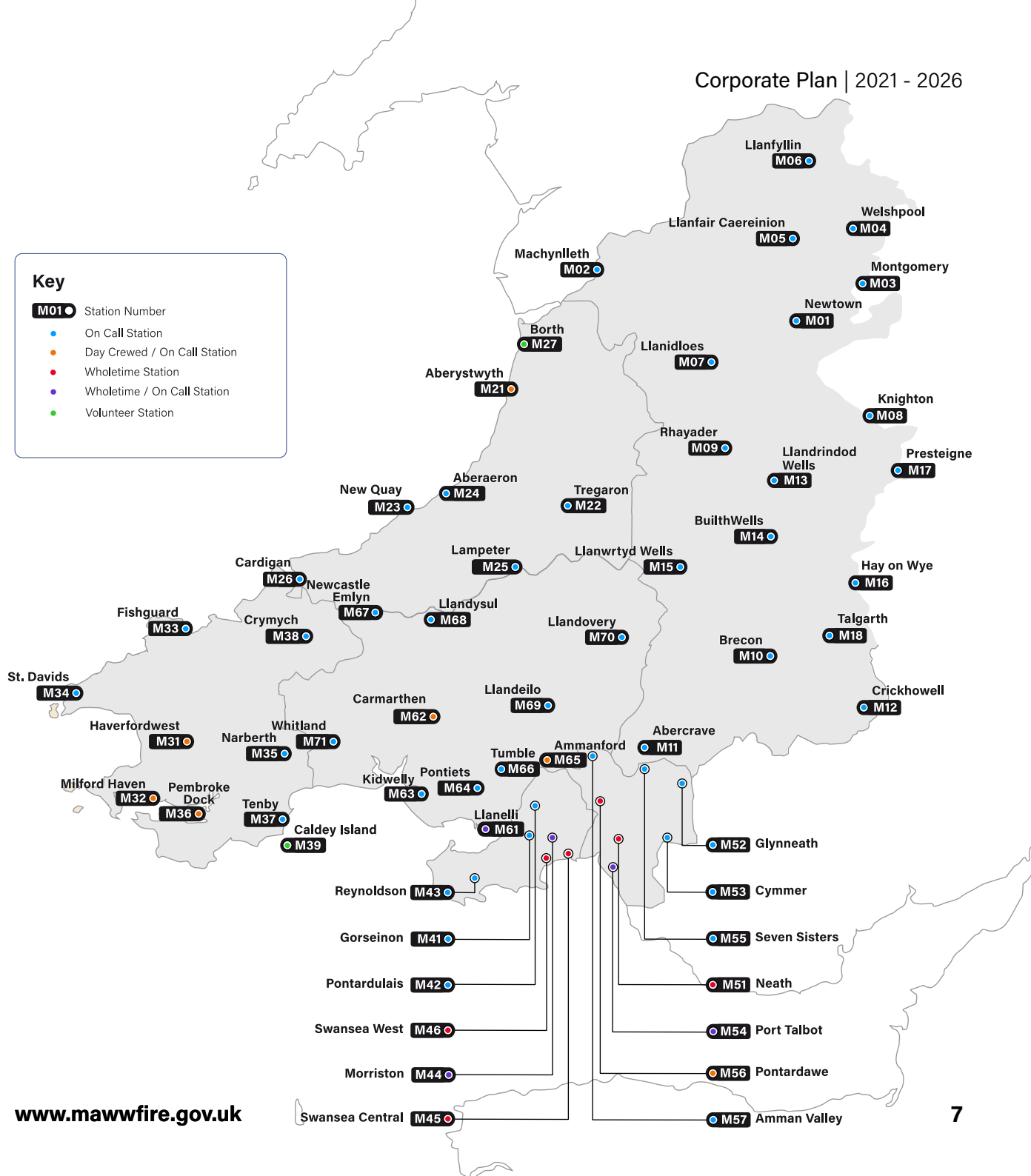
The Service was created in 1996 by the Local Government (Wales) Act 1994, following the merger of Dyfed, Powys and West Glamorgan Fire Brigades.

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

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

The Service covers 4,500 square miles and as such is the third largest Fire and Rescue Service in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.





# About Us

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we cover



**4500**  
square miles  
(11,700 km<sup>2</sup>)

living in

**431,437**  
households

with a population of



**910,027**





we run ■

**58**  
fire stations

with ■

**1351**  
staff



**400**

Wholetime



**709**

On-Call



**22**

Joint Fire Control



**220**

Support Staff

# Over the last five years we have attended

01/04/2015 to 31/03/2020



**2811**  
house fires



**4863**  
road traffic  
collisions



**1719**  
flooding  
incidents



**< 12,496 >**  
medical response  
incidents



undertaken



**85,682**

home fire  
safety checks



engaged with

**184,401**

children and young  
people through our  
education programmes



**10,978**

business  
inspections

and Business Fire Safety  
engagements



**164,403**

emergency  
calls

taken in our Joint  
Fire Control Room



**24**

site sharing  
arrangements

with partner  
organisations

**all of this costs you**

**14p**

a day

**£4**

a month

**£52**

a year

# Our Budget

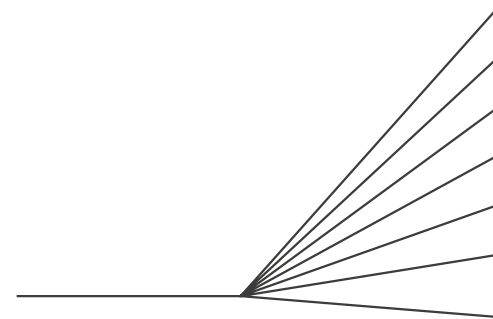
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**There is no avoiding the fact that the financial climate we are currently operating in will continue to place additional pressures on the levels of service we provide, as we stretch our resources even further.**

We will therefore continue to play our part by seeking opportunities to identify cost effective solutions through on-going and open discussions with staff and the public, around how we can continue to make improvements and future efficiencies.

**Our budget for 2021/22 is:**

**£54,036,940**





Operational Employees

£31,516,600

Non-Operational Support Costs

£8,803,300

Supplies and Services including insurance

£4,966,340

Capital Financing and Leasing

£4,590,000

Premises

£2,661,300

Transport

£2,153,400

Contribution to Operational Costs &  
Recoverable Costs & Fees & Charges

£654,000



# The Executive Board

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



**Chris Davies** *QFSM MBA*  
Chief Fire Officer  
*Head of Paid Service*



**Roger Thomas**  
Deputy Chief Fire Officer  
*Director of Service Delivery*



**Iwan Cray**  
Assistant Chief Fire Officer  
*Director of Operational Support and Improvement*



**Kevin Jones**  
Assistant Chief Officer  
*Director of Resources*



# Mid and West Wales Fire and Rescue Authority

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Mid and West Wales Fire and Rescue Authority is made up of 25 elected members who represent the six Local Authorities within the mid and west Wales area.



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

- Local Government (Wales) Act 1994;
- Mid and West Wales (Combination Scheme) Order 1995;
- Fire and Rescue Services Act 2004;
- Regulatory Reform (Fire Safety) Order 2005;
- Combined Fire and Rescue Services Scheme (Variation) (Wales) Order 2009;
- Local Government (Wales) Measure 2009;
- Fire and Rescue Services National Framework 2016;
- Well-being of Future Generations (Wales) Act 2015.



Chair of the Mid and West Wales  
Fire Authority

**Cllr Jan Curtice - Labour**

22 Dyffryn Road, Gorseinon,  
Swansea, SA4 6BB.

Cllr.Jan.Curtice@swansea.gov.uk



Cymraeg

Deputy Chair of the Mid and West Wales  
Fire Authority

**Cllr Elwyn Williams - Plaid Cymru**

Cystanog, Capel Dewi Road,  
Carmarthen, SA32 8AY.

DEWilliams@carmarthenshire.gov.uk

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





our vision:

**To be a World  
Leader in Emergency  
Response and  
Community Safety.**

our mission:

**To engage, connect,  
develop and inspire  
people to deliver an  
excellent Service.**



our values:

Do the  
right  
thing.

Treat  
people  
with  
respect.

Perform  
with  
excellence.

our strategic aims:



Our People



Our Communities



Our Environment



Our Learning

**We will achieve these by working towards  
our four Strategic Aims and Improvement  
& Well-being Objectives.**

# Our Plans

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## Corporate Plan

Our Corporate Plan sets out our vision for the future, and how this will be achieved through our Strategic Aims and Improvement and Well-being Objectives.

<https://www.mawwfire.gov.uk/eng/about-us/our-plans-and-performance/>

## Annual Performance Assessments

By the end of October each year, we publish our Annual Performance Assessment (APA). Our APA tells our staff, communities and stakeholders what outcomes and benefits have been delivered against the previous year's Improvement and Well-being Objectives.

Our APA also identifies how we have contributed to the Well-being goals, set out within the Well-being of Future Generations (Wales) Act 2015.

<https://www.mawwfire.gov.uk/eng/about-us/our-plans-and-performance/>

## Strategic Equality Plan

Our Strategic Equality Plan outlines the continued commitment of the Authority and the Chief Fire Officer to promote equality of opportunity across all Mid and West Wales Fire & Rescue Service's functions, policies, practices and procedures and sets out how the Service will seek to fulfil this commitment.

We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

[https://www.mawwfire.gov.uk/media/4110/jr1008-strategic-equality-plan-20\\_eng.pdf](https://www.mawwfire.gov.uk/media/4110/jr1008-strategic-equality-plan-20_eng.pdf)

## Sustainability and Environment Plan

Mid and West Wales Fire and Rescue Service is committed to embracing sustainability in the delivery of Service excellence.

We aim to do this by reducing energy consumption, working towards zero waste to landfill and reducing our Service wide carbon footprint year on year. Our Sustainability and Environmental Strategy sets out the main principles, proposals and required actions, to reduce the environmental impacts of the Service's activities and operations.

<https://www.mawwfire.gov.uk/eng/about-us/sustainability-and-the-environment/>



Comisiynydd y  
Gymraeg  
Welsh Language  
Commissioner



## Welsh Language Standards

As a Service, we are governed by the Welsh Language (Wales) Measure 2011 and must comply with a set of Welsh Language Standards imposed by the Welsh Language Commissioner.

These include actively promoting the Welsh language and ensuring that it is treated no less favourably than English. In response to our [statutory Compliance Notice](#) which sets out the 171 standards which were imposed on the Mid and West Wales Fire and Rescue Authority from March 2017 the Authority published an [implementation plan](#) noting how it intended to comply with the Standards.

The Authority now produces annual monitoring reports which deal with the way in which we have complied with the Standards.

<https://www.mawwfire.gov.uk/eng/about-us/welsh-language-standards/>







# Well-being Statement

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Well-being of Future  
Generations (Wales)

Act 2015

We are committed to the Well-being of Future Generations (Wales) Act 2015, and we have embraced our duties and our role as a statutory partner across our six Public Services Boards' (PSBs).

We understand the purpose and aim of the Act and are committed to ensuring we consider the long-term impact of our decisions on the communities we serve.

Our Corporate Plan 2021-2026 outlines our five-year Strategic Aims and our Improvement and Well-being Objectives for 2021/22. We have ensured that our Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle and incorporate the five ways of working.

Our Improvement and Well-being Objectives have been developed through a series of workshops with our staff, Elected Members and Representative Bodies.

As a result of this consultation process, we are confident that our Improvement and Well-being Objectives for 2021/22 contribute to the requirements of the Act.

Throughout this Plan, we highlight how our Improvement and Well-being Objectives contribute to the seven Well-being Goals, demonstrating how each one helps us improve the economic, social, environmental and cultural well-being of Wales.

We will therefore ensure that when making decisions we take into account the impact the decisions could have on the people living their lives in Wales both now and in the future.

We will also remember to give due consideration to the rich diversity of people within mid and west Wales and continue to work collaboratively with others to help the Authority achieve its Objectives, and conversely, to help others to achieve theirs.



**Sustainable Development Principle.**

## **Long Term**

**The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs.**

What are we doing to meet these principles?

We will continue to look at long term trends and undertake analysis of our actions, to ensure that the services we provide are proactive rather than reactive, therefore better meeting the needs of our communities and stakeholders by making our communities as safe as possible, and not compromising the needs of our future generations.

We have embedded long term thinking within our business practices and Improvement and Well-being Objectives and we will continue to adopt a horizon scanning approach as part of our planning processes. When setting our Improvement and Well-being Objectives, we have ensured that we monitor future trends and long-term challenges, that will have an adverse impact on the services we provide.

We will continue to adapt and diversify our activities to better meet the needs of our communities, as well as improve the way we meet the needs of the people that work, live and visit our communities to make them safer.



**Sustainable Development Principle.**

# Prevention

**Preventing problems occurring or getting worse.**

What are we doing to meet these principles?

Prevention, protection and early intervention remain a priority for us, and we are committed to making the communities we serve as safe as possible, by continually reviewing and adapting our intervention services.

We will continue to take a proactive, integrated and collaborative approach to the services we provide, by working closely with new and existing partner organisations to deliver tailored safety messages, therefore maximising the positive impact in our communities.

Our focus for prevention is centred around preventing problems from occurring or worsening by ensuring early intervention is undertaken and that our communities are as informed as possible.



**Sustainable Development Principle.**

# Integration

**Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies.**

What are we doing to meet these principles?

We have taken an integrated approach when developing our Improvement and Well-being Objectives, as we believe that working in a more integrated way will enable us to solve problems more effectively and efficiently.

By undertaking a joint approach to maximise opportunities, and working collaboratively with our partners and stakeholders, we will reduce duplication of effort across public sector organisations and share resources, learning and knowledge for the benefit of our communities and future generations.





**Sustainable Development Principle.**

# **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.**

What are we doing to meet these principles?

Working collaboratively with our partners is of key importance to us as a Fire and Rescue Service. We work collaboratively with North Wales Fire and Rescue Service and South Wales Fire and Rescue Service in a number of ways and have adopted an “All Wales” approach in several areas.

This collaborative approach has also identified the most cost effective and efficient delivery methods across the three Fire and Rescue Service’s and wider partners on several risk critical areas.

We understand that working closely with our partners, maximises the impact of our safety messages on our communities and delivers safety messages with a joint approach.

We will therefore continue to build on existing relationships and look for new opportunities to develop new and existing partnerships to make the most effective use of our assets.



Sustainable Development Principle.

# 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.**

What are we doing to meet these principles?

We have consulted widely with our stakeholders, partner organisations and the public.

We will fully engage with local communities through events and consultations, encouraging them to get involved in the decisions that affect them. This promotes a two-way dialogue and also ensures that they have their say on how we deliver our Improvement and Well-being Objectives.

Encouraging public participation and involvement in decision making is extremely important to us.





**Our Strategic Aims and Improvement and Well-being Objectives will help to achieve the seven Well-being goals in a number of ways, and we have ensured that the actions for our Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle.**

Our contribution towards achieving a **Prosperous Wales** will include providing a greater level of information and support from each of our contacts when we visit people in our communities to keep people safer in their homes.

We will also contribute to achieving a Prosperous Wales, by building on existing relationships, and looking for new opportunities to maximise the benefit for the community and enhance our contribution to the local economy and reduce costs to society.

Contributions towards a **Resilient Wales** will be achieved through the consideration of new technology and innovation within our Service.

We will also better understand our impact on the environment in order for reductions in our carbon footprint to be achieved, whilst continuing to maintain a high standard of Service Delivery.

**A healthier Wales** will be achieved by an increase in connectivity and digitisation, which will assist the Service in delivering both our emergency and community safety services to our communities, therefore ensuring that we can provide advice and deliver our intervention programmes to assist individuals to improve their lifestyle.

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

In order to assist with creating a **More Equal Wales**, we will prioritise our interventions to individuals who are most vulnerable to improve their circumstances and to provide them with advice to enable them to improve their lifestyle.

Our contribution to a **Wales of Vibrant Culture and thriving Welsh Language** is to continue to encourage and promote the use of the Welsh Language within our service area.



Where possible, we will promote access to our services through the utilisation of the Welsh language, to ensure that our stakeholders are able to communicate with us in their preferred language. We will also continue to encourage our staff to speak their preferred language in the workplace and provide opportunities to staff who wish to learn Welsh.

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

As specified within the Act, Public Services Boards must utilise the sustainable development principle to maximise their contribution to the achievement of the seven national well-being goals by addressing the specific well-being needs of the area. We have embraced this principle and are fully committed to providing the utmost contribution as a statutory partner to achieving the well-being goals and have subsequently implemented the ethos of ensuring that the needs of the present are met without compromising the ability of future generations in our business practices.

The significance of the Objectives contained within each of the six Public Services Boards' Well-being Plans, is reflected in our own



Improvement and Well-being Objectives, which ensure that working with our partners to deliver better outcomes for our communities remains a priority.

Not only have we considered the Well-being of Future Generations (Wales) Act 2015 in the formation of this plan, we have also embedded a number of new ways of working within the day to day running of the organisation.

The 'Golden Thread' of the Service is greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From our individual development plans, departmental strategies, through to our Corporate Plan 2021-2026, the ethos of the Act is at the forefront of our minds.

Whether its forming new partnerships; adopting a horizon scanning approach as part of our future planning processes; or embedding the Well-being of Future Generations (Wales) Act 2015 project framework within the delivery of our own corporate projects, you can be assured that the needs of the present will be met, without compromising our future generations.

# Our Performance

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

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



	2019/20 Actuals	Average 2010/11 to 2014/15	Average 2015/16 to 2019/20	Average percentage change 2010/11 to 2019/20		2023/2024 targets
All Fires	3152	4156	3287	-20.9%	↓	-20%
All False Alarms	4627	4626	4789	3.5%	↑	-10%
All RTCs	948	1065	975	-8.4%	↓	-10%
All Other Calls	4484	3513	4625	31.6%	↑	No target set
Deaths and hospitalised injuries from all fires	50	70	61	-12.9%	↑	-10%
Deaths and hospitalised injuries from all accidental fires	45	46	5	-19.1%	↑	-10%
The percentage of dwelling fires which were contained in the room of origin	85%	87.2%	84.0%	-3.6%	↓	Maintain a target of 87% if possible

# Developing our Corporate Plan

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**This Plan outlines our five-year Strategic Aims (2021-2026) and our Improvement and Well-being Objectives for 2021/22.**

In developing our Corporate Plan 2021-2026 we have considered:

- The improvements we have made in delivering previous Corporate Plans;
- What our communities are telling us;
- What our staff are telling us;
- The resources available to us;
- The views of our partners and the importance of working collaboratively;
- The requirements of the Well-being of Future Generations (Wales) Act 2015.

Our other legislative requirements, including:

- Local Government (Wales) Measure 2009;
- Fire and Rescue Service National Framework 2016;
- National Issues Committee;
- National Resilience;
- All Wales Equality and Diversity;
- Welsh Language Standards.



# Our Strategic Aims and Improvement and Well-being Objectives

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## **Our Strategic Aims (2021-2026) set our direction of travel for the next five years.**

Our Service plays a vital role in the community and our aims have been developed in consultation with staff, trade union representatives, senior officers and members of our Authority, and take into consideration the requirements of the Well-being and Future Generations (Wales) Act 2015.

Our Strategic Aims for 2021-2026 ensure we will continue to deliver the best possible services to our communities. Each year, as part of our planning process, we also develop Improvement and Well-being Objectives, designed to help us deliver against our Strategic Aims.

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

The four Strategic Aims, as outlined below, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.



## Our Strategic Aims are:



### **Our People**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure staff are representative of the communities they serve, and are supported by the Service in their health and wellbeing.



### **Our Communities**

We will continue to engage, educate and support our communities to help ensure that their future remains safe, healthy and prosperous.



### **Our Environment**

We will continually improve our environmental performance, and the impact the Service has on the environment, through both our operational activities and everyday duties.



### **Our Learning**

We will explore new ways of working to improve as a Fire Service through learning from ourselves and others.

## Strategic Aim One

# Our People



**We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure staff are representative of the communities they serve and are supported by the Service in their health and wellbeing.**

### Where we are now?

Last year we focussed on inspiring co-production, the involvement of all, which looked at ensuring that all staff felt valued, empowered and that their feedback and views were recognised and acted upon. Following on from the success of this, we have chosen to continue with this theme, by looking at inspiring co-production for the development of all. Not only will this approach identify and maximise the potential of our workforce, we will look to better understand our staff's views on organisational barriers and encourage a collective understanding of the wider organisation.

Through the work of the Human Resources, People Development and Training Delivery departments, the Service aims to recruit, develop and retain a highly skilled and motivated workforce that represents and champions the diversity of the communities we serve.

Providing our staff with a healthy and safe workplace is essential for effective performance.

We understand the importance of the health and wellbeing agenda, and recognise the impact that a positive health, safety and wellbeing culture can have on the organisation. Promoting health and well-being can prevent stress and create a positive working environment where individuals and the organisation can thrive. Good health and well-being promotes employee engagement and organisational performance.

We therefore want to be able to support our staff to feel happy and healthy at work.

The Service continues to support all of our operational staff in maintaining their fitness to meet both the physiological and psychological demands of the role, supporting staff with their overall health and well-being through a range of advice, guidance and awareness initiatives. We have adopted and are part of the National Framework for the prevention of 'Violence against Women, Domestic Abuse and Sexual Violence.'

We have also implemented the 'MIND Blue-light' programme designed especially for Emergency Service workers. The programme is designed to support mental health and well-being in the workplace, providing early intervention and support for those who may find themselves experiencing challenges.

## Where do we want to be?

We want to use what we have learnt from the COVID-19 pandemic, to explore new approaches to working, recognising that future budget pressures will require organisational change.

Finding new ways of thinking and working will ensure that our staff have everything they need to fulfil their job roles, to continue to protect and provide a service to safeguard members of the public and our communities.

Continuous improvement is only possible by employing the right people. We want to employ staff who are representative of the communities they serve and who are trained to the highest standards in all aspects of the role they are required to undertake today and in the future.

We want to make a positive difference in what we do and how we do it in order to maximise our impact by ensuring that the way we operate gives our staff the freedom to make a valuable contribution to the successful delivery of the Service.



## How we will achieve Strategic Aim One?

### **We will: inspire co-production – The development of all.**

#### We will: achieve this by:

- Capturing the lessons learnt from staff and stakeholders during the COVID-19 pandemic to inform organisational development;
- Ensuring that all staff are valued, empowered and recognise that everyone has something to contribute;
- Ensuring that all employees contribute to the successful delivery of the Service, ensuring that they are trained to the highest standards and are able to maintain their competence through continued professional development;
- Recognising that staff have valuable contributions to make and encourage them to get involved in the design and delivery of the services we provide.

#### How we will measure the success:

- Monitoring the number of staff who undertake training and development opportunities across the Service to assist with the Service's Succession Planning;



- Monitoring of the number of staff applying for development opportunities;
- Evaluating the levels of engagement from staff throughout the Service.

### When:

This will be achieved by the end of the 2021/22 financial year.

**We will: Support the health and wellbeing of our people to help them feel happy at work and build personal resilience.**

### We will achieve this by:

- Developing our understanding on what “positive well-being” looks like in the organisation, this could be achieved through exploring what arrangements are in place currently and where the Service would like to be, together with identifying what best practice exists in similar organisations;
- Developing a programme that promotes health and fitness and helps to build personal resilience;
- Implementing a proactive mental health programme throughout the Service for all staff;

- Having Health and Wellbeing Champions and TRIM practitioners who are able to offer support to colleagues;
- Offering health and well-being training for managers to not only recognise the signs but to help them to manage their teams with the right level of contact and support for each individual;
- Providing managers with the skills to manage their teams in consideration of the new approach to flexible working;
- Creating easy access to content via our internal intranet and external website.

### How we will measure the success:

- Monitoring absence levels throughout the Service;
- Evaluating the attendance and effectiveness at wellbeing events;
- Evaluating the feedback from staff in order to continually improve organisational and staff resilience.

### When:

**This will be achieved by the end of the 2021/22 financial year.**



## What this will mean and why it is important to you?

We want staff to have the confidence and space to grow and develop, enabling them to fulfil their potential and reach their career goals.

Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high performing culture, and continuing to provide a professional and appropriate Service, whilst making the most effective use of public funds.

We want our staff to be healthy and happy at work. Our records currently indicate that 40% of our sickness absence is related to issues linked to stress and anxiety. Historically we have provided reactive support to help our staff deal with or recover from stress, trauma or ill health by offering a counselling service, the MIND Blue Light Programme, TRIM, and support from the Fire Fighters Charity.

However, we want to be able to recognise the signs of poor mental health and prevent health issues from arising, by providing early support and intervention.

Our aim is to do what we can to help our staff enjoy longer, healthier and fulfilled lives while reducing our sickness levels.

# Sustainable Development Principle

## 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.**

*How does this Strategic Aim contribute to the Five Ways of Working?*

We want a more inclusive yet local approach to succession planning and effective workforce planning. We will implement new processes that will enable our managers to take more ownership and responsibility for their people, allowing for more timely decision making on the ground. It will also enable effective succession planning to support future Service needs and recruitment.



## Prevention

**How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.**

[How does this Strategic Aim contribute to the Five Ways of Working?](#)

Effective workforce planning will ensure that we have the right people recruited and trained, working in the right locations to provide only the highest standards of service to our communities. It will also ensure that our recruitment, development and working practices evolve to meet the communities changing needs.



## 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.**

[How does this Strategic Aim contribute to the Five Ways of Working?](#)

Our People strategy will ensure that we not only have the right people with the right knowledge, skillsets and competencies to undertake their roles within the Service, but that they also understand our position as a statutory member of Public Services Boards and our wider contribution to the well-being of our communities, to which they will be equipped to contribute.





## 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.**

*How does this Strategic Aim contribute to the Five Ways of Working?*

Internal collaboration between functions and response areas along with external collaboration with partner agencies, will ensure our people have opportunities to progress and develop within their careers, making them more effective at delivering services aligned to the needs of our communities. It will also enable the sharing of good practice across organisations and sectors to ensure only the best people practices are implemented.



## 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.**

*How does this Strategic Aim contribute to the Five Ways of Working?*

Engaging with the workforce, our partners and other agencies about skills and competencies required to better serve our communities, is integral to our training and development departments.

It also forms part of our people strategy to ensure our skills evolve to meet current and future requirements of the Service.



Well-being of Future  
Generations (Wales)  
Act 2015

## Summary of how the Our People Strategic Aim enables the Service to meet the Well-being Goals:



### A Prosperous Wales:

The Service will continue to embrace the principle of developing new and existing staff through a variety of apprenticeship and development programmes.

This will ensure that they receive the very best learning and development opportunities, much of which will be transferable to other places of work and the communities our staff live in.

### A Resilient Wales:

Continuing to maintain a low risk critical skills gap will ensure that operational staff are training not only in accordance with National Guidance and Health and Safety Legislation but are competent and efficient at carrying out their response roles.

This in turn will allow personnel to provide a safe and effective response to the public in times of need and provide the opportunity for citizens and communities to recover more effectively.

## **A Healthier Wales:**

The Service continues to commit to providing the necessary education, support and advice to all staff, in order to ensure that they not only attain the necessary fitness levels as part of the operational role requirements, but also achieve a more balanced lifestyle in terms of their general health and well-being.

## **A more Equal Wales:**

Improved internal communication and continuous course evaluation will identify opportunities for more holistic development of our people to help them reach their full potential, regardless of their background or circumstances.

## **A Wales of Cohesive Communities:**

Ensuring holistic development of our people through Welsh Government initiatives that promote cross sector learning, as well as development and courses that consider our public impact as a Service, will help to foster a sense of belonging and unity amongst our communities.



# Our Communities



**We will continue to engage, educate and support our communities to help ensure that they remain safe, healthy and prosperous.**

## Where we are now?

We continue to offer fire safety advice, education and interventions to our communities in a range of different ways to help reduce the number and severity of emergency incidents we attend. We have developed a child led character called "Sbarc" that supports the marketing of our community safety, and wider messages.

Our Service works with a range of partners to ensure that we achieve the best possible outcomes for our communities. As well as offering fire safety advice in the home, we also help to keep businesses safe by providing advice on fire protection which contributes to keeping the local economy sustainable.

We recognise the challenges which COVID-19 has presented to our normal engagement approach, however this has enabled us to deliver our work differently using technology and through increased partnership working.



## Where do we want to be?

We want to make a positive difference to our diverse communities and recognise that this can be achieved by delivering the best possible education and intervention on fire safety matters. We will regularly update our safety messages to make a positive difference.

We will also share messages from our partners to help promote wider health and wellbeing within the wider community.

We know that the risk of fire within our communities is different from place to place. It is important that we can adapt to meet those changes, and make sure that what we deliver in the community is making a positive difference. We will, therefore, review the outcomes of our work with those affected and work with them to continue to improve our engagement.



## How we will achieve Strategic Aim Two?

### **We will: Focus on our partnerships with stakeholders.**

#### We will achieve this by:

- Working with partners to identify opportunities for providing mutual support to deliver agreed well-being objectives and maximise the benefits to our communities through regular communication and the sharing of key messages;
- Agreeing clear outcomes when we work with partners to ensure the best results are achieved;
- Improving our data sharing arrangements with partners in order to improve the safety and welfare of people living in our communities;
- Working with Business Wales to help identify and use local procurement opportunities from Small Medium Enterprises (SME's) wherever possible;
- Reviewing and evaluating the outcomes from our joint working partnerships to reduce duplication and ensure we make a positive and long-lasting impact on our communities.



### How we will measure the success:

- Actively seeking feedback from our partners to evaluate if our messages are contributing to improvements in their community safety improvement;
- Evaluate the levels of engagement with our partners; the messages shared and the positive interactions that take place;
- Carry out evaluations of our data sharing arrangements with partners to ensure they assist our joint working;
- Find out from those we engage with if our range of community work makes a positive difference to their lives and community.

### When:

This will be achieved by the end of the 2021/22 financial year.

## **We will: Improve our communication and key messages with our communities.**

### We will achieve this by:

- Developing innovative ways to educate and inform our communities whilst COVID-19 restrictions remain in place;
- Encouraging volunteers to work with the Service across a range of areas to enhance our delivery and provide them with valuable skills and experience;

- Encouraging staff to be more aware of the volunteering opportunities both within the Service and with our partners;
- Encouraging communities to interact more widely and positively with our fire stations to increase two-way communication;
- Using performance information and evaluation to promote the outcomes of our interventions and ensure we deliver the services our communities need.

### How we will measure the success:

- Focus on gathering feedback from those we engage with to establish the impact of our work;
- Seeking feedback from our volunteers on their experience with the Service and continuing to improve our volunteer recruitment and engagement.

### When:

**This will be achieved by the end of the 2021/22 financial year.**



## What this will mean and why it is important to you?

The safety and health of our communities has never been more important to us. Investing in our prevention and protection arrangements is essential in achieving a safe and sustainable society.

We recognise that we cannot achieve this alone, which is why our continued partnership working and our ability to adapt to the changing risks within society, places the Service at the forefront of keeping our businesses and communities safe.



# Sustainable Development Principle

## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

The ability for the Service to respond and deliver effective front-line prevention and protection services in our communities has never been more important, which is why we continue to take account of new and emerging risks and put into place sustainable solutions with our partners for longer term success.



## Prevention

**How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Fire and Rescue Services' have a proven track record of success in using preventative methods to inform communities about the risks from fire in order to reduce them happening.

We continually build on this success through delivering safety messages on a wide range of topics in support of our wider public sector partnership working.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Understanding the needs of our communities is key to delivering the most effective solution to improve safety, health and wellbeing within our communities and we have done this, and will continue to, through close working with our Public Services Board partners and our wider third sector engagement.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Our Service is very effective at both creating, and supporting collaborations with a range of partners, which supports the demand for an outcome-based approach between public sector partners.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Our Fire & Rescue Service is a high achieving public service which is a positive reflection on how adaptable we are with today's fast-moving societal changes and demands.

This approach has ensured that the organisation has the right people delivering the right community engagement at every opportunity.



Well-being of Future  
Generations (Wales)  
Act 2015

## Summary of how the Our Communities Strategic Aim enables the Service to meet the Well-being Goals:



### A Prosperous Wales:

Improving resident and business safety through awareness, education and intervention as well as identifying opportunities to reduce crime can bring economic benefits to communities, residential areas, businesses and beyond.

### A Resilient Wales:

Delivering a range of prevention and protection arrangements alongside our 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, businesses and wider community environment, creating a more resilient community which is less reliant on public services.



## **A Healthier Wales:**

Communicating specific and sustained messages for all age groups, alongside our partners, will contribute to the health improvement of the population within our communities as well as enabling businesses to thrive.

## **A Wales of Cohesive Communities:**

Working with a range of partners will enable us to reach and connect with all areas of our communities, whilst removing boundaries to more deprived areas and destigmatising poor reputations and records in relation to socio-economic status.

## **A Globally Responsible Wales:**

Understanding our communities and positively influencing their safety and well-being alongside our partners will contribute towards a positive environment for all.

## **A Wales of vibrant culture and thriving Welsh Language:**

The Service we provide is available bilingually and we welcome and promote engagement using the Welsh Language.

A firefighter is shown from the back, wearing a brown fire-resistant jacket with reflective yellow and silver stripes on the sleeves. A red-bordered patch on the back of the jacket reads "TÂN FIRE" in bold red letters. The firefighter is also wearing a yellow helmet and yellow gloves. The background is dark and out of focus, with some red and yellow equipment visible.

**TÂN FIRE**

## Strategic Aim Three

# Our Environment



**We will continually improve our environmental performance, and the impact the Service has on the environment, through both our operational activities and everyday duties.**

## Where we are now?

As a Service, we believe that improving our impact on the environment is the right thing to do for our communities now, and in the future.

The Service's 5 Year Environmental Strategy 2020-2025, Biodiversity Action Plan 2019-2022 and Environmental Policy outline the main principles, proposals and actions of the Service to reduce its impact on the environment.

In 2020 the Service successfully maintained the highest level (Level 5) of the Green Dragon Environmental Management Standard for the seventh year, which demonstrates the Service's continued commitment to acting environmentally responsible.

The variety of plants and animals (biodiversity) in our Service area is important to us. We have undertaken work at some of our locations to improve biodiversity such as bat boxes and wildflower verges and we know that we can, and do, reduce the impact fires have on biodiversity when responding to operational incidents by the techniques chosen at the time.

The Service has invested in Ultra Low Emission Vehicles (ULEV) and the necessary infrastructure to support this at a number of sites and will continue to improve the balance of ULEV against traditional fuelled vehicles.

Currently the Service report annually on their Scope 1 (all direct emissions) and Scope 2 (indirect emissions) emissions which are covered in the Annual Environmental Report, which we will continue to do.

A number of Service sites have also benefited from photovoltaic panels to increase our use of renewable energy.



## Where do we want to be?

We intend to keep working towards minimising the impact that the Service has on the environment and enhance the ways in which we can improve it.

We will include investigation, monitoring and reduction of emissions, not only from activities within the Service but also emissions associated with companies that supply us.

This is known as Scope 3 reporting and is more challenging to achieve but will provide a clearer perspective on the total carbon emissions of the Service.



## How we will achieve Strategic Aim Three?

### **We will: Reduce the Service's carbon emissions.**

#### We will achieve this by:

- Considering the impact of the Service's carbon footprint in all projects and everyday activities;
- Encouraging behaviour change, ownership and accountability of energy consumption at all Station locations. Provide awareness training on energy conservation and promote energy saving initiatives within the workplace and at home;
- Using the Service's reporting and monitoring systems for the Waste Management Contract to identify areas of improvement;
- Exploring the best methods to monitor and report on Scope 3 emissions while minimising negative impacts of goods, services and works during their life cycle;
- Consider renewable energy and sustainable improvements to our estate, where practicable, to improve our green infrastructure and energy storage;
- Introducing supplier sustainability evaluation within our procurement documents including Invitation to Tender and where possible monitor any new suppliers' Scope 3 emissions.

### How we will measure the success:

- A 2% reduction in the Service's carbon footprint year on year through to 2026;
- An increase in number of renewable energy sources installed at our Service locations;
- Evaluation of energy efficiency campaigns, and improved outcomes reflected in statistics;
- Be able to report effectively on the Scope 3 emissions of our organisation;
- Evaluating the waste management awareness training provided to staff to identify if there have been any behavioural changes.

### When:

This will be achieved by the end of the 2021/22 financial year.

**We will: Reduce the amount of water used throughout Mid and West Wales Fire and Rescue Service and explore opportunities for water conservation.**

### We will achieve this by:

- Installing internal water saving devices such as flush controls where possible;



- Installing water automated meter readers (AMRs) to enable effective water management and identify water leaks;
- Raising awareness of water conservation across the Service, while promoting grey water recycling for alternative uses including biodiversity projects;
- Explore opportunities to install rainwater harvesting and water conservation systems across our Service area to re-use water.

### How we will measure the success:

- A 2% reduction in water consumption figures by minimising water usage where possible;
- A clearer and more accurate picture of how water is consumed through water AMRs;
- Report on the collaboration opportunities with external organisations and the benefits to the Service.

### When:

**This will be achieved by the end of the 2021/22 financial year.**



## What this will mean and why it is important to you?

Being more aware and accountable, reducing our carbon emissions and water consumption will reduce the Service's carbon footprint and help us to become a more sustainable Fire Service.

Making use of the resources freely available to us, such as the sun and rain is central to help us become more sustainable. As a Service that relies heavily on water for our everyday activities, water conservation on our premises can give huge benefits by helping to relieve pressure on the mains water supply and lessen the load on drainage systems.

Installing water conservation technology can reduce water costs and help lower the impact we have on the environment.

# Sustainable Development Principle

## 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.**

*How does this Strategic Aim contribute to the Five Ways of Working?*

We will raise awareness amongst staff to change the culture around water and energy consumption and to reduce the carbon emissions produced Service wide.

We will improve the recording and monitoring systems to be able to identify areas of improvement in the short term.

The long-term results will be a more environmentally responsible and sustainable Service and a more accurate recording and monitoring system.



## Prevention

**How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.**

How does this Strategic Aim contribute to the Five Ways of Working?

Using improved monitoring systems will highlight areas where intervention needs to be focused to reduce energy consumption.

Reducing our overall consumption across the Service will work towards our environmental objectives and national targets of reducing carbon emissions.



## 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.**

How does this Strategic Aim contribute to the Five Ways of Working?

Reducing and monitoring our consumption from our utilities and fleet, aligns with the Service's Environmental Strategy and objectives to reduce and continue to research alternative renewable energy and sustainable processes.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Working with external organisations and public bodies to share best practice and lessons learnt to enable a joined-up approach in possible future projects.

Reducing and monitoring our consumption from our utilities and fleet, aligns with what PSB Subgroups are currently working towards in terms of carbon reduction and alternative renewable energy supplies.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

We will actively encourage and engage in public forums and local environment groups and encourage internal staff involvement to help shape and improve our green initiatives and objectives.



Well-being of Future  
Generations (Wales)  
Act 2015

## Summary of how the Our Environment Strategic Aim enables the Service to meet the Well-being Goals:



### A Prosperous Wales:

We will use new 'green technology' to improve and create more sustainable buildings and to research and develop an Ultra Low Emission fleet of vehicles, to improve local air quality and reduce the carbon footprint of the Fire and Rescue Service.

We will develop an infrastructure throughout our estate, which will enable electric vehicle charging at strategic locations. This will help to connect Ultra Low Emission Vehicle (ULEV) communities and encourage the use of electric and hybrid vehicles, as an alternative to fossil fuelled vehicles.

### A Resilient Wales:

We will encourage and enhance the natural environment and biodiversity of our sites where possible, to allow for a healthy ecosystem on Fire and Rescue Service and adjacent land.

We will work with local partnerships to raise awareness of operational activities in areas of high biodiversity value and allow for the best

available means of management. Water conservation will reduce the demand on this natural resource and impact on the wider carbon emissions of the Service and the water industry.

### **A Healthier Wales:**

We will encourage biodiversity on our Service locations to improve mental well-being and improve the local air quality, by reducing our Service carbon emissions through innovative and sustainable technology.

### **A Wales of Cohesive Communities:**

We will collaborate with local partnerships and our PSBs to allow for a more cohesive working arrangement. We will collaborate on potential environmentally sustainable projects with our partners, such as identifying strategic locations for charging points to improve local air quality.

### **A Globally Responsible Wales:**

We will work with local communities to understand their environmental needs in order to have a positive impact on their well-being. We will consider the environmental impact of all aspects of our activities and ensure a positive contribution for both the Service and the communities we serve.





Strategic Aim Four

# Our Learning



**We will explore new ways of working to improve as a Fire Service through learning from ourselves and others.**

## Where we are now?

Organisational learning is key to what we do as a Fire and Rescue Service. It helps us to shape our future practices and procedures, implement safer ways of working for our operational staff and reduce the risk to our communities. We want to learn more from the environment in which we operate, in order to adapt and change to meet the future needs of the Service.

A new Operational Learning System (OLS) has been developed which enhances the Service's capability to capture learning from all sources, both internally and externally, and thereafter act on it by amending or changing operational practices or procedures.

The new system allows frontline personnel to record incidents of interest, with particular emphasis on new or alternative procedures that may have been used and contributed to the successful resolution of the incident. OLS will provide an evidence base to ensure continuous improvement is achieved across the Response sector of the organisation, whilst ensuring that our staff are protected from the ever increasing and changing risks.

We currently use a range of different IT software systems to support what we do as an emergency service. As these systems are used as 'standalone' systems and are not linked in with others, we have an overreliance on paper based processes within our departments and functions.



## Where do we want to be?

We aspire to be recognised as a leading organisation, developing new operating systems and equipment, as well as progressing the introduction of a digital fire ground to support firefighter safety.

We want to use the learning from other Fire and Rescue Services and partner organisations, as well as utilising lessons learnt from both the National Operational Learning (NOL) and Joint Operational Learning (JOL) platforms. This will help us realise our vision of becoming a world leader in emergency response and community safety.

The Service wants to continue to integrate IT systems as much as possible to improve their ability to work together. We want to make better use of technology to reduce our carbon footprint, reduce costs and improve overall effectiveness of the Service.

The Service wants to seize opportunities that reduce the risks to firefighters and communities, through the use of technology, research and development.



### How we will achieve Strategic Aim Four?

**We will: Develop and embed an IT infrastructure which supports new ways of working and that utilises technology to reduce risk to firefighters by the way we present them with information.**

#### We will achieve this by:

- Continuing to develop IT systems that are efficient and support new ways of working;
- Improving communication and access to systems, and the way in which we manage our operational data;
- Ensuring easy access to the right information, with the right IT hardware and software;
- Continuing to adapt our practices and procedures based on our organisational learning.

#### How we will measure the success:

- Evaluating the roll out of new computer terminals on all Fire Stations and fire appliances;

- Evaluating the improvements made to the way operational data and risk information is presented;
- Evaluating how well IT supports remote working;
- Evaluating how we adopt or adapt to practices and procedures through lessons learnt from internal and external sources.

### **When:**

This will be achieved by the end of the 2021/22 financial year.

**We will: Continue to embed an ideas forum which explores the ideas and suggestions from staff; giving them a voice to shape the Service.**

### **We will achieve this by:**

- Creating an environment that encourages staff to have their say on what can be improved, co-ordinated by the staff, for the staff;
- Increasing staff engagement across the Service by listening to their views, giving them the opportunity to change and shape the future of our Service;
- Encouraging wider work force engagement to identify new and better ways of working;
- Creating a listening culture that becomes business as usual.

### How we will measure the success:

- Evaluating the level of involvement and engagement from staff across the Service area;
- Monitoring the implementation of ideas and suggestions from staff;
- Through the promotion of the ideas provided by staff to demonstrate that we are listening.

### When:

**This will be achieved by the end of the 2021/22 financial year.**



## What this will mean and why it is important to you?

The way in which we go about our work will need change to keep up with the needs of our communities and staff. These Improvement and Well-being Objectives will help support that by listening to those that know the Service best, and through making sure IT supports the new ideas that come through.

Organisational learning will ensure that the Service maximises opportunities to work effectively whilst implementing safer ways of working for our operational staff and reducing the risk to our communities.



# Sustainable Development Principle

## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Organisational learning will help us to shape our future practices, implement safer ways of working for our operational staff and reduce the risk to our communities.

Continuing to make better use of IT Systems will reduce our carbon footprint, whilst improving the way we operate. This will require support in terms of investment and training, as well as a changes to the way we work. The longer term result will be a smarter and more productive Service, which can prevent, protect and respond more effectively.



## Prevention

**How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Using organisational learning and IT Systems to identify trends, helps us to make more informed decisions about what, where and how our work should be focussed. It enables the Service to respond more appropriately to the needs of our communities, whilst reducing the risk to our frontline firefighters.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Using organisational learning to develop IT systems and processes across the Service and including this into the way we work, will improve the service we give to our communities.

It will also help us operate with other emergency services and partners, to provide a more joined up approach for the public.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Working with partner organisations and third parties, sharing best practice on how to do things will help us and others improve, ensuring a high quality of service.



## 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.**

**How does this Strategic Aim contribute to the Five Ways of Working?**

Creating forums that provide access for all our staff, will ensure future ways of working are shaped by everyone in the Service.

Using this collective wisdom will ensure that we remain focussed on the needs of both our people and the public we serve.



Well-being of Future  
Generations (Wales)  
Act 2015

## Summary of how the Our Learning Strategic Aim enables the Service to meet the Well-being Goals:



### A Prosperous Wales:

Our digitisation programme will enable us to improve the way we deliver our services, providing better information and intelligent data to our staff as they in turn support our communities in matters of prevention, protection and response.

We will also actively seek new equipment, practices and processes to ensure that our operational personnel and the communities we serve, are afforded the best possible levels of safety and protection.

### A Resilient Wales:

We will continue to consider the use of new technology and innovation within our Service, where our impact on the environment is better understood and reductions in our carbon footprint can be achieved. By maximising the benefits of our asset management strategy, policies and plans and involving partners in future options, we will make all our partnerships stronger.

## **A more Equal Wales:**

A more Equal Wales will be contributed to through the exploration of opportunities for more development of our people, to help them reach their full potential, regardless of their background or circumstances. Increased connectivity and digitisation assist us in delivering our emergency and community safety services to citizens, ensuring that we can deliver advice and intervention programmes to assist individuals to improve their lifestyle.

## **A Wales of Cohesive Communities:**

A Wales of Cohesive Communities will be contributed to through the consideration and use of community based facilities and partnerships, working with new and existing organisations and sectors, all of which helps foster a sense of belonging and unity amongst the well connected communities. When developing new projects and processes, we will engage and consult with key stakeholders and partners in other emergency services and sectors, which will contribute to safer and better connected communities.

## **A Globally Responsible Wales:**

Through effective research and development, we will contribute to an innovative, productive organisation which recognises the limits of the global environment and uses resources efficiently and proportionately.



# Find Out More

**We welcome correspondence in Welsh and English – we will respond equally to both and will reply in your language of choice without delay. We welcome calls in Welsh and English.**

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

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

We welcome your comments or suggestions for future planning improvements.

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

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

## **Alternative Versions**

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

