

# Public Document Pack

## **Bwrdd Gwasanaeth Cyhoeddus Powys Public Service Board**

Meeting Venue  
**PAVO Offices, Unit 30, Ddole Rd  
Industrial Estate, Llandrindod Wells  
LD1 6DF**

Meeting Date  
**Thursday, 13 September 2018**

Meeting Time  
**10.00 am**

For further information please contact  
**steve.boyd@powys.gov.uk**



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

6 September 2018

### **AGENDA**

<b>1.</b>	<b>ATTENDANCE AND APOLOGIES</b>
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To welcome attendees and receive any apologies.

<b>2.</b>	<b>MINUTES AND MATTERS ARISING</b>
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To approve the minutes of the previous meeting held 11<sup>th</sup> July 2018 and consider any matters arising.

(Pages 5 - 8)

<b>3.</b>	<b>DELIVERY OF THE WELL-BEING STEPS</b>
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To consider the attached templates.

3.1. **Step 1 - Lead Carl Cooper**

3.2. **Step 2 - Lead Julian Atkins**

(Pages 9 - 74)

3.3. **Step 3 - Lead Kevin Jones**

The transformation workshop will take place on 18 September.

3.4. **Step 4 - Lead David Powell**

(Pages 75 - 76)

- 3.5. **Step 5 - Lead Carl Cooper**
- 3.6. **Step 6 - Lead David Powell**  
(Pages 77 - 78)
- 3.7. **Step 7 - Lead Prys Davies**
- 3.8. **Step 8 - Lead Martin Cox**
- 3.9. **Step 9 - Lead David Powell**  
(Pages 79 - 82)
- 3.10. **Step 10 - Lead David Powell**  
(Pages 83 - 84)
- 3.11. **Step 11 and Step 12 - Lead Carol Shillabeer**  
(Pages 85 - 86)

<b>4.</b>	<b>GOVERNANCE - PSB/RPB</b>
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How the PSB and RPB operate to avoid duplication and ensure that the PSB is confident that the steps being delivered by the RPB are progressing. PSB terms of reference attached.  
(Pages 87 - 98)

<b>5.</b>	<b>COMMUNITY SAFETY PARTNERSHIP</b>
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To consider a report from Powys Community Safety Partnership.  
(Pages 99 - 100)

<b>6.</b>	<b>INFORMATION BANK</b>
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Presentation by Diane Reynolds, Strategic Programme Manager PCC.

<b>7.</b>	<b>NEXT / FUTURE AGENDA ITEMS</b>
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To consider items members of the PSB might want to discuss at a future meeting.

<b>8.</b>	<b>DATES OF FUTURE PSB MEETINGS</b>
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13 December at 10.00 a.m. at the Fire Service Offices in Llandrindod Well.

<b>9.</b>	<b>ANY OTHER BUSINESS</b>
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To consider any matters of urgency as agreed in advance with the Chair.

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## POWYS PUBLIC SERVICE BOARD

### MINUTES

11 July 2018 at 13.00

East Radnor Leisure Centre, Presteigne

<b>1.</b>	<b>ATTENDANCE &amp; APOLOGIES</b>
	<p>In attendance:</p> <ul style="list-style-type: none"> <li>• Cllr Rosemarie Harris (PCC)</li> <li>• David Powell (PCC)</li> <li>• Carol Shillabeer (PTHB)</li> <li>• Melanie Davies (PTHB)</li> <li>• Martin Cox (NRW)</li> <li>• Alan Sherman (MWWFRS)</li> <li>• Julian Atkins (BBNPA)</li> <li>• Martin Nosworthy (PAVO)</li> <li>• Peter Lathbury (PAVO)</li> <li>• Rhiannon Ivens (DPP)</li> <li>• Prys Davies (WG)</li> </ul> <p>Supporting:</p> <ul style="list-style-type: none"> <li>• Heather Delonnette (PCC)</li> <li>• Adrian Osbourne (PTHB)</li> <li>• Graham Astley (PCC)</li> </ul> <p>Apologies:</p> <ul style="list-style-type: none"> <li>• Kevin Jones (MWWFRS)</li> <li>• Vivienne Harpwood (PTHB)</li> <li>• Cllr Rowland Rees-Evans (MWWFRS)</li> <li>• Carl Cooper (PAVO)</li> <li>• David Harris (DPP PCC)</li> <li>• Deanne Martin (WCRC)</li> </ul>
<b>2.</b>	<b>WELCOME AND INTRODUCTIONS</b>
	<p>The chair welcomed everyone and explained the morning's launch event to those who hadn't attended. She thanked the organisers and those who attended. Letters of thanks to be sent to those involved.</p> <p>There was a round of introductions.</p>
<b>3.</b>	<b>MINUTES OF THE LAST MEETING</b>
	<p>The minutes of the meeting on 26<sup>th</sup> April were agreed. It was noted that although they were not at the Skype meeting, due to its being rescheduled, both PAVO and BBNPA had agreed the plan.</p>




## POWYS PUBLIC SERVICE BOARD

<b>4.</b>	<b>WELL-BEING STEPS</b>
	<p>There was a discussion about the development of the steps. PTHB will be sending though their list of link officers in the next few days. Heather to circulate complete list of contacts.</p> <p>It was agreed that, where possible, the work for the PSB steps needs to be aligned to existing work – accepting that this work may need to be adjusted to deliver the PSB’s aspirations.</p> <p>Some of the steps will facilitate others, i.e. step 2, however there will need to be some clarity around action to inform that work.</p> <p>Co-ordinating leads to report on progress at the meeting on 13<sup>th</sup> September.</p>
<b>4.</b>	<b>NHS CONSULTATIONS</b>
	<p>Adrian took the PSB through the three main NHS consultations taking place at the moment. The changes won’t change the service provision in Powys but will when residents access services in neighbouring health board areas. They are happening as a result of a number of changes and challenges facing the NHS at the moment including new technology, changes in population and workforce and complex care.</p> <p><b>Hywel Dda</b> – effects the Machynlleth and north west Powys. Maintain Bronglais with the addition of a Medical Assessment Unit. Small effect on Ystradgynlais area – Llanelli or ambulances to Carmarthen. Most critical area is Llanwrtyd because of the proposed changes to Withibush. A new hospital could be 15 miles further away. Alternative pathways for these people. Bronglais would refer to the new hospital around Carmarthen, with the impact on transport links.</p> <p>Comments:</p> <ul style="list-style-type: none"> <li>• New site should be somewhere close to existing infrastructure. Consultation is picking up these kinds of issues.</li> <li>• Community transport impacts of additional journey times</li> <li>• Road conditions – journey times are there other options?</li> </ul> <p>Closing date 12<sup>th</sup> July 2018</p> <p><b>Adult Thoracic</b> – effects the south of the county. This needs to be in an acute hospital so it has to be either Cardiff or Swansea. It impacts of very low numbers of people. There are workforce issues in keeping two centres so the proposal is to consolidate this service in Morrison, Swansea – but for the surgical element only. There are engagement events taking place and repository groups are being targeted. Having one good centre, providing better treatment, will improve outcomes.</p> <p>Comments:</p> <ul style="list-style-type: none"> <li>• Travel and transport issues</li> <li>• Practical issues around appointment times for people in Powys (PTHB is looking at non-emergency hospital transport)</li> </ul> <p>Closing date 27<sup>th</sup> August</p>



## POWYS PUBLIC SERVICE BOARD

	<p><b>Future Fit</b> – effects the north east of the county. Shropshire and Telford Trust is the biggest provider for not heart Powys. Currently there are small A&amp;Es and separate specialist services in each site. The consultation is on two options:  Option 1: A&amp;E in Shrewsbury – planned care in Telford (preferred)  Option 2: Planned care in Shrewsbury – A&amp;E in Shrewsbury  The preferred option maintains the status of the hospital and has better transport links. The major trauma hospital is Stoke, so patients would be taken to Shrewsbury trauma unit to be stabilised before being moved to Stoke. Most routine care would remain at Shrewsbury as would additional/complex care which would need to be at the hospital with the emergency services.  Need to ensure that people don't assume that because it's the preferred option it is the one that will be taken forward and encourage them to have their views taken into account.  Comments:</p> <ul style="list-style-type: none"> <li>• What services are available when people come out of hospital – rest, recovery, recuperation?</li> <li>• Are we picking up green prescribing/using the environment in the steps? Feeds into steps 11 and 12.</li> <li>• PTHB AGM is taking place on Wednesday 19<sup>th</sup> July at 9.30 in the Pavilion, Llandrindod Wells.</li> </ul> <p>Closing date 4<sup>th</sup> September 2018</p>
5.	<p><b>DOMESTIC HOMICIDE REVIEWS</b></p>
	<p>The local authority, health board, police and sometimes others, including fire and rescue, are involved in these. Currently the Community Safety Partnership employs researchers from Aberystwyth University to do the reviews. The fire Services is asking PSB partners to sign up to funding future domestic homicide reviews going forward.</p> <p>The CSP has discussed this and agreed to continue to fund on a case by case basis. If there is any learning that would be of benefit to the PSB as a whole from a review that would be brought to a meeting.</p> <p>It was agreed that learning be a standing item on the agenda/ information circulars going forward.</p>
6.	<p><b>RECENT FLOODING INCIDENT IN WELSHPOOL</b></p>
	<p>Graham Astley gave a verbal report on the recent flooding in Welshpool.</p> <p>  Powys PSB - Report on Welshpool Flooc</p>
7.	<p><b>FEEDBACK FROM REGIONAL PSB EVENT</b></p>



## POWYS PUBLIC SERVICE BOARD

	<p>This was a joint meeting of the Carmarthenshire, Pembrokeshire, Ceredigion and Powys. Cllr Harris, Carl Cooper and Kevin Jones attended from the Powys PSB. There was a very good presentation by Richard Yelland (DPP) about Adverse Childhood Experiences.</p> <p>It was agreed to hold another regional meeting in the future.</p>
<b>8.</b>	<b>SCRUTINY ARRANGEMENTS</b>
	<p>The first meeting of the Scrutiny Panel will be held in late September, after the next PSB meeting. It will be considering how the PSB is developing the actions to deliver the steps.</p> <p>Heather to circulate information about the Panel.</p>
<b>9.</b>	<b>NEXT/FUTURE AGENDA ITEMS</b>
	<ul style="list-style-type: none"> <li>• Delivery of the well-being steps – to include prioritisation once there is more information available</li> <li>• Governance - how the PSB and RPB operate to avoid duplication and ensure that the PSB is confident that the steps being delivered by the RPB are progressing There was a request for schematic of the partnerships in Powys</li> <li>• Community Safety Partnership governance – Rhiannon to confirm with Nigel what is needed.</li> <li>• Review Terms of Reference – these need to be reviewed annually</li> <li>• Information Bank</li> </ul>
<b>10.</b>	<b>ANY OTHER BUSINESS</b>
	None
<b>11.</b>	<b>DATES OF FUTURE MEETINGS</b>
	<ul style="list-style-type: none"> <li>• 13th September – PAVO office, Llandrindod Wells</li> <li>• 13th December – Fire Station, Llandrindod Wells</li> </ul> <p>All meetings start at 10.00</p>
	<p>Cllr Harris thanked PSB for their contribution to the launch of Towards 2040, especially NRW for the use of the land and the Fire Service for providing so many personnel.</p>



# 3.2



## POWYS PUBLIC SERVICES BOARD

<b>Step</b>	<b>2) Establish a simple and effective performance management framework to monitor progress in delivering the well-being steps and achieving the vision.</b>
<b>PSB lead</b>	Julian Atkins, CEO, Brecon Beacons National Park Authority
<b>Partners/stakeholders involved</b> Interested parties identified during the engagement or who could help deliver?	WG, WAO, NRW, National Trust, DCWW, Cadw, MOD, Canal & Rivers Trust, Dyfed Powys Police, MAWW Fire Service, Powys, Monmouthshire, Carmarthenshire, Merthyr, RCT, Torfaen, Blaenau Gwent, etc.
<b>Scope of the step</b> What needs to be done to deliver the step?	As a minimum an agreed reporting format to a common template allowing compilation and read-across of information. Ideally a shared web-based system that organises the information and makes it widely accessible, including via web services in order to repurpose it into clients for data analytics, GIS, etc.
<b>Where are we now?</b> Current position, knowledge, information	A combination of statutory and local reports to committee and outside bodies. Central organising system is AspireView (prev. Ffynnon). Main reports are State of the Park, Annual Report, Annual Monitoring Framework but there are around a dozen significant reports per annum. Investigating the use of alternative databases and the use of Power BI to produce interactive dashboards.
<b>Activity to date</b> What has been done already?	
<b>Activity for coming 3 months</b> What do you plan to do?	
<b>Barriers</b> Is something/someone getting in the way?	Same reasons that the Ffynnon project lacked full commitment and that its successor was cancelled, i.e. too many different systems and arrangements in place in order to meet the disparate needs of the organisations involved.



**POWYS PUBLIC SERVICES BOARD**

Date: 03/09/2018



## POWYS PUBLIC SERVICES BOARD

<p><b>Step</b></p>	<p><b>2) Establish a simple and effective performance management framework to monitor progress in delivering the well-being steps and achieving the vision.</b></p>
<p><b>PSB lead</b></p>	<p>Julian Atkins, CEO, Brecon Beacons National Park Authority</p>
<p><b>Partners/stakeholders involved</b> Interested parties identified during the engagement or who could help deliver?</p>	<p>All PSB partners.</p> <p>Engagement and Communications teams to assist with engagement?</p> <p>University / College – Students / Apprentice help design / build a new system should that be the desired outcome.</p>
<p><b>Scope of the step</b> What needs to be done to deliver the step?</p>	<p>Initially establish what each of the performance management arrangements are in each organisation and identify where there are common areas / themes, which could be transferred into a framework to measure performance.</p> <p>Identify what works well in partner organisations, examples of good practice.</p> <p>Will one-person co-ordinate and populate the framework or will there be a designated person in each organisation who will have access to adding information?</p>
<p><b>Where are we now?</b> Current position, knowledge, information</p>	<p>The Service's Improvement Objectives progress reporting is done through a SharePoint system on our @Work intranet system. The form is completed by Objective Leads on a quarterly basis, these updates are then submitted on the system and are considered by the Objective Owners, (Director level), and they then provide their quarterly overview, it is this update which is included in the Performance report, and is presented to our Performance, Audit and Scrutiny Committee (PASC), with Fire Authority Members on a quarterly basis. The same format is also used for our Corporate Projects.</p> <p>We have a viewing page for all of the Improvement Objectives on the system, which allows us to see the previously submitted quarterly updates for each of the Improvement Objectives.</p>



## POWYS PUBLIC SERVICES BOARD

	<p>I have also attached a copy of the Performance, Audit and Scrutiny Committee report for you to see how the information from this system translates into a report format. We review both the system and report template on an annual basis to ensure that it captures all of the information required.</p> <p>We also have a legislative requirement to produce improvement objectives annually, which form the basis of our Corporate Plan. We then report the progress annually in our Annual Performance Assessment (APA), which is sent to Wales Audit Office for their consideration. The information contained in the APA is gathered from our Performance, Audit and Scrutiny Committee reports.</p> <p>In order to report our progress against the Well-being Goals, we have a table which outlines which goals each objective contributes to and a narrative of how the goals are met is also provided in the PASC report.</p> <p>It would help us greatly if the work undertaken by the Service and PSB was recorded on one database, which we could then include in our reports to Fire Authority Members and other forums, this would help to reduce the duplication of reporting to a number of different stakeholders.</p>
<p><b>Activity to date</b> What has been done already?</p>	<p>To be completed at a later date.</p>
<p><b>Activity for coming 3 months</b> What do you plan to do?</p>	<p>To be completed at a later date.</p>
<p><b>Barriers</b> Is something/someone getting in the way?</p>	<p>There are a number of different reporting timescales across the different organisations which could act as a barrier, together with the different reporting requirements, level of detail needing to be provided, frequency of reporting and the systems being used. Duplication across partner organisations.</p>



**POWYS PUBLIC SERVICES BOARD**

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Date:

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## Corporate Plan 2018/19: Performance Overview

### Heritage

Proactive work on buildings at risk	[-]
Undertake positive conservation measures on SAMs	[v]
Appraise conservation areas	[-]
Awareness and engagement activities	[-]
Commence appraisal of Mon & Brec canal	[-]
Consolidate 'at risk' structures at Gunpowder Works	[-]
Review potential for further conservation areas	[-]

### Resilient Communities

Page 55 SDF active projects	[=]
SDF funding ratio	[-]
Total participants receiving education messages	[+]
Participants receiving NP messages through Welsh	[v]
Black Mountains learning experiences	[-]
Gunpowder works learning experiences	[-]
Fairplay programme	[-]
Volunteer hours generated	[=]
Volunteer hours generated (annualised)	[v]
Deliver Place plans - WG funded project	[-]
Deliver small steps funded project	[-]
RoWIP review and improvement plan	[-]

### Sustainable Economic Development

Waterfalls visitor management	[-]
Business training inc. Ambassadors	[-]
Visitor management BMs	[-]
Dogs and Visitors	[-]
Day 2 Stay project	[-]
Tourism Partnership Management	[-]
Destination Newsletter	[-]
Down to the Sea	[-]
Geopark Interreg Project	[-]
Waterfalls Carparking Project	[-]
Deliver get into the Beacons training project	[-]
Deliver HLF Skills In Action training project	[=]

### Landscape and Biodiversity

Carbon emissions reduction	[=]
Felling at Gunpowder Works	[-]
Black mountains land use partnership	[-]
Nature Recovery action plan	[+]
Research programme	[v]
Waterfall Country service level agreement	[-]

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Performance Report

Corporate Plan

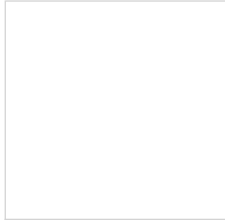
Overall Measure RAG

Overall Risk RAG

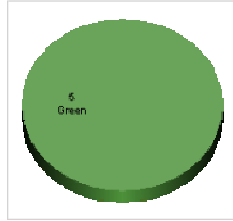
Overall Action RAG

Heritage

Overall Measure RAG



Overall Action RAG



↓ Worsening Trend  
 → Static Trend  
 ↑ Improving Trend

Action	Owner	Current Period 01 June 2018					Comment
		Overall Status	Progress Status	% Complete	RAG	Trend	
Appraise Crickhowell and Llangatock Conservation Area	Tracy Nettleton	In Progress	Not Started	5	Green	→	Crickhowell: initial contact with steering group for town plan
Awareness and engagement activities	Tracy Nettleton	Not Started	Not Started		Green	→	No activities yet so far this year
Commence an appraisal of the Mon and Brec canal	Tracy Nettleton	Not Started	Not Started		Green	→	Likely to commence towards end of 2018
Consolidate 'at risk' structures at Gunpowder Works	Sunita Welch	In Progress	Overdue	75	Green	→	Current work programme ahead of schedule. However, as works progress new issues are being identified that will require additional attention and funding.
Review potential for further conservation areas	Tracy Nettleton	In Progress	Not Started		Green	→	Initial discussions with 3 of the potential 8 areas, all currently against designation

## Performance Report

Heritage

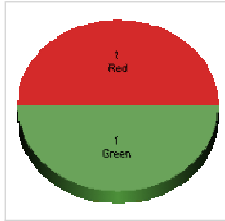
Overall Measure RAG

Overall Risk RAG

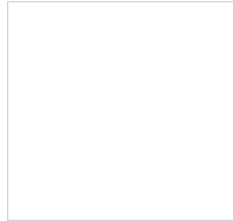
Overall Action RAG

### Protect and Enhance the Park's archaeology

Overall Measure RAG



Action



Measure	Owner	Current Period 01 June 2018					Comment
		Actual	Target	Intervention	RAG	Trend	
Proactive work on buildings at risk	Tracy Nettleton	6.00	3.00	2.00	Green	→	6 Buildings removed from the BAR
Undertake positive conservation measures on 2 SAMs.	Tracy Nettleton	0.00	2.00	1.00	Red	↓	This is an annual target of 2 by the end of March 2019.

Performance Report

Corporate Plan

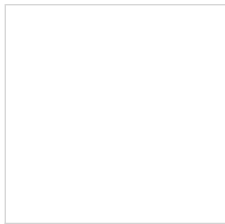
Overall Measure RAG

Overall Risk RAG

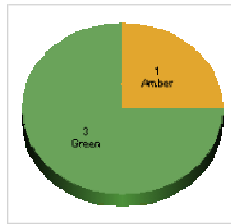
Overall Action RAG

Landscape and Biodiversity

Measure



Overall Action RAG



- ↓ Worsening Trend
- Static Trend
- ↑ Improving Trend

Action	Owner	Current Period 01 June 2018					Comment
		Overall Status	Progress Status	% Complete	RAG	Trend	
Felling at Gunpowder works	Ruth Coulthard	Not Started	In Progress	25	Green	→	NRW consents and feedback have caused various delays and amendments to this output, meaning that much less timber can now be extracted than was envisaged originally and agreed originally with NRW. However, specification sent to NRW for comment – eventually received these back Their requests for replanting from very local seed plus the need to stack wood and brash in specific places means additional difficulties in developing proposals Specs now being revised. Volunteer work parties and Woodland Trust input too.
LB6 Nature Recovery Action Plan	Paul Sinnadurai	In Progress	Complete	40	Green	↑	Objectives for NRAP revised and simplified, pending draft for internal comment during summer. One-to-one meetings held with Local Nature Partnership partners; WG grant for implementation available (£50k); alignment with NPMP and Area Statements currently being sought.
Research programme	Paul Sinnadurai	In Progress			Amber	→	Numerous undergraduate and post-graduate research projects underway with research partners (CU, USW, but not UWTS), as well as with Swansea, Reading, Exeter. Difficult to maintain overview currently owing to other pressures (future business planning, finance cuts). Have not met with CU for over a year now. Original plans to hold a major BBNP research conference now abandoned.
Waterfall country SLA	Paul Sinnadurai			25	Green	→	SLA continues this year. 2017-18 report to NRW includes full cost recovery, illustrating that BBNPA spends a lot more here than is recompensed through the Gwaun Hepste car park receipts. Waterfall Country part-time warden post currently being recruited, using SLA income.

## Performance Report

Landscape and Biodiversity

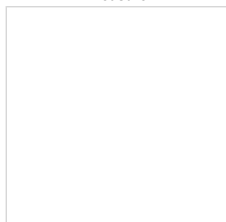
Overall Measure RAG

Overall Risk RAG

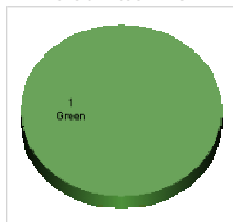
Overall Action RAG

### Carbon emissions reduction

Measure



Overall Action RAG



Worsening Trend  
 Static Trend  
 Improving Trend

Action	Owner	Current Period 01 June 2018					Comment
		Overall Status	Progress Status	% Complete	RAG	Trend	
LB5 Black Mountains LUP	Paul Sinnadurai		Not Started	25	Green		Progress this year includes bracken control; ecological impact assessments (in-house), commissioning contractors and aerial spraying, nudging the Partnership to lead on this element. Footpath and peatland protection works continue.

## Performance Report

Corporate Plan

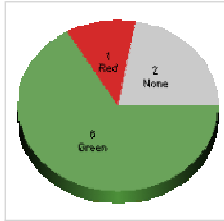
Overall Measure RAG

Overall Risk RAG

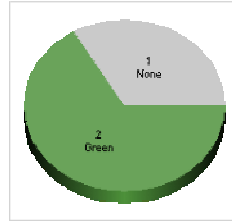
Overall Action RAG

### Resilient Communities

Overall Measure RAG



Overall Action RAG



Measure	Owner	Current Period 01 June 2018					Comment
		Actual	Target	Intervention	RAG	Trend	
# of active park related projects (annual)	Clare Parsons		50.00	40.00			Annual measure
BBCOM1iii The public ratio as a result of SDF, including in kind contributions	Clare Parsons	417.00	200.00	160.00	Green	➡	
BBED1m Total number of participants (students/teachers/assistants) receiving education messages from National Park Officers. Includes all centres, outreach and residential learning.	Sunita Welch	1114.00	1000.00	600.00	Green	⬆	Numbers good for this year so far
BBED3m Number of participants receiving National Park Messages through the medium of Welsh	Sunita Welch	202.00	140.00	20.00	Green	⬇	Our reputation for being the only organization able to deliver outdoor learning through the medium of Welsh is growing.
Black Mountains Learning Experiences	Sunita Welch	139.00	60.00	30.00	Green	➡	We are mid project - data not available yet
Gunpowder Works Learning Experiences	Sunita Welch	227.00	75.00	50.00	Green	➡	Data to be updated - but delivery has been good.
RC15 Participants in Fairplay programme	Sunita Welch	1.00	1.00	0.00	Green	➡	Annual measure, dummy data until year end calculation
volunteer hours generated	Clare Parsons		2500.00	2250.00			
volunteer hours generated (annual)	Clare Parsons	2703.00	10000.00	9000.00	Red	➡	

Action	Owner	Current Period 01 June 2018					Comment
		Overall Status	Progress Status	% Complete	RAG	Trend	
Deliver Place Plans WG funded project	Clare Parsons			8	Green	➡	officer started work (0.3FTE) focusing on Brecon Place Plan- input and analysis of resident survey data
Deliver Small steps funded project	Clare Parsons						
ROWIP Review and Improvement Plan	Paul Sinnadurai		Complete	40	Green	➡	Outputs from Review presented to NPA, with agreement to proceed to draft the new ROWIP, due to be presented to NPA autumn 2018, and thence consulted prior to adopting spring 2019.

## Performance Report

Corporate Plan

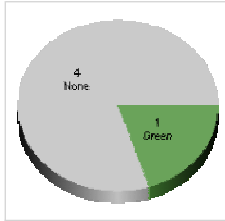
Overall Measure RAG

Overall Risk RAG

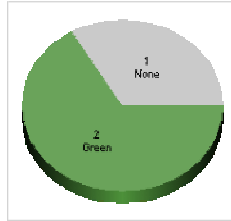
Overall Action RAG

### Sustainable Economic Development

Overall Measure RAG



Overall Action RAG



Measure	Owner	Current Period 01 June 2018					Comment
		Actual	Target	Intervention	RAG	Trend	
BBCOM1iii The public ratio as a result of SDF, including in kind contributions	Clare Parsons	417.00	200.00	160.00	Green	→	
No Ambassadors certified (December)	Richard Tyler						
No businesses trained/attended conferences	Richard Tyler						
No Geopark Ambassadors certified (December)	Richard Tyler						
Total Ambassadors trained since 2008	Richard Tyler						

Action	Owner	Current Period 01 June 2018					Comment
		Overall Status	Progress Status	% Complete	RAG	Trend	
Deliver Get Into the Brecon Beacons Training project	Clare Parsons			25	Green	→	2nd Cohort (of 4) started April - until end July .
Deliver HLF Skills in Action training project	Clare Parsons			50			final cohort finished. final evaluation report in preparation .
Deliver Place Plans WG funded project	Clare Parsons			8	Green	→	officer started work (0.3FTE) focusing on Brecon Place Plan- input and analysis of resident survey data

## Performance Report

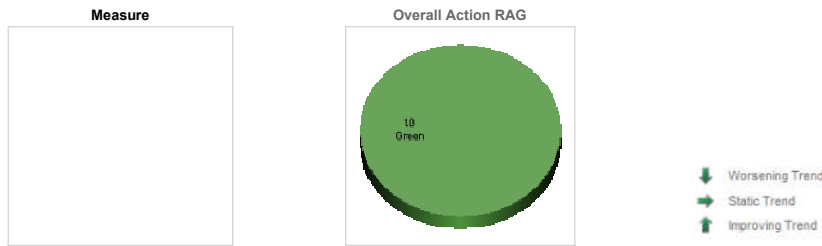
Sustainable Economic Development

Overall Measure RAG

Overall Risk RAG

Overall Action RAG

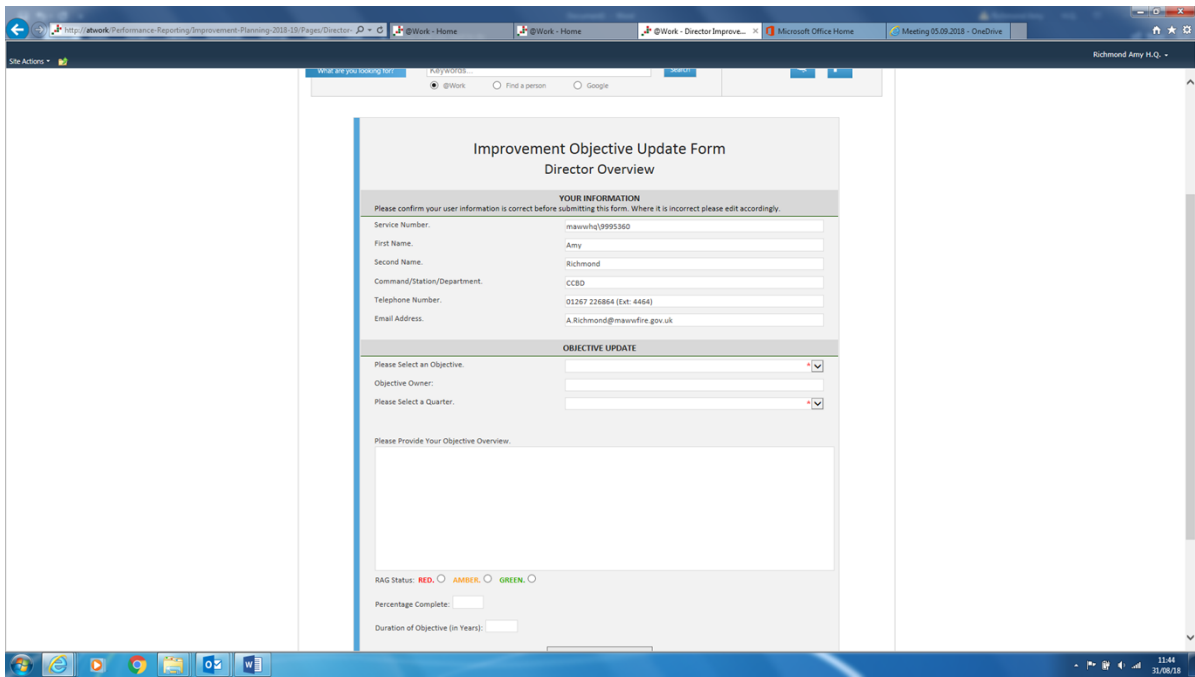
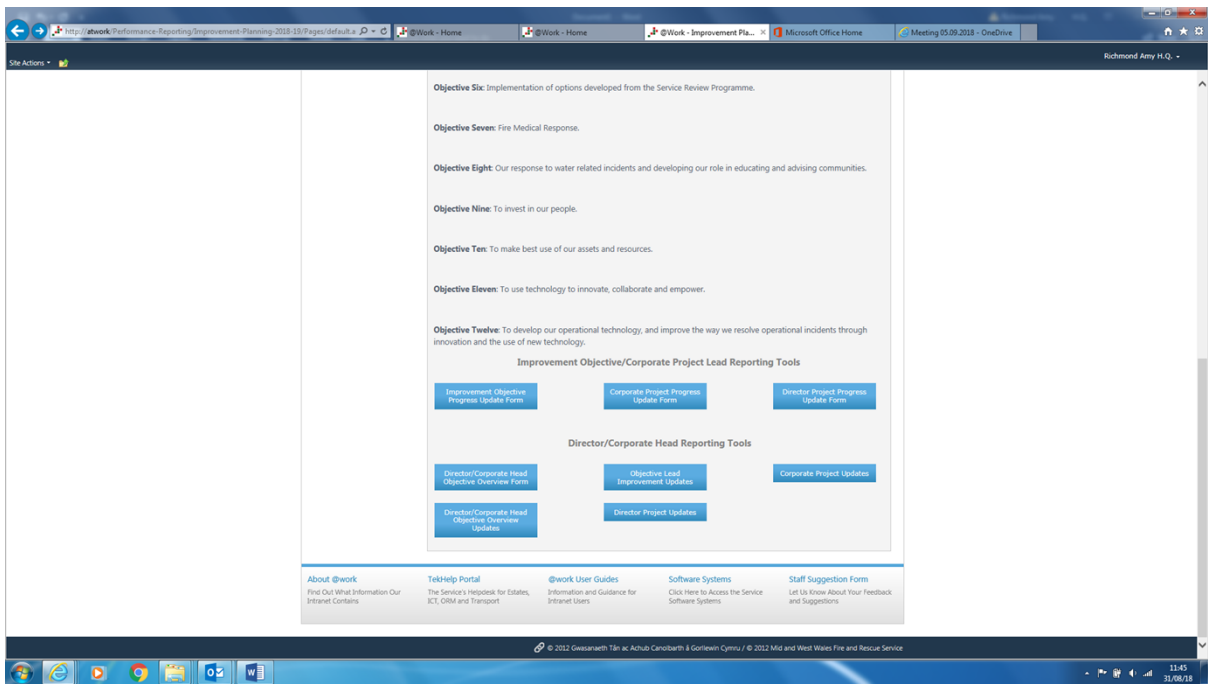
### Tourism & Visitor Management



Action	Owner	Current Period 01 June 2018					Comment
		Overall Status	Progress Status	% Complete	RAG	Trend	
SED 9 Waterfalls Visitor Management - annual implementation plan	Richard Tyler	In Progress	Not Started	50	Green	➡	initial quick wins largely implemented. a few big issues to resolve to enable this season to be successful.
SED1 Business training incl Ambassadors	Julian Atkins	In Progress	Complete	20	Green	➡	Mountains & Moorlands pilot complete for 2017-18 season. Plans for September under development
SED10 Visitor Management BMs	Richard Tyler	In Progress	Not Started	15	Green	➡	IN data collection mode whilst other VM projects are prioritised. Working with BMLUP project to develop and implement visitor survey using volunteers.
SED11 Dogs & Visitors	Richard Tyler	In Progress	Not Started	25	Green	➡	Dogs code agreed and placed on website. Funding agreed for programme of works. Roll out to businesses agreed.
SED12 Day 2 Stay project	Richard Tyler	In Progress	Not Started	20	Green	➡	MSc student recruited and inducted. First workshop for stakeholders held to guide research. Visitor survey initiated.
SED13 Tourism Partnership Management	Richard Tyler	In Progress	Not Started	25	Green	➡	Meeting structures working well. One Board meeting + one DDG meeting held, plus Day2Stay workshop. Close liaison with BBT. Joint presentation to NPA on 2017 outcomes
SED2 Destination Newsletter	Richard Tyler	In Progress	Complete	20	Green	➡	Mountains & Moorlands pilot complete for 2017-18 season. Plans for September under development
SED3 Down to the Sea	Julian Atkins	In Progress	Not Started	30	Green	➡	Project launched in April with Minister for Tourism. Marketing of route plus preparation of business training day in July. Project well received.
SED4 Geopark Interreg Project	Richard Tyler	In Progress	Not Started	25	Green	➡	Implementation progressing well. Some hold up with Interreg decision making but representations at a senior level being made. Valuable & successful transnational coordination meeting held.
SED8 Waterfalls Car Parking Project	Julian Atkins	In Progress	Not Started	90	Green	➡	Discussions on Plan proposals in final stage. Preparation for final consultation with community and partners in early July.

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http://@work/Performance-Reporting/Improvement-Planning-2018-19/Pages/Director.aspx

Richmond Amy H.Q.

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sub navigation: Improvement Planning 2018 - 2019, Performance Data Portal, Project Websites

What are you looking for? Keywords: @Work Find a person Google

Created By Objective Update Percentage Complete RAG Objective Duration

- Objective : Objective Eight: Our response to water related incidents and developing our role in educating and advising communities. (1)
- Objective : Objective Eleven: To use technology to innovate, collaborate and empower. (1)
- Objective : Objective Five: To contribute to and implement the new Emergency Services Network (ESN). (1)
- Objective : Objective Four: Our role in Public Service Boards and the implementation of their Well-being Plans. (1)
- Objective : Objective Nine: To invest in our people. (1)
- Objective : Objective One: To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales. (1)
- Objective : Objective Seven: Fire Medical Response. (1)
- Objective : Objective Six: Implementation of options developed from the Service Review Programme. (1)
- Objective : Objective Ten: To make best use of our assets and resources. (1)
- Objective : Objective Three: To deliver our part of the Welsh Government Road Safety Framework. (1)
- Objective : Objective Twelve: To develop our operational technology, and improve the way we resolve operational incidents through innovation and the use of new technology. (1)
- Objective : Objective Two: To reduce the incidence of arson across mid and west Wales. (1)

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What are you looking for? Keywords: @Work Find a person Google

Created By Objective Update Percentage Complete RAG Objective Duration

- Objective : Objective Eight: Our response to water related incidents and developing our role in educating and advising communities. (1)
  - Quarter : Quarter 1 (1)
    - Thomas Roger (ACFO Director of Operational Support & Improvement) In April 2017 the Welsh Fire & Rescue Services (FRS) were given a statutory duty to respond to flooding emergencies. The Welsh Government also made grant monies available for the Welsh FRS's for the replacement of existing water rescue equipment assets including vehicles and personal protective equipment (PPE). As part of the grant funding Mid and West Wales Fire and Rescue Service bid to replace all of the flood and water rescue protective clothing along with the emergency vehicles and boats.
 

The new vehicles have 4x4 capacity to allow them to access challenging terrain within remote areas. The vehicles have been built by E1 (Coach Builders) and were delivered into Service in January 2018. The Training department are delivering familiarisation training of the vehicles prior to going 'on the run' by the end of July 2018. The new boats have also been delivered and are currently having the new engines fitted by the transport department to allow them to be delivered out to stations with the new vehicles.

In addition to the procurement and delivery of new vehicles and equipment, HWWFRS will also be hosting a 2 day Flood and Water Rescue Exercise in October 2018. This multi-agency exercise will include a range of partners from within the Local Resilience Forums (LRF) in Wales, including third sector partners, and will provide responders with a unique opportunity to test resilience plans and operational procedures in a challenging environment.
- Objective : Objective Eleven: To use technology to innovate, collaborate and empower. (1)
- Objective : Objective Five: To contribute to and implement the new Emergency Services Network (ESN). (1)
- Objective : Objective Four: Our role in Public Service Boards and the implementation of their Well-being Plans. (1)
- Objective : Objective Nine: To invest in our people. (1)
- Objective : Objective One: To deliver a holistic home safety intervention to those most at risk within the communities of mid and west Wales. (1)
- Objective : Objective Seven: Fire Medical Response. (1)
- Objective : Objective Six: Implementation of options developed from the Service Review Programme. (1)

# 2018/19 Quarter 1

## Performance and Improvement Progress Report April 2018 – June 2018



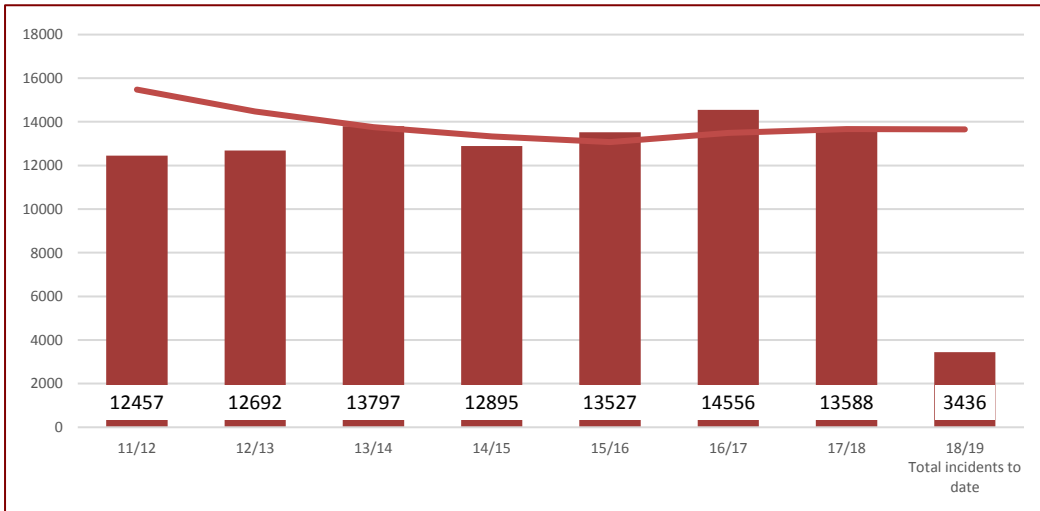
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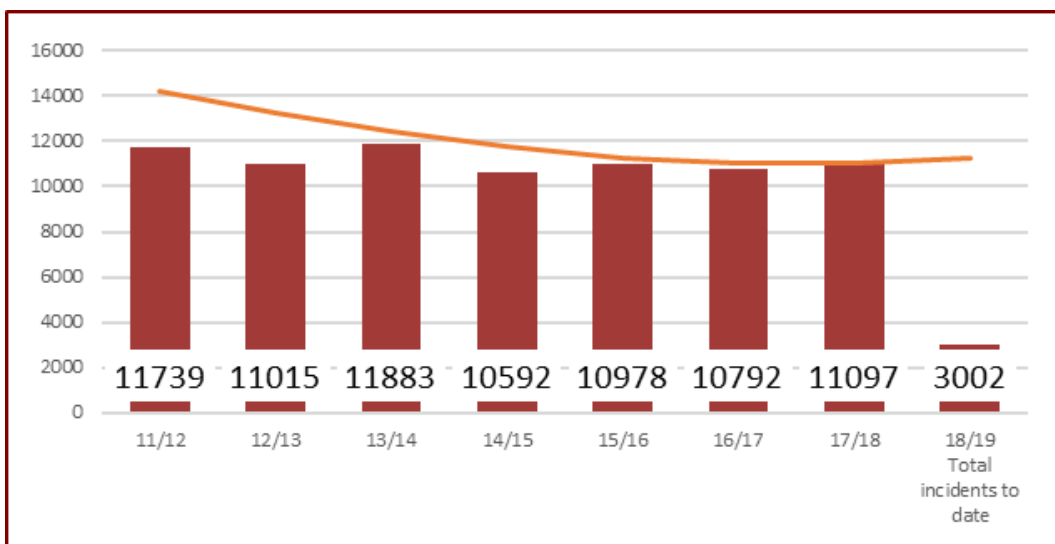


## 1<sup>st</sup> Quarter 2018/19 Progress on Performance

### All Incidents Attended



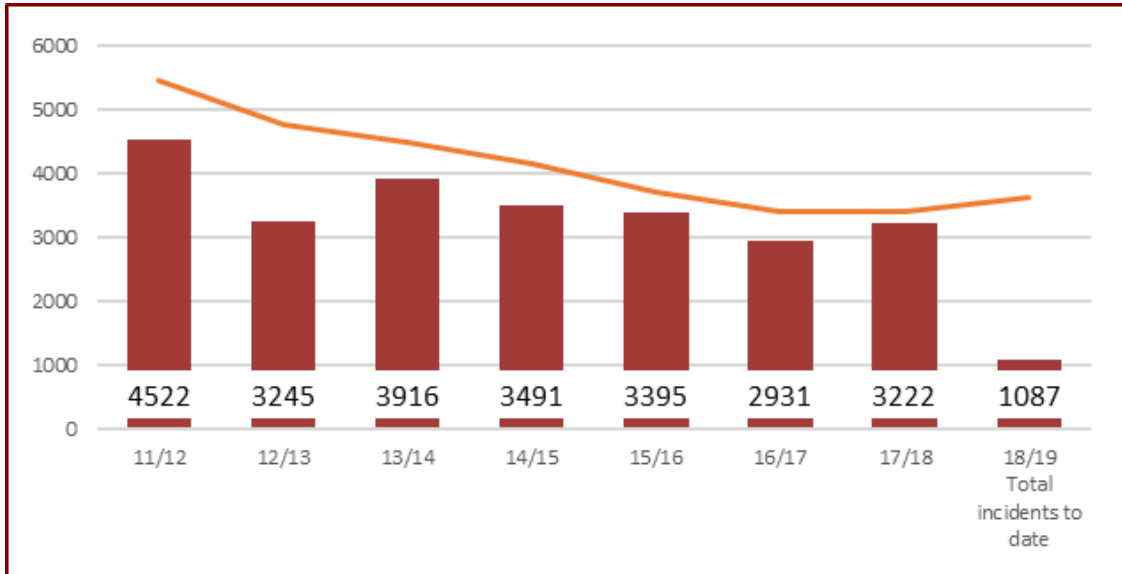
### All Incidents Attended (excluding Co-Responders)



There have been 3,436 incidents attended to date, this reporting year. The number of incidents is projected to be up around 1.1% from the previous year. Over the long term, the trend in the number of incidents attended is down.

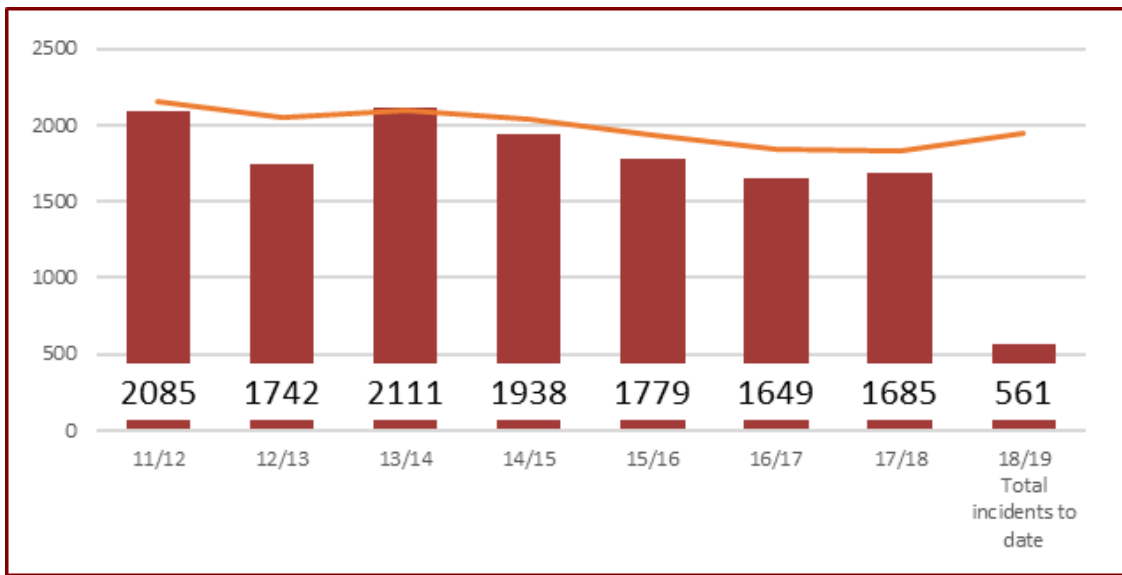


### All Fires Attended



The Service has attended 1,087 fires to date, this year. This accounts for 32% of all incidents attended. The number of fires is projected to be up by 34.9% on last year (down 8% if you compare Q1 2017/2018 to Q1 2018/2019). The longer-term trend in fires remains down.

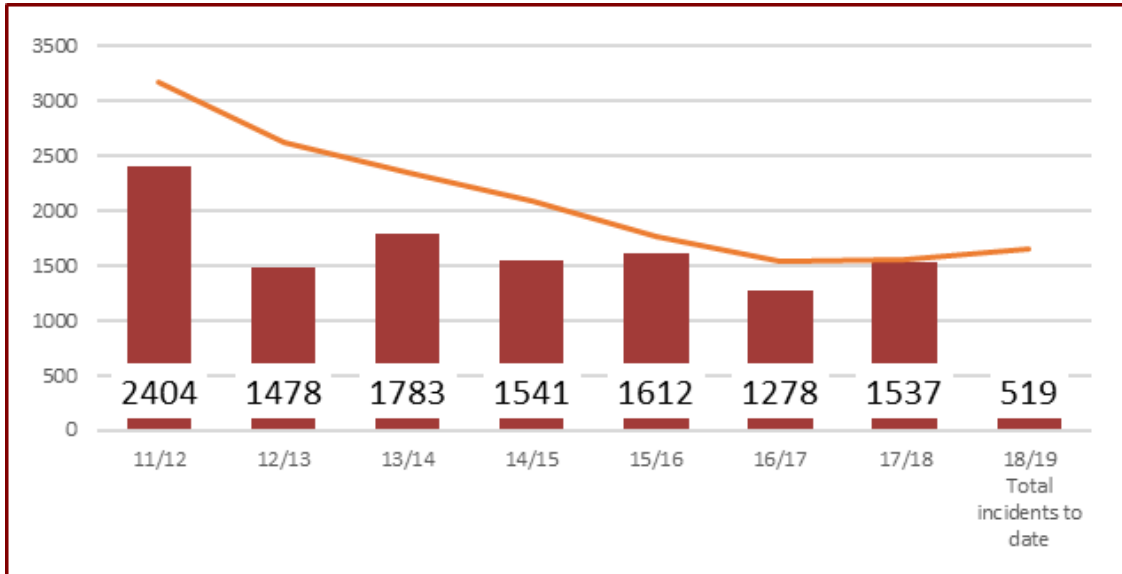
### All Accidental Fires



The Service has attended 561 accidental fires to date, this year. Accidental fires are projected to be up by 33.2% compared to last year (up by 19% if you compare Q1 2017/2018 to Q1 2018/2019).



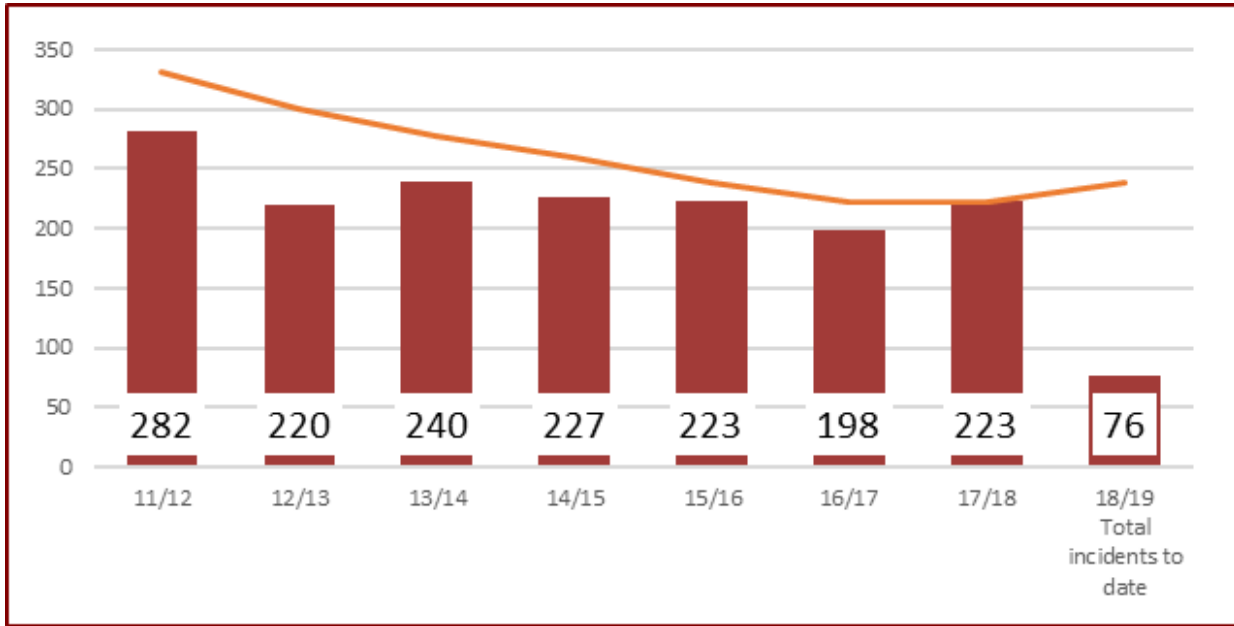
**All Deliberate Fires**



Deliberate fires account for 48% of all fires with 519 attended this year. Deliberate fires are projected to be up by 35.1% (down by 27% if you compare Q1 2017/2018 to Q1 2018/2019).

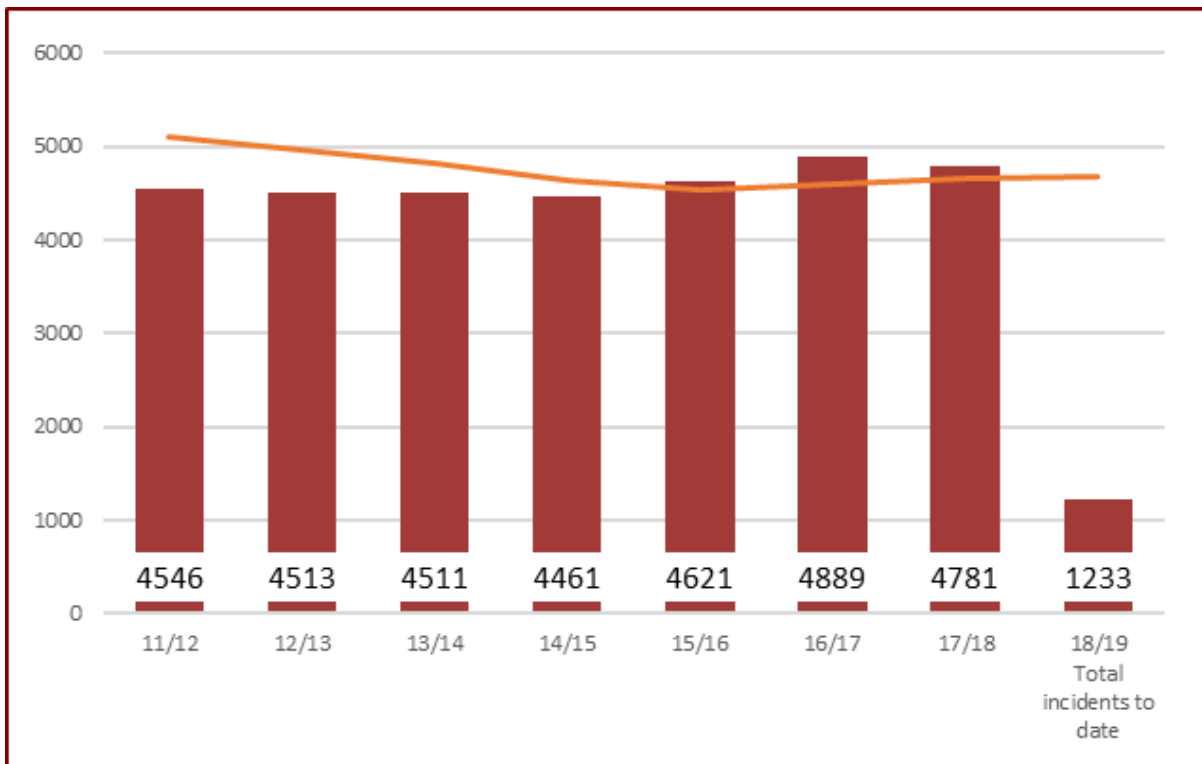


### All Non-Domestic Fires



The Service has attended 76 fires in non-domestic properties to date, this year. The Service continues with a range of business fire safety initiatives in non-domestic properties. The long-term trend in non-domestic fires continues to be downward.

### All False Alarms

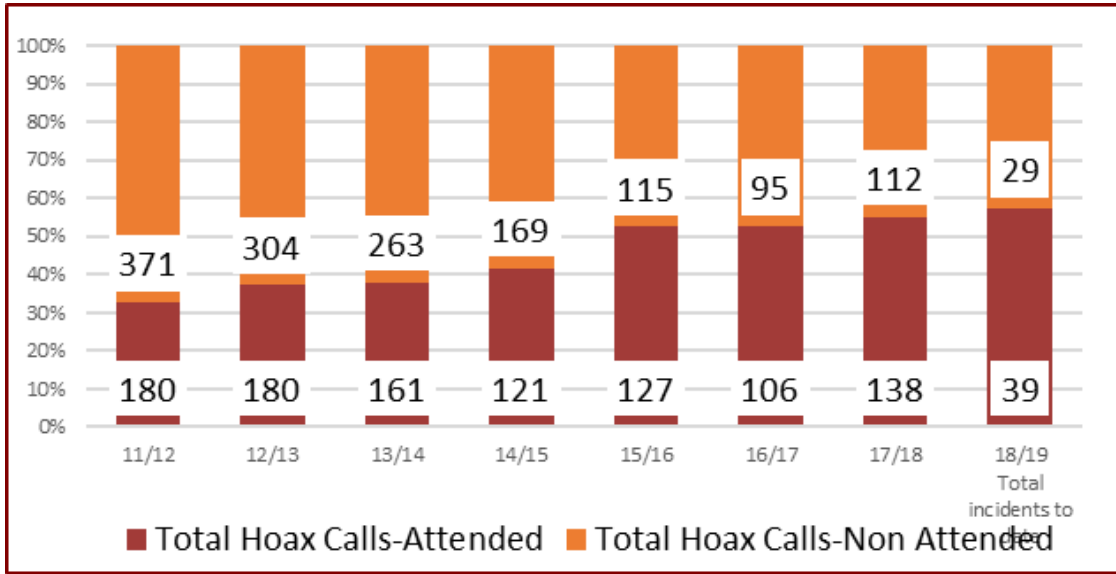


The Service has attended 1,233 false alarms this year to date. This accounts for 36% of incidents attended. The number of false alarms attended is projected to be up by 3.2% on last year, and the long-term trend continues to flat line.

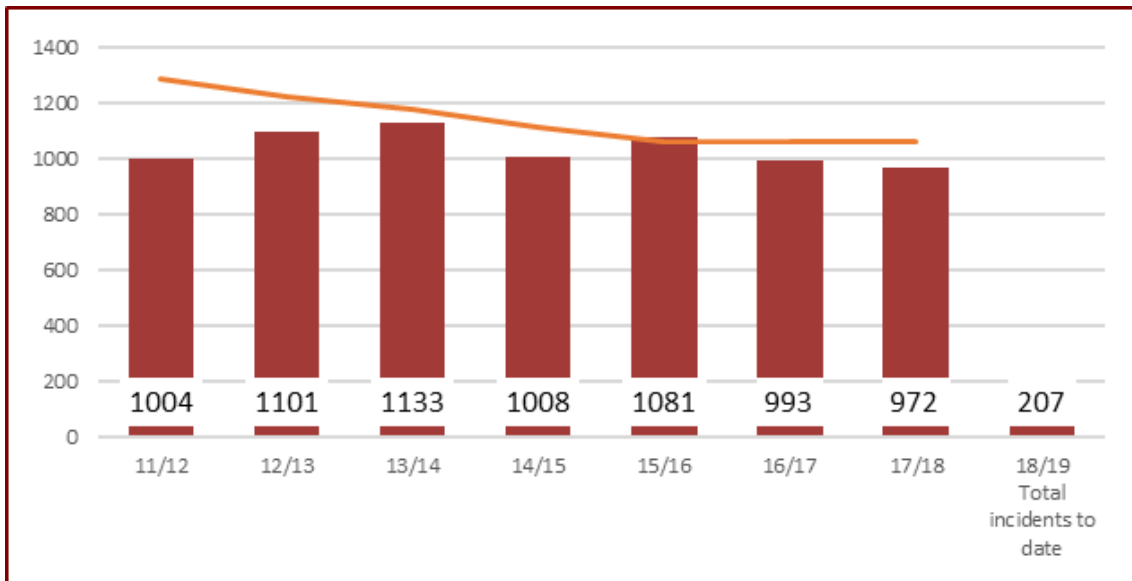




**Total Hoax Calls**



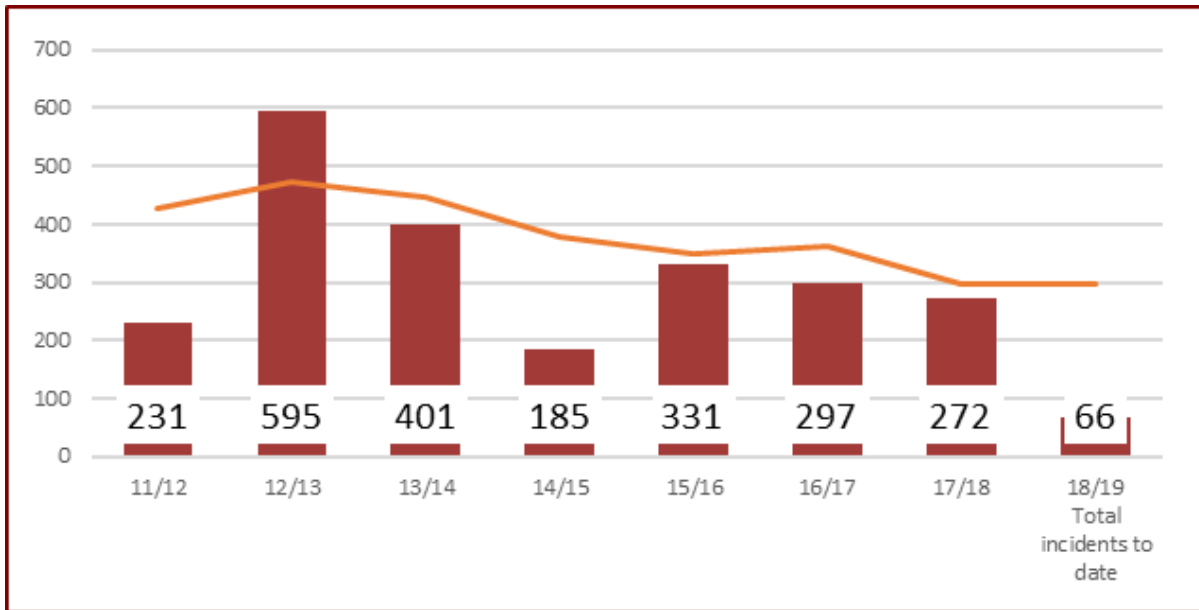
**All Road Traffic Collisions**



The Service has attended 207 Road Traffic Collisions to date, this reporting year. This accounts for 6% of all incidents attended. The total for the year shows a projected decrease of 14.8% on last year, and the long-term trend is flat.

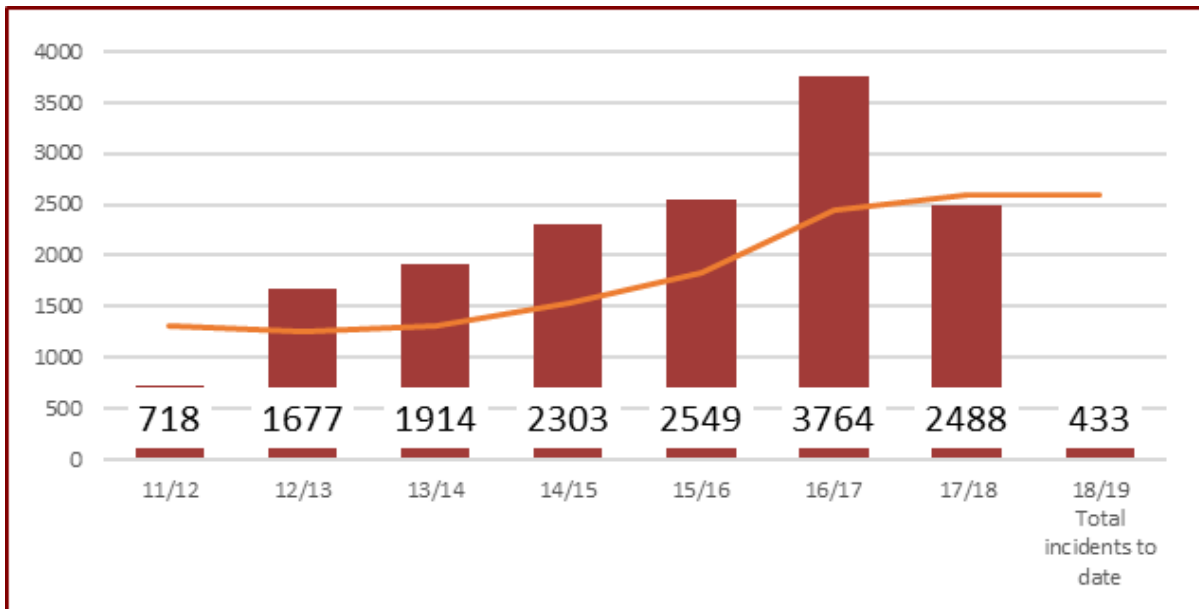


### All Flooding Incidents



The Service has attended 66 flooding incidents to date, this year. This accounts for 2% of the total number of incidents attended. This is a projected decrease of 2.9% on last year. The Service continues to work proactively with partners to promote flood awareness in high risk communities. It should be noted that, these figures included domestic and non-domestic flooding incidents.

### All Co Responder Incidents

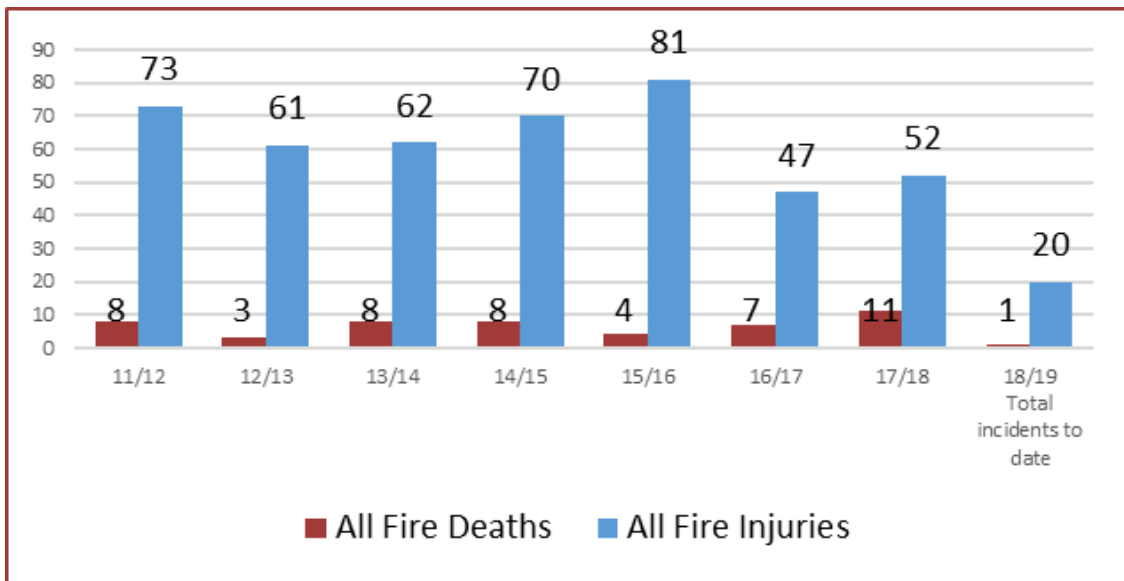


The Service has attended 433 co-responder incidents to date, this year. This accounts for 13% of overall incidents attended, and is a projected decrease of 1.1% on last year. This can be attributed to the mobilisation procedures in Ambulance Service Control changing following their re-categorisation of calls that WAST are mobilising the Service to attend. In September 2017, in line with national negotiations, the Service stopped mobilising to Co-

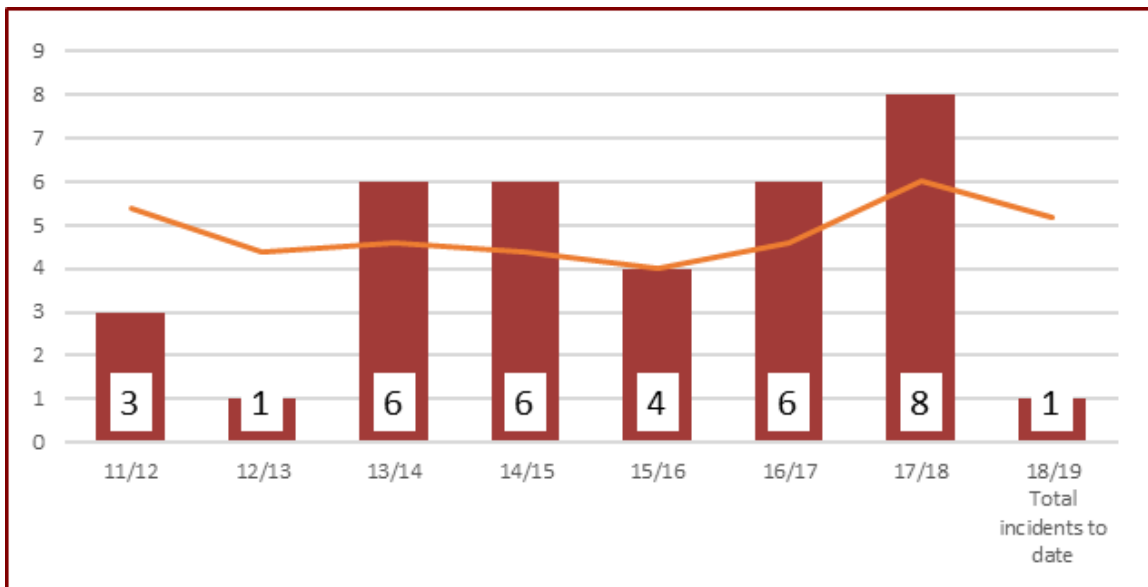


Responder calls for a two-week period, this should be considered when looking at past and future trends.

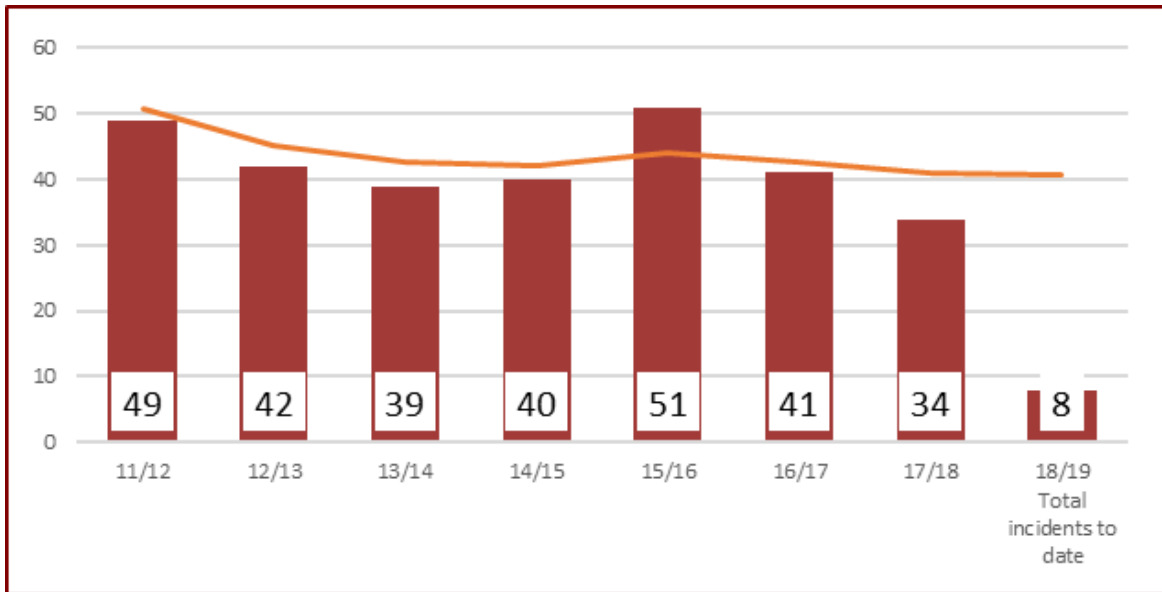
### All Fire Deaths and Injuries



### Accidental Dwelling Fire Deaths



**Accidental Dwelling Fires Injuries (Serious and Slight)**



There has been 1 fatality and 8 serious injuries, (excluding first aid on scene and precautionary checks), during the 2018/2019 financial year to date.



## 1<sup>st</sup> Quarter 2018/19 Progress on Improvement Objectives

### Objective 1

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

**Improvement Objective Owner:** Mydrian Harries

**Improvement Objective Lead:** Karen Jones

**% Complete:** 25%

**RAG Status:** Green

#### Improvement Objective Progress Update:

Following consultation with partner agencies, five priority messages have been identified as the first to be added to the current delivery, to fully develop the Home Fire Safety Checks (HFSC) into Safe and Well Visits;

- Falls Prevention
- Scamming Awareness
- Smoking Cessation
- Home Security
- Loneliness and Isolation

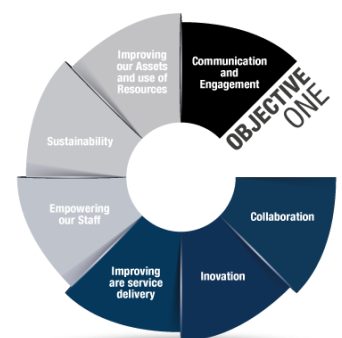
During the consultation process, numerous other messages that could have been added to the HFSC were identified, but priority was given to nationally driven objectives; the priorities of the Public Service Boards (PSB) within the Service area and the topics already relevant to the home safety visit. The PSB Making Every Contact Count structures will also support and promote this work. A training plan for each Command is being rolled out in 3 phases to ensure that all staff who will deliver the future version of the Home Fire Safety Check provide a consistent level of new messaging.

The use of volunteers has been increased over the past year through the work of the Volunteer Co-ordinator and there are prospects for wider support within the community and for the Service through this approach. This holistic approach is continuing to receive interest and positive engagement with our partners who are supportive of utilising the Service as ambassadors to promote wider partner adoption.

**Objective 1 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** Working with our partners is key to our effective and efficient delivery of the Making Every Contact Count approach. We are recognised as a key enabling partner within Community Safety Partnerships and within Public Service Boards across our Service area. By promoting key partner health and safety messages as part of our Safe and Well visits, we maximise the impact of all our contacts with vulnerable individuals.

**Innovation:** Our changing approach to home safety has seen a significant development in the role of the Service in keeping the community safe, outside of



our traditional areas of work. This new way of working allows us to provide greater value and a better service to our communities, providing current and timely safeguarding and wellbeing messages from our partners.

**Improving our Service Delivery:** By adapting our intervention and diversifying our activities we will better reflect the risks and meet the needs of our communities. This allows us to identify new challenges and opportunities and respond to them.

**Communication and Engagement:** The Making Every Contact Count approach relies heavily on effective communication and engagement and the support and investment from our partners. Effective communication is essential in ensuring that our partners can provide us with information on current community risks and in our disseminating this information to our staff. The communication networks that the Service has through Community Safety Partnerships and other groups is instrumental in gaining partner ownership and promotion of our wider interventions.

**Objective 1 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A prosperous Wales:** By providing a greater level of information and support from each of our contacts when we visit vulnerable people we will keep people safer in their homes. This will reduce the number of accidents and injuries and improve well-being and therefore reduce economic and other costs to society that these negative experiences incur.

**A resilient Wales:** By maximising the benefit of our contacts and promoting partner health and safety messages, including any local environmental risks, we make all our partners stronger.

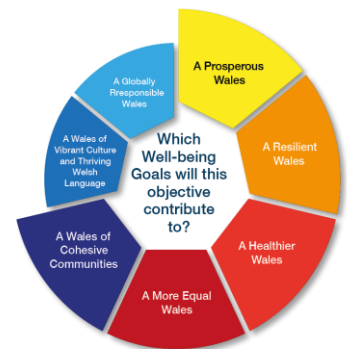
**A healthier Wales:** The focus of the messages that we promote is ultimately to keep our communities safer and support future health through positive choices and behaviours. The bespoke nature of our visits means that we will tailor our advice on health to reflect the needs of each household.

**A more equal Wales:** We prioritise our interventions at those individuals who are most vulnerable to improve their circumstances and to provide them with advice to enable an improved lifestyle.

**A Wales of cohesive communities:** Addressing the safety of communities and vulnerable individuals within communities allows for general improvement and greater community cohesion.

**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 globally responsible Wales:** Preventing incidents from occurring and improving prospects for vulnerable individuals helps all our partners achieve their well-being objectives and makes us stronger as a nation.



## Objective 2

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

**Improvement Objective Owner:** Mydrian Harries

**Improvement Objective Lead:** Karen Jones

**% Complete:** 25%

**RAG Status:** Green

### Improvement Objective Progress Update:

Activities in Quarter 1 have been concentrated on the continuation of the Dawns Glaw interventions for deliberate grass fire reduction and this had been achieved through media releases, targeted public intervention and increased collaborative working with groups in high risk areas. Multi-agency youth intervention has seen some very positive outcomes with our Fire Station Community Rooms being used to bring together partners to engage with groups of young people being drawn into dangerous gang cultures. Partners from the FRS, Police, Probation and Natural Resource Wales came together to raise awareness of arson, derelict buildings and knife crime. Graffiti artists supported the creation of art work boards by the young people to convey important arson messages.

A targeted school's intervention programme including the provision of a Pantomime for primary school children has been delivered with a focus on general fire safety, the dangers of grass fires and derelict buildings and the impact of peer pressure on anti-social behaviour, which has received very positive feedback from Schools and our Partners with the concept being adopted wider by other Welsh FRS.

Reducing fires resulting from poor land management continues to be a focus area for the Service and for the 2018 grass fire reduction strategy, a focus has been placed upon the farming, land owners and land management community by utilising on-call staff who are part of the agricultural community.

Three Farmer Liaison Officer roles have been developed and these on-call staff provide engagement and advice at Farmers Marts, encouraging land managers to receive assistance from the Service in producing Burn Plans and providing safety measures where they have a need to undertake controlled burnings. Through our work with Commoner and Land Manager groups we are raising general awareness of where uncontrolled burnings have occurred to gain their support in preventing these incidents. Many factors can impact upon grass fire activity but the interventions identified here have contributed to a very pleasing 39% reduction in grass fires between January and May 2018 in comparison with the previous year.

The Arson Reduction and Community Safety teams continue to work with partners to reduce wider arson risk to include Waste Sites as well as share information and secure prosecutions and convictions against fly tippers. All arson reduction activities are monitored and reported through the multi-agency Joint Arson Group and the Strategic Arson Reduction Board. Quarterly reporting is also provided to Welsh Government on all arson reduction work.



**Objective 2 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** It is recognised that reducing arson requires a collective approach from a wide range of partners and this work is co-ordinated through the multi-agency Strategic Arson Reduction Board and the Joint Arson Group. This has seen far greater ownership and partnership working to address the range of factors that can impact upon deliberate fires.

**Improving our Service Delivery:** By adapting our intervention and reducing the risk of deliberate fires we will better meet the needs of our communities. We recognise that different areas require different approaches and that for our rural communities, agricultural burning plays a greater risk than deliberate burning associated with anti-social behaviour. Farm liaison officers have been recruited from our on-call farming community to engage and communicate with stakeholders to promote safe and responsible burning.



**Sustainability:** A reduction in the number of deliberate fires, particularly large grassland fires, reduces the detrimental impact on the environment and the devastating effect this can have on communities.

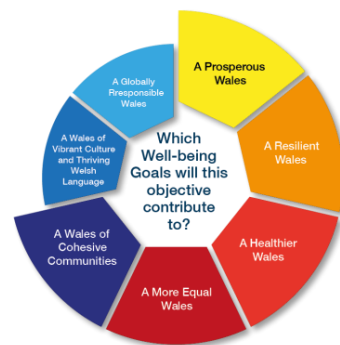
**Improving our assets and use of resources:** Greater use has been made of our crews in areas of high risk to undertake patrols to proactively engage with the community to highlight the risks of deliberate grassland fires.

**Objective 2 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A prosperous Wales:** Deliberate fires are responsible for millions of pounds' worth of damage across Wales. By working actively and collaboratively to prevent deliberate fires from occurring and minimising the impact when these fires occur, there is an enormous positive impact on the Welsh economy. Our intervention means that businesses can continue to operate, families can live safely in their homes and crops are safeguarded.

**A resilient Wales:** Deliberate fires cause significant damage to the environment, the local landscape and the ecosystem and this in turn has the potential to negatively impact on the community.

**A healthier Wales:** As well as the obvious risks of fire and smoke on health through burns and smoke inhalation, our work with health agencies has identified that there are real risks to health from being exposed to the by-products of fire. Smoke and flames are visible but other by-products of burning are often not as apparent and can have serious and long-term risks to public health, particularly to those who are young, old or have existing health conditions.





**A more equal Wales:** Communities can be blighted by the aftermath of deliberately set fires and the visible after-effects of a fire has a negative effect on that community. The damage can often deter potential investors as well as impacting on well-being.

**A Wales of cohesive communities:** The initiatives that the Service has put in place to reduce the number of deliberately set fires have a strong focus on ensuring that the community plays its part in identifying that this kind of behaviour and the impact arson has is not acceptable. Local community groups are often an essential means of identifying risk and supporting partners in promoting safety messages.

**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, particularly at large cultural events such as Eisteddfodau. Sport has been used as a means of engaging with young people by providing diversionary activities that have a strong safety message as well as being fun to attend.

**A globally responsible Wales:** Preventing deliberate fires from occurring and improving prospects for those communities who suffer this kind of crime helps all our partners achieve their well-being objectives and makes us stronger as a nation



## Objective 3

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

**Improvement Objective Owner:** Mydrian Harries

**Improvement Objective Lead:** Karen Jones

**% Complete:** 25%

**RAG Status:** Green

### Improvement Objective Progress Update:

During Quarter 1 the Service has continued to collaborate with our road safety partners, such as Local Authorities, to deliver our part of the Welsh Governments Road Safety Framework. This Quarter saw some outcomes from the Framework review that was undertaken last year and we have seen the exciting new governance structure that will be put in place soon to help take us up to 2020 and beyond. The Corporate Head of Prevention & Protection is now a member of the new Welsh Government Road Safety Board placing the focus from a Wales Fire and Rescue Services perspective firmly within the strategic planning of road safety in Wales for the future.

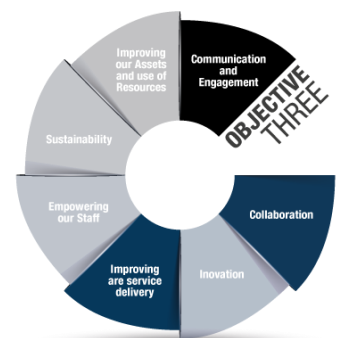
In June, the Service organised and carried out the second, very successful, multi-agency Car Cruise event at the Royal Welsh Agricultural Show Ground. Cruz Cymru 2018 brought partners from across Wales including Go Safe, Dyfed Powys Police, ROSPA, North Wales and South Wales FRS together with our target audience of car enthusiasts and the public. The Event was attended by over 3000 people and attracted over 400 cars. The day allowed the three Fire & Rescue Services in Wales to bring a dedicated focus on road safety within Wales and obtain a young target audience to engage with us in a positive way. This year's event saw volunteers, from both Mid and West Wales Fire and Rescue and South Wales Police Volunteer sector, provide excellent support in providing 25 volunteers to assist with engagement and intervention.

The Revolutions youth road safety courses are still in high demand with Youth and Road Safety Service Groups within Mid and West Wales. Virtual reality sets enable us to deliver more courses across a wider Service area, providing this intervention to diverse groups, using new technology to control the devices via a cloud base programme. The Service has also supported Community Speed Watch (CSW) activities, where local CSW groups have arranged events to raise awareness of the dangers of speeding through their communities and the impact this can have on local people and schools.

**Objective 3 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** Road safety is a responsibility that is shared across a number of partners such as the Police, Local Authority road safety teams and charities in order to deliver improvement. The Service recognises that it has a unique role to play in sharing its knowledge and experience on road risk and the impact of Road Traffic Collisions with the community and with partners.

**Improving our Service Delivery:** The Service seeks to use technology and current data trends to target high risk audiences by adapting our intervention and diversifying our activities. In doing so, we will better meet the emerging risks of our communities.



**Communication and Engagement:** The Service has led on an All Wales approach to road safety through its role in managing and hosting the Cruz Cymru annual road safety event. Partner interventions have been showcased at an event designed to appeal to the public as well as attracting an audience of motor enthusiasts. High profile collaboration with partners and delivering a focussed co-ordinated engagement strategy is key to reducing road traffic accidents.

**Objective 3 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

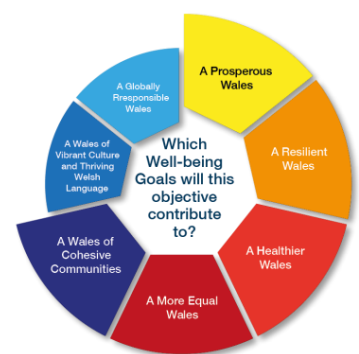
**A prosperous Wales:** Road Traffic Collisions account for a devastating amount of death and injury on Welsh roads each year. As well as having a huge impact on families and the community, each collision will have a detrimental financial impact to a lesser or greater extent dependant on the outcome. These losses arise through road closures and the impact this has on the economy, repairs following the collisions and of course the damage to the vehicles. By working actively and collaboratively to reduce the number of Road Traffic Collisions, the financial and societal costs can also be reduced.

**A resilient Wales:** Road Traffic Collisions can cause damage to the environment by the pollution that is very often caused following the collision. Reducing speed and promoting safer driving also reduces vehicle emissions.

**A healthier Wales:** Deaths and injuries from Road Traffic Collisions account for a significant amount of all such statistics. This obviously has a devastating effect on those involved, but is also a huge burden on health agencies, from ambulances attending the incidents to the costs of care and rehabilitation which can be staggering. Injuries sustained at Road Traffic Collisions are often life-changing but also often avoidable.

**A more equal Wales:** Providing information and advice on road safety is targeted at those groups we know are at greater risk of having a collision. This intervention, we know, improves driving behaviour and reduces the risk to all.

**A Wales of cohesive communities:** The Service has a wide range of initiatives to improve the safety of Welsh roads. Collaborative working means that we can provide messages about road safety using a range of partners and methods of delivery.



## Objective 4

### Our role in Public Service Boards and the implementation of their Well-being Plans.

**Improvement Objective Owner:** Rob Quin

**Improvement Objective Lead:** Ceri Jackson

**% Complete:** 40% (on-going)

**RAG Status:** Green

**Improvement Objective Progress Update:** The Service continues to play a strategic role in each of the six Public Service Boards within the Authority area. Well Being plans (the culmination of 2 years work) have been developed and have now been launched, which identify the priority areas to be addressed within each of these areas and MWWFRS have played an integral part in producing these plans, taking a lead role in many aspects of their development.

Sub-groups assembled to deliver work streams relating to these priorities are now in place to deliver these priorities, a number of which are being led/chaired by members of MWWFRS e.g. 'Early Years' in Carmarthenshire, 'Tackling Rurality' in Pembrokeshire and 'Ageing Well' in Neath and Port Talbot. In addition, MWWFRS representatives are also leading some bespoke initiatives, examples of which include promoting and increasing access to public defibrillators in Pembrokeshire and developing an information/data sharing agreement across organisations in Carmarthenshire.

Our involvement within the PSBs has been significant in shaping the priorities moving forward and in challenging traditional thinking and ways of working, and promoting innovation.

**Objective 4 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** Working collaboratively with our partners as part of our Public Service Boards will enable us to deliver our services in a better, more cost effective and efficient way – ensuring effectiveness, good value for money and demonstrating efficient use of public resources.

**Innovation:** Working with our partners through Public Service Boards, will enable us to explore different and innovative ways of working, thus ensuring we continue to meet the present and future needs of our communities.

**Improving our Service Delivery:** By working collaboratively with our partners as part of our Public Service Boards, we will coordinate, prioritise and synchronise our approaches to the services we provide, ensuring we provide our communities with the best service possible.

**Empowering our Staff:** Staff will develop their knowledge and skills through a continuous programme of development and partnership working, ensuring they are empowered to prevent incidents occurring, whilst maintaining the capability to respond to Fires and other Emergencies. We will also empower our staff to embed the ethos of the Wellbeing and Future Generations (Wales) Act 2015 within their day to day work.



**Sustainability:** The co-ordinated approach to communications, consultation and engagement, provided by the framework of the Public Service Boards, will enable the Service and its partners, to engage with a far wider public audience on matters that are important and may potentially impact on them.

**Improving our Assets and use of Resources:** By working collaboratively with our partners as part of our Public Service Boards, we will improve and maximise the utilisation of our assets in the most effective, sustainable and environmentally friendly way.

**Communication and Engagement:** The co-ordinated approach to communications, consultation and engagement, provided by the framework of the Public Service Boards, will enable the Service and its partners, to engage with a far wider public audience on matters that are important and may potentially impact on them.

**Objective 4 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** The Service will contribute to A Prosperous Wales by embedding the ethos of the Wellbeing of Future Generations (Wales) Act 2015 and undertaking our role as statutory members of our Public Service Boards. This will enable us to play our part in creating an innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately.

**A Resilient Wales:** A Resilient Wales will enable us to assist in creating a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example, climate change).

**A Healthier Wales:** Embedding the ethos of the Wellbeing of Future Generations (Wales) Act 2015 and undertaking our role as statutory members of our Public Service Boards, will enable us to contribute to creating a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

**A more Equal Wales:** Undertaking our role as a statutory member of our Public Service Boards, will enable us to contribute to creating a society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic circumstances).

**A Wales of Cohesive Communities:** This Improvement Objective will enable us to assist in maintaining attractive, viable, safe and well-connected communities.

**A Wales of Vibrant Culture and Thriving Wales Language:** Embedding the ethos of the Wellbeing of Future Generations (Wales) Act 2015 and undertaking our role as statutory members of our Public Service Boards will enable us to contribute to creating a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sports and recreation.



**A Globally Responsible Wales:** The Service will contribute to a Globally Responsible Wales, which will enable us to contribute to creating a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



## Objective 5

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

**Improvement Objective Owner:** Kevin Jones / Iwan Cray

**Improvement Objective Lead:** Meinir Morgan

**% Complete:** 10%

**RAG Status:** Red

### Improvement Objective Progress Update:

ESMCP (Emergency Services Mobile Communications Programme).

Following the departure of Programme Director (PD) Gordon Shipley and the recruitment of Bryan Clark as new PD, a complete restructure and deep review of the programme has commenced. As part of this a thorough review of the programme was launched.

From the options available, there are two options being explored fully. These are: - Option B – Incremental Delivery. There will be a series of products to allow for the early adoption of some elements of the network that are available to the 3 Emergency Services (3ES) prior to the full ESN capability. The products are broken down as follows:

**Assure** – This is a short-term product aimed at allowing the 3ES to test the network and build confidence in the coverage available. A limited number of devices will be made available to the 3ES in Wales.

**Connect** – Offers prioritised data access over the network on a SIM only contract. This could be an option for Fire to consider.

**Connect +** As above, but offers access to public telephony in addition to the data prioritisation.

**Direct** – The introduction of the ruggedised hand held device with PTT functionality.

**Prime** – Full ESN capability.

**Option D - Stopping the Programme** Exploration of the full costs and benefits of stopping ESMCP as it stands. There are three further choices attached to this option, for consideration.

- Stopping the programme completely
- Stopping the programme and starting a new programme very quickly, or
- Stopping the programme and allow 2-3 years for technology to advance before moving forward with a new programme.

The Paper is being prepared and being delivered to the Permanent Undersecretary of the Home Office in early July.

A full review will be conducted at a senior level including the Major Project Review Group, followed by full consultation through normal governance channels including Welsh Government. Any information received will be disseminated through the appropriate channels as soon as it is available.



It is public knowledge that the Airwave contract will have to be extended to ensure continued coverage for the 3ES in the UK and commercial discussions are currently underway between the Home Office and Motorola to move this forward. It would be inappropriate to comment further on this at this time, and as further information is known it will be shared through the relevant channels.

**Objective 5 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** ESN will be implemented across all three Emergency Services in Wales during the same period and therefore opportunities will have to be found to collaborate with the remaining eight UK Services on many of the activities involved in transitioning onto ESN. These will include, training; fitting of vehicle systems; control room upgrades; trials and tests as well as overall governance and planning.

**Innovation:** ESN uses a 4G mobile network which is dedicated solely for Emergency Service use. This is the first of its kind anywhere in the world.

**Improving our Service Delivery:** ESN will provide a platform for technological advances to be accessed which are not available with the current Airwave system. These advances will allow us to design and develop new working practices to ensure that our staff and our communities benefit from an improved service.

**Sustainability:** ESN will provide a long-term solution for Emergency Service communications and therefore the infrastructure being put in place now will be sustainable for many years to come. In addition, ESN devices will be based upon 'commercial off the shelf' mobile devices and will therefore be easy to repair and cheap to recycle.

**Improving our Assets and use of Resources:** ESN will allow less devices to be used to improve critical communications. One device will be capable of much more functionality than was previously possible. Less devices means less problems, less cost and less waste.

**Communication and Engagement:** ESN will provide a much-needed improvement to the current critical communications system that the UK emergency services have in place. As this is an entirely new concept it presents a huge opportunity for staff members to influence and shape the development of ESN and the additional potential benefits which include incident ground digitalisation.

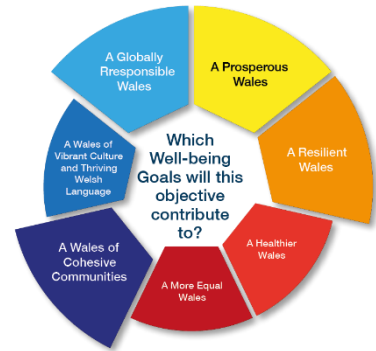
In ensuring that this engagement takes place, we will also have to consult with partners in other Emergency Services and other sectors, such as Local Authorities and charity organisations to ensure that their needs are also met.





**Objective 5 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** ESN will provide an innovative and unique solution to the provision of Emergency Service Communications in the UK and Wales will be world leaders in this respect. ESN when fully operational will provide considerable cost savings, compared with the current system and will provide further opportunities for the workforce in Wales to become involved with ESN through related projects such as infrastructure installation, vehicle installation, consultancy etc.



**A Resilient Wales:** ESN will provide a resilient communications system for the eight Emergency Service Organisations in Wales.

**A Wales of Cohesive Communities:** As part of the ESN roll out, mobile 4G on EE’s network has to be improved. This will profit all communities as they will benefit from enhanced mobile phone and mobile data cover across many parts of the principality. This will also enhance the safety and connectivity of communities.

**A Globally Responsible Wales:** ESN is being pioneered in the UK and when successfully completed may go on to be adopted by many more countries across the globe.



## Objective 6

### Implementation of options developed from the Service Review Programme.

**Improvement Objective Owner:** Rob Quin

**Improvement Objective Lead:** Craig Flannery

**% Complete:** 50%

**RAG Status:** Green

#### Improvement Objective Progress Update:

Work is continuing across the various strands of the Service Review. The On-call project has now moved into the implementation stage and a bespoke implementation team assembled to begin working through the implementation of the 71 recommendations identified through the on-call review.

Areas of Service Review work relating to operational response are now coming to fruition and the Service is now well informed in relation to changes that will result in improved efficiency within that field. Examples include: the potential introduction of compact appliances, better suited to operate within the rural communities; and changes to aspects of our technical rescue capability, including: line rescue, bariatric and large animal rescues, water rescue and disposition of aerial appliances.

The outcome of the Service Review has also enabled us to transfer particular functions to ensure better alignment to strategic areas of responsibility, e.g. National Resilience into the response directorate, purchasing and supplies aligned to transport and Joint Emergency Services Interoperability Programme (JESIP) aligned to People Development.

The T20/20 project is progressing well and the integrated software platform (Firewatch) is in the process of being implemented. This will form the basis for several business and process improvements including: GPS tracking of operational personnel; Real time integration of UAV imagery with GPS tracking; data access and sharing across partner agencies; 3D mapping of operational environments using virtual and augmented reality technologies; and the introduction of contactless payment for our on-call staff, reducing the need for paper based processes and unnecessary handling.

This work is attracting considerable attention from Fire Sector organisations worldwide with approaches being made from across the UK, Europe, North America and the Middle East in relation to what we are developing within MWWFRS. We are also extensively engaged with suppliers and developers of IT systems and technical equipment; many of whom want to work with us to develop next generation hardware and equipment.

#### Objective 6 has enabled the Service to meet its Strategic Priorities in the following way:

**Collaboration:** The Service Review Programme will utilise internal collaborative partners from across the Service to ensure professional judgement from subject matter experts and the wider workforce is both collected and considered.

**Innovation:** New technology and innovative working practices continue to be explored to ensure value for money and a continued high standard of Service Delivery.



**Improving our Service Delivery:** The Service Review Programme will enable the wider organisation to focus more on continuous improvement thinking and to consider these opportunities in relation to the five strands previously mentioned.

**Empowering our Staff:** Empowering our staff to contribute to the implementation of options in terms of ideas, suggestions and lines of enquiries.

**Sustainability:** All options developed for consideration were impact assessed for their long-term viability, part of which will be the consideration of internal and external drivers and their potential impact on the Service in the next one to ten years.

**Improving our Assets and use of Resources:** The ethos of the Service Review Programme is to ensure that the correct resources are allocated to the prevailing risk within the communities of Mid and Wales Fire and Rescue Authority.

**Communication and Engagement:** The outcomes of the Service Review Programme continued to be communicated to employees.



**Objective 6 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** The Service will contribute to a Prosperous Wales through the consideration of more effective working practices in order to increase productivity and optimise the use of resources, whilst exploring opportunities to further develop our people into global citizens. The Service Review also ensures the efficient use of public money for the provision of an emergency service, where prevention and protection activities continue to reduce the incidents the Service would otherwise attend.



**A Resilient Wales:** Through the consideration of new technology and innovation within our Service, where our impact on the environment is better understood in order for reductions in our carbon footprint to be achieved, all the while continuing to maintain a high standard of Service Delivery. The implementation of the Service Review will ensure that all facets of Service Delivery are optimised, through the effective and efficient use of physical and human resources.

**A Healthier Wales:** A Healthier Wales will be contributed to through consideration of our people’s mental health and well-being in undertaking their sometimes-challenging roles associated with the wider emergency responder role, as well as ensuring the health and well-being of all staff members through various organisational initiatives. And by considering our prevention activities and more holistic interventions in the communities we serve.

**A more Equal Wales:** The Service Review Programme will assist with a more Equal Wales through the exploration of 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:** A Wales of Cohesive Communities will be contributed to through the consideration and use of community based facilities and partnership working with new and existing organisations and sectors, all of which helps foster a sense of belonging and unity amongst the well-connected communities.



## Objective 7

### Fire Medical Response.

**Improvement Objective Owner:** Roger Thomas

**Improvement Objective Lead:** Peter Greenslade

**% Complete:** 15%

**RAG Status:** Green

#### Improvement Objective Progress Update:

Fire Medical Response (FMR) provides an emergency response to support the 'chain of survival' on behalf and in support of the Welsh Ambulance Service Trust (WAST). Mid and West Wales Fire and Rescue Service (MWWFRS) staff currently respond to 4 main clinical call types, namely Cardiac Arrest, Unconsciousness, Obstructed Airway and Severe Haemorrhage. Assistance is also provided by fire service responders who utilise their trauma training to resolve incidents effectively.

FMR operates a two-Level model with responders providing an emergency response to RED and AMBER Medical Priority Dispatch System (MPDS) codes. Level 1 FMR is provided by personnel at Defibrillator Only (DO) stations, with personnel responding to the MPDS codes aligned to their competency and training level. These staff are required to hold the Immediate Emergency Care (IEC) qualification and complete a basic life support and defibrillator awareness session, provided in collaboration with Cariad, a charitable organisation supporting MWWFRS with defibrillator training. Level 2 FMR is provided by personnel at Co-Responder stations who respond to the MPDS codes in line with their competency and level of training. These staff must hold the IEC course and complete a two-day gap course.

There are currently 8 stations undertaking Level 1 FMR, namely Knighton, Rhayader, Fishguard, Whitland, Newquay, Llandeilo, Pontyates and Llandovery have recently responding to Level 1 calls. There are currently 17 stations undertaking Level 2 FMR. These are Montgomery, Llanidloes, Builth Wells, Llanwrtyd Wells, Hay on Wye, Presteigne, Tregaron, Aberaeron, Lampeter, Cardigan, St. David's, Narberth, Crymych, Reynoldston, Amman Valley, Newcastle Emlyn and Llandysul. Machynlleth will shortly be available as a Co-Responder station having recently completed the training requirements to undertake this function. Welsh Ambulance Service Trust (WAST) have been informed and are currently making arrangements to include Machynlleth in future mobilising to Level 2 FMR incidents.

MWWFRS have responded to 46 Level 1 FMR calls since 01 April 2018. The top three incident types attended are: - Chest Pain/Cardiac Arrest/Heart condition at 24 incidents (52%) No action/no treatment given at 6 incidents (13%) Breathing Difficulties/impairment /respiratory arrest at 5 incidents (11%) Since 01 April 2018 FMR incidents attended resulted in 3 persons who were in cardiac arrest having return of spontaneous circulation (ROSC). MWWFRS have also responded to 277 Level 2 Co-Responder calls since 01 April 2018.

#### Objective 7 has enabled the Service to meet its Strategic Priorities in the following way:

The provision of fire medical response is reliant upon a strong partnership with the Welsh Ambulance Service Trust (WAST). Service Delivery to communities is improved as additional medical response assets become available throughout the Service area



increasing the level of medical intervention to our communities. Staff training and support has been enhanced to meet a challenging and changing working environment.

**Objective 7 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

Fire medical response aims to make Wales a healthier nation by allowing the Service to support our medical partners by providing immediate, lifesaving medical interventions to communities within our Service area. This in turn will enable communities to be more cohesive and resilient.



## Objective 8

**Our response to water related incidents and developing our role in educating and advising communities.**

**Improvement Objective Owner:** Roger Thomas

**Improvement Objective Lead:** Justin Lewis

**% Complete:** 80%

**RAG Status:** Green

**Improvement Objective Progress Update:** In April 2017, the Welsh Fire and Rescue Services (FRS) were given a statutory duty to respond to flooding emergencies. The Welsh Government also made grant monies available for the Welsh FRS's for the replacement of existing water rescue equipment assets including vehicles and personal protective equipment (PPE). As part of the grant funding, Mid and West Wales Fire and Rescue Service bid to replace all of the flood and water rescue protective clothing, along with the emergency vehicles and boats.

The new vehicles have 4x4 capacity to allow them to access challenging terrain within remote areas. The vehicles have been built by E1 (Coach Builders) and were delivered into Service in January 2018. The Training department are delivering familiarisation training of the vehicles prior to going 'on the run' by the end of July 2018. The new boats have also been delivered and are currently having the new engines fitted by the transport department to allow them to be delivered out to stations with the new vehicles.

In addition to the procurement and delivery of new vehicles and equipment, MWWFRS will also be hosting a 2-day Flood and Water Rescue Exercise in October 2018. This multi-agency exercise will include a range of partners from within the Local Resilience Forums (LRF) in Wales, including third sector partners, and will provide responders with a unique opportunity to test resilience plans and operational procedures in a challenging environment.

**Objective 8 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** We will collaborate with North and South Wales Fire and Rescue Services to identify the most cost effective and efficient delivery method for operational resources to flooding incidents.

**Improving our Service Delivery:** We will continue to participate in the All Wales flood group, ensuring that all blue light services, Category 2 and third Sector responders engage and deliver a progressive and seamless approach to all Flooding and Water Rescue Incidents.

**Empowering our Staff:** Staff will develop their knowledge and skills through a continuous programme of development and partnership working, ensuring they are empowered to prevent incidents occurring, whilst maintaining the capability to respond to Flooding and Water Rescue activities.



**Sustainability:** We will continue to collaborate with key partners to share ideas and find innovative solutions to reduce the effect of flooding throughout Wales. We will identify existing and new risks, developing flood prevention and response techniques now and for the future.

**Improving our Assets and use of Resources:** We will continue to review the way flood/water based activities are structured, resourced and equipped to support the business, taking cognisance of Local, Regional and National Learning outcomes.

**Objective 8 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** We will contribute to a more prosperous Wales through the continued delivery of Flooding and Water rescue prevention activities to reduce the number of and types of Flooding incidents and their consequences across Wales.

**A Resilient Wales:** We will work with communities to become involved in the local solutions for managing flood risk, raising awareness of flood risk and its consequences. We will also continue to engage with collaborative partners to reduce the incidents of Death and Injury caused by Flooding and Water incidents.

**A Healthier Wales:** We will continue to work with key stakeholders to deliver preventative activities. Our response capability will be developed in line with national expectations, creating a healthier Wales through a reduction in incidents and a more robust delivery model.

**A Wales of Cohesive Communities:** We will continue to engage with communities and collaborative partners in all areas of planning and response to ensure a more cohesive approach to flooding, Water rescues and with the reduction of Water rescue and Flooding incidents.





## Objective 9

To invest in our people.

**Improvement Objective Owner:** Roger Thomas

**Improvement Objective Lead:** Mark Miles, Richard Woodhead and Peter Greenslade.

**% Complete:** 25%

**RAG Status:** Green

### Improvement Objective Progress Update:

#### People and Organisational Development

The annual Individual Development Review (IDR) process closed on 30 April. At the close of this process, the completion rate was in excess of 90%. It is noted that some individuals had not completed the IDR process by the deadline, however, Heads of Department will ensure these are completed shortly.

Assessment and Development Centres (ADC's) represent the initial gateway for operational employees who seek promotion to supervisory, middle and strategic management roles. In order to assist future succession planning; the Service will facilitate two ADC's for supervisory and middle management vacancies during 2018/19. This will ensure that the Service is able to support the future development of operational personnel in a co-ordinated and effective way. Strategic ADC's are normally facilitated on a biennial basis.

Apprenticeships - An All Wales Group has been established to look at the options for adopting apprenticeships into the Fire and Rescue Service. The group has been supported by representatives from Skills for Justice (SfJ) and an Apprenticeships Manager from Welsh Government (WG). Welsh Government have stated that apprenticeship schemes will only be funded if they are based on the relevant National Occupational Standards. Thus, in order to access the funding, the Welsh FRS's have created a Welsh Firefighter qualification (NVQ Level 3 Firefighting Operations) which has recently been placed onto the Welsh Framework.

Investors In People - On the 30 April 2018, the Service began its Investors in People (IIP) biennial assessment. Following the success of the 2015/16 IIP assessment where the Service achieved Gold Accreditation, we have chosen to be assessed against the new Generation Six Platinum assessment. The on-line survey was sent to every employee in Service. The survey was open for four weeks and on the closing date, there were 567 returns giving the Service a 43% completion rate. IIP Assessors have confirmed that for an organisation the size of Mid and West Wales FRS, this is a very encouraging return. On 01 June 2018, the onsite assessment began. In total, there will be 46 interviews conducted with employees across the Service area. These interviewees have been randomly selected by IIP and represent a cross-section of organisational employees. Additionally, the IIP assessor will conduct five group discussions with approximately sixty people in total. Following the information gathering exercise, the IIP Assessors will triangulate all of the evidence and will produce a comprehensive report which will be available by the end of July 2018 outlining the final accreditation for the 2018 assessment.

Incident Command Training and Development - The Service has now adopted Skills for Justice qualifications for all management levels. These have been assessed externally by an External Quality Assurer who has scrutinised the process and the evidence presented



by Incident Commanders and subsequently, the People Development Department has been granted Direct Claims Status. This means that due to the processes and systems we have in place to measure competence against the qualifications, the External Assessor is satisfied that we meet all of the performance criteria specified by the Awarding Body, namely Skills for Justice.

Leadership and Management Training - Following a comprehensive review of leadership training in Service, we now have three established pathways for future leaders, these being the Discovery Programme for Supervisory Managers, the Challenge Programme for Middle Managers and the Pioneer Programme for those who aspire to the Strategic Level. Each of these programmes offer varied delivery methods and each aligns to the specific needs of those expected to work at each management grade. In support of these programmes, the Service has also facilitated Leadership and Management Seminars for Supervisory and Middle managers across the Service with the themes for each seminar being selected from best practice concepts.

### **Human Resources**

Briefing sessions for line managers have been developed and will be delivered during Quarter 2 and Quarter 3. The briefings aim to reinforce the manager's responsibilities in relation to people management activities and set clear parameters between the line manager's role and the role of HR. The arrangements to commence a project to transform the way HR Services are delivered have been finalised during Quarter 1, and will be a key focus of the Department's activities during 2018/19. The HR Transformation Project is about reducing duplication, automating many processes and devolving responsibility for people matters to the right areas.

### **Training Delivery**

The Training Delivery Department has provided Initial training to 67 new On Call employees during the first three months of 2018/19 and are currently heavily involved in the preparations for the Point of Entry (PoE) testing for the Whole-time Duty System recruits course which will be initiated in Q2. The Department have suffered from personnel movements and long-term sickness in Q1, however have maintained the provision of risk critical skills training to keep the Service's risk critical skills gap to below the 5% target.

Departmental staff are continuing to support Estates in exploring the opportunities presented by the planned Northern Area Development Project and have also been involved in research and design testing of 'pre-flashover warning' Breathing Apparatus safety equipment. The Department has also produced the first Safe and Effective Working Practices factsheet which provides simple direction on key learning and safety points to support operational crews dealing with operational incidents.

The All Wales Operational Assurance report has confirmed that the Department is performing at 'Established' and 'Advanced' levels for the focus areas scrutinised during the recent Assurance process and the development areas from the report have already been built in to the 2018/19 Business Plan and significant progress is being made in these areas to date. The Department has implemented a robust Quality Assurance strategy to ensure that quality and consistency of standards are maintained across the Department.



**Objective 9 has enabled the Service to meet its Strategic Priorities in the following way:**

**Innovation:** The training of operational staff in new equipment and techniques is critical in ensuring that the Service provides a comprehensive and equitable provision of operational response to all citizens within its communities.

Due to the geographical expanse of our Service and the diverse workforce we employ, we will adopt and develop innovative methods such as electronic technology and digital platforms which support the learning and development needs of our employees.

**Improving our Service Delivery:** In an effort to improve the way in which the Human Resources Department provides its services both internally and externally, and provide manager advice and guidance in a far more efficient way, a review of Procedures will be undertaken in order to simplify such guidance wherever possible, and consider the provision of wider toolkits for publication to the @Work site.

Leadership and management pathways have been embedded to ensure our current and future leaders have the correct skills and knowledge to deliver the best possible outcomes for the communities we serve. Leadership pathways include the Discovery Programme for Supervisory Managers, the Challenge Programme for Middle Managers and the Pioneer Programme for aspiring Strategic Managers.

**Empowering our Staff:** Suitably trained staff will possess the appropriate skills to effectively respond to operational needs in a safe and effective manner.

In line with our Organisational Development Pathways we will embed a learning culture that meets the current and future needs of our Service.



**Sustainability:** In accordance with our strategy for succession planning, we have embedded a Talent Management process which identifies the most talented individuals in our organisation, either in view of their high potential for the future or their business-critical roles. The link that exists between talent, talent management and succession planning will support the way in which our Service identifies, integrates, develops, motivates and retains the most talented people.

The Human Resources Department is continuing to develop electronic procedures as part of the commitment to reducing travelling and the use of consumables.

**Improving our Assets and use of Resources:** The introduction and training on new firefighting equipment and techniques ensures that personnel are being provided with the most effective resources to deal with emergencies. Provision of training delivery at local level, where appropriate, ensures that resources are being used most effectively.

Using the Investors In People (IIP) Generation 6 Standard, we aim to improve the way we work and strengthen our organisational resilience. We will achieve this by reviewing our learning and development strategies and seeking feedback from our employees about the way we invest in them. Building on our IIP Gold accreditation, we aspire to achieving the



highest accolade available from IIP to ensure that internal and external stakeholders recognise the commitment we are making to people and organisational development.

**Communication and Engagement:** Employment Relations Updates are issued as much as possible to keep employees and managers informed on matters which affect them through National contractual negotiations or pensions issues for example. The frequency of Updates will increase moving forward in an effort to update on a wider range of issues.

Through our Individual Development Review process, to ensure our people have the skills and qualifications needed to fulfil their roles effectively, our employees will engage with their managers to evaluate and appraise their learning and development needs.

**Collaboration:** Through forums such as the National Issues Committee (NIC), Public Service Boards (PSBs) and Local Resilience Forums (LFR's), we will collaborate with and engage with stakeholders to review, develop and procure the most up-to-date learning and development opportunities for personnel at every level.

In collaboration with North and South Wales Fire and Rescue Service, we will create a range of assessment and development methods that allow us to identify the best leaders for the future. We will also review and evaluate the effectiveness of any process used to select and develop our future leaders.

### **Objective 9 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** The Service has embraced the principle of developing new and existing employees through a variety of apprenticeship programmes so that they receive the best learning and development opportunities available to them.

**A Resilient Wales:** Maintaining a low risk critical skills gap will ensure that operational staff are training in accordance with National Guidance and Health and Safety Legislation. This in turn will allow operational staff 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 is committed to providing the necessary support and advice to employees, in order to ensure that they not only attain the necessary fitness levels as part of the operational role requirements, but also achieve a far better 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 development coupled with greater linkage with other departments should improve engagement with all staff.

**A Wales of Cohesive Communities:** Provision of driver training for Fuel Cell Vehicles will allow the Service to reduce the carbon footprint of vehicle movements. The provision of training, where appropriate, at local training facilities and stations reduces road risk and environmental impact.



## Objective 10

To make the best use of our assets and resources.

**Improvement Objective Owner:** Kevin Jones

**Improvement Objective Lead:** Sarah Mansbridge

**% Complete:** 60%

**RAG Status:** Green

### Improvement Objective Progress Update:

Work is progressing on delivering the 5-year Capital Programme as approved by Fire Authority in February 2018. Progress is monitored via the Strategic Asset and Capital Management Group, whose purpose is to ensure asset management practices and investment in to physical infrastructure, supports the strategic planning objectives and is consistent with best practice. In addition, a project board has been set up for the Northern Area Workshop and land options are currently being considered. Also, the inaugural meeting of a Vehicle Sustainability group has taken place and terms of reference have been drafted for consideration and sign off.

The draft Asset Management Framework (Delivering Asset Improvement and management) has been circulated to officers for consideration and will be presented to the next Strategic Asset and Capital Management Group. Adopting asset management principles in the plan allows us to demonstrate that we are delivering services optimised to whole life cost. This confirms that planning and programming is efficient and alternative options of cost, benefits and standards of service are available, allowing informed choices for both Executive Officers and the Fire Authority.

Under the guidance of the Strategic Workforce Group, a comprehensive exercise has been completed by Human Resources and Finance teams to reconcile the approved establishment and budgeted establishment. The outcome of the exercise is a realigned detailed budget which will provide a sounder basis for budget monitoring.

**Objective 10 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** We are working with others to deliver our services in a better, more cost effective and efficient way by building on existing relationships and looking for new opportunities to develop with new and existing partners, to make the most effective use of our assets. We will support the delivery of better outcomes for our communities and assist in delivering our services in a better, more cost effective and efficient way, improving effectiveness, ensuring good value for money and demonstrating efficient use of public resources. We will continue to share assets with partner organisations such as the Police, Fire and Rescue Services and Welsh Ambulance Service Trust.



**Innovation:** We will develop our Service through innovation in order to maintain and improve the way our Service meets the present and future needs of our communities. Working with partners to identify opportunities for co-location, wider public access and to ensure that our asset management strategy is in tune with other public-sector body visions and we continue to explore opportunities to maximise 'community benefits' through



procurement best practise. We will continue to explore opportunities to use innovative technology to improve service delivery.

**Improving our Service Delivery:** We will improve the way we meet the needs of the people that work, live and visit our communities to make them safer. We will continue to adapt our assets and resources to meet the continuing financial challenges we face, and also continually review our asset base to ensure it is future proofed. We will work to identify and meet new requirements to ensure we continue to provide a Service which remains at the forefront of service delivery development.

**Empowering our Staff:** We will ensure that we have a healthy and safe workforce with the right knowledge, skills and behaviours. Ensuring that teams have the right skills, receive adequate training and are responsible for continual professional development (CPD), including membership of appropriate organisations relating to Asset management. We will ensure that all activity relating to assets are undertaken in accordance with the relevant policy, procedure or safe systems of work.

**Sustainability:** We will work towards minimising the environmental impact our assets may have on the environment. 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. When developing the capital investment programme, we will ensure that the sustainability and environmental factors are fully considered.

**Improving our Assets and use of Resources:** We will improve and maximise the utilisation of our assets in the most effective, sustainable and environmentally friendly way. Asset benchmarking provides a robust process for senior decision makers and managers to measure asset performance. We will ensure that we have the physical assets to support and respond to the delivery of our services, and that our Capital Investment Programme is affordable and sustainable.

**Communication and Engagement:** We will improve the way we communicate and engage with our staff, stakeholders and partners on assets, taking a positive approach to communication by being open, honest, accessible and accountable with all audiences and displaying the highest levels of professional integrity at all times. We will also engage with internal and external stakeholders to ensure the asset portfolio is fit for purpose.

**Objective 10 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** By managing our assets in a better, more cost effective and efficient way by building on existing relationships and looking for new opportunities that will maximise community benefits, we will enhance our contribution to the local economy and reduce costs to society.

**A Resilient Wales:** By maximising the benefits of our asset management policy, strategy and plan and involving partners in future options, we will make all our partners stronger.



## Objective 11

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

**Improvement Objective Owner:** Kevin Jones

**Improvement Objective Lead:** Head of ICT and Ceri Jackson

**% Complete:** 25%

**RAG Status:** Green

### Improvement Objective Progress Update:

Skype for Business has been rolled out to Heads and Deputy Heads of Department to encourage opportunities to reduce travel and increase flexibility. The increased use of Skype for Business is inherently linked to development of an agile working process and this will be focussed upon by the Estates team in the coming year. This is also linked to the renewal of the current Microsoft Office 365 licence which will be reviewed during 2019/20 to ensure that the licence capability aligns with the end user requirements for agile working.

The ICT Department have agreed an enhanced capability with BT Openreach to the Service Broadband. An upgrade to the system will allow for increased network speed across the Service area via the Public Service Broadband Network and the significant piece of work is scheduled to be completed by the end of the calendar year.

Discussions are ongoing with Welsh Government with regard to supporting a replacement Mobile Data system given the delays that are now being experienced with the introduction of the Emergency Services Network (ESN), this is being coordinated on an All Wales tri service basis via JESG (Joint Emergency Services Group).

**Objective 11 has enabled the Service to meet its Strategic Priorities in the following way:**

**Collaboration:** When systems and data are owned by different departments and functions, on a range of platforms and with differing arrangements and access requirements, it can be difficult to invest at scale and generate sufficient economies. We collaborate with all stakeholders at the early onset of any new technology project to create a seamless experience for the end user and ensure that a fit for purpose and progressive product is delivered.

**Innovation:** We are taking digital transformation to the next level, beyond the provision of online services and into the broader business of the Service itself. That means continually looking for opportunities to improve productivity, collaboration, scale, process efficiency, and innovation.

**Improving our Service Delivery:** The extended use of advanced information and communication technologies helps improve our business processes and secures operating efficiencies benefiting employees and stakeholders alike.

**Sustainability:** Capturing the full benefits of digitalisation results in enhanced security, robustness and more sustainable solutions for the Service, contributing to improvement in our delivery of services to the public.



**Improving our Assets and use of Resources:** We will continue to examine opportunities for improving software solutions, considering applications for business support services as well as operational response, ensuring that we deliver value for money from our digitised assets and resources.

**Communication and Engagement:** The way we communicate and engage with our staff on digitisation is very important to us ensuring that we involve all stakeholders from the early onset of any developments. We take a positive approach to communication by being open, honest, accessible and accountable with all audiences and displaying the highest levels of professional integrity at all times.

**Objective 11 has enabled the Service to meet the Well-being of Future Generations (Wales) Act 2015 goals in the following way:**

**A Prosperous Wales:** Our digitisation programme allows us to improve the way we deliver our services, providing better information as our staff support our communities. This helps reduce the number of incidents and improves the well-being of individuals which in turn reduces the costs to society.

**A Healthier Wales:** Increased connectivity and digitisation assists us in delivering both our emergency and community safety services to citizens, ensuring that we can provide advice and deliver our intervention programmes to assist individuals to improve their lifestyle.

**A Wales of Cohesive Communities:** By improving our digitised solutions and advancing information and communication technologies, we will contribute to the progression of connectivity and our delivery of services to the public.





## Objective 12

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

**Improvement Objective Owner:** Roger Thomas

**Improvement Objective Lead:** Adrian Smith

**% Complete:** 25%

**RAG Status:** Green

### Improvement Objective Progress Update:

The roll out of Multi-Function Personal Protective Equipment (PPE) to operational staff is continuing and is on course to be completed by September 2018. The Incident Command Transformation Group (ICTG) was established in the last quarter of 2017/18 and work streams have been established and stakeholders engaged in key areas around procurement of a new Incident Command Unit as well as conducting research into the provision of body worn cameras and incident command software.

The contract for structural firefighting PPE expires in March 2019, an all Wales tender document is in draft with final sign-off due in early July 2018; prior to release to the market on the 30 July. This new PPE will incorporate the latest lightweight and breathable materials which maximise protection for operational personnel whilst minimising weight. South Wales FRS are leading on this project and it is envisaged that operational trials will commence during early autumn of 2018.

Many projects are in the scoping/market research, stakeholder engagement phases, with the aim of introducing the most innovative products to meet Service requirements. Future procurements include Thermal Imaging Cameras; Fireground Radios; and Personal Issue Respirators. Work continues in collaboration with North and South Wales Fire and Rescue Services to explore the viability of Ultra High-Pressure firefighting systems in the operational environment.

### Summary of how the Improvement Objective enables the Service to meet its Strategic Priorities in the following way:

**Collaboration:** The Operational Risk Management (ORM) Department works in close collaboration with internal stakeholders, partner agencies as well as corresponding departments from North and South Wales Fire and Rescue Services. Regular inter agency and inter-service meetings ensure that any opportunity to work collaboratively is taken, thereby maximising efficiencies and savings for all involved.

**Innovation:** The ORM Department, through its Research and Development Officer, actively seeks 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.

**Improving our Service Delivery:** The ORM Department, via the Operational Learning System, will continually monitor and review our operational activities, whilst also paying cognisance to learning both locally and nationally. This enables us to make informed decisions for improved service delivery and to develop “best practice” working procedures for firefighters to adopt.



**Empowering our Staff:** ORM Department personnel are encouraged to contribute to all aspects of department activities such as targets and goal setting and are given the development support they require to do their jobs to the best of their abilities.

**Sustainability:** The ORM Department will ensure that future procurement processes are integrated with the Service’s sustainability goals and incorporate analysis of current and future operational requirements.

**Improving our Assets and use of Resources:** Through effective research and development, the ORM Department will review and assess the effectiveness of operational equipment and Personal Protective Equipment to identify technological advances and improvements that benefit firefighter safety and operational efficiency.

**Communication and Engagement:** The ORM Department will communicate and engage with key stakeholders on the development and progress of major projects. Where appropriate, we will also consult with partners in other emergency services and other sectors such as WAST and Local Authorities.

**Summary of how the Improvement Objective enables the Service to meet the Well-being Goals in the following way:**

**A Prosperous Wales:** We will 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. Where possible, we will source local suppliers which generates wealth and provides employment opportunities in the communities we serve.

**A Resilient 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.

**A Healthier Wales:** By continuously reviewing our operational activities, and by developing “best practice” working procedures which effectively reduce the risk from fire in our communities, we will contribute to a society in which people’s physical and mental well-being is maximised.

**A Wales of Cohesive Communities:** When developing new projects and processes, we will engage and consult with key stakeholders and partners in other Emergency Services and other sectors such as Local Authorities, which will contribute to safer and better-connected communities.



## 1st Quarter 2018/19 Progress on Corporate Projects

### 1. Northern Area Development Site

**Project Owner:** Roger Thomas

**Project Manager:** Peter Jones

**Project Overview:**

The Northern Area Development Project was set up to identify a suitable site to house a fleet maintenance workshop and training facility within the Powys area. The new workshop facility will provide modern facilities and a significant improvement to the current facilities located in Builth Wells.

Provision of a new training facility within the Northern part of the Service will address some of the feedback and observations captured during the information gathering process of the On-Call Project.

**Project Update:**

Whilst negotiations for purchasing a vacant commercial unit in Llandrindod Wells did not progress as anticipated, suitable development land owned by Welsh Government (WG) was identified in the area. Representatives from the Estates Department have met with WG who own the land parcels in Llandrindod Wells and they have provided the Service with guidance on what is required for the development agreement and provided topographic surveys. These have now been passed to Architects to map the key adjacencies between all stakeholders on the site and provide block plans for further discussion.

The next stage will be to undertake a joint valuation of the land with WG and submit a pre-planning application with Powys County Council. The Service's Training Advisory Group has identified many points in terms of the design, technology and procurement routes to take for the proposed training facility. A collaborative opportunity has also been identified with WAST.

### 2. Integrated Software Platform Project

**Project Owner:** Rob Quin

**Project Manager:** Steve McLinden

**Project Overview:**

The aim of the project is to successfully enhance the Service's business processes by introducing an integrated software system and ICT infrastructure, which will facilitate the efficient collection, collation and dissemination of business and operational information, therefore allowing existing processes to be transformed by applying 'Lean System methodologies' and being digitised.



The ambition is to develop the Service's culture to one which encourages innovation and ownership based on a solid foundation of implicit trust. This will deliver an organisation which is equipped to successfully negotiate future challenges facing Fire and Rescue Services and the wider Public Sector.

## **Project Update:**

### **FireWatch, T20/20**

Work is progressing within HR to migrate data from Terian across to Firewatch and reasonable progress is being made, although there have been some delays due to difficulties shaping the data sets into the correct format and staff having to take on the extra responsibility of uploading the data. Over the last few weeks good progress has been made and many of the earlier issues have been overcome. Preliminary work has now begun with the People and Organisational Development Department who are scheduled to be the next department to undergo the migration of data. In the wider context, the T20/20 team are engaged with the remaining departments who will have to undergo this data transition process to ensure the preliminary business mapping process has been completed prior to data migration beginning.

The T20/20 project is progressing well and the integrated software platform (Firewatch) is in the process of being implemented. This will form the basis for several business and process improvements including, GPS tracking of operational personnel, Real time integration of UAV imagery with GPS tracking, data access, body worn technology to improve firefighter safety, data sharing across partner agencies, 3D mapping of operational environments using virtual and augmented reality technologies and the introduction of contactless payment for our on-call staff, therefore reducing the need for paper based processes and unnecessary handling.

This work is attracting considerable attention from Fire Sector organisations worldwide with approaches being made from across the UK, Europe, North America and the Middle East in relation to what we are developing within MWWFRS. We are also extensively engaged with suppliers and developers of IT systems and technical equipment many of whom want to work with us to develop next generation hardware and equipment, these include some large companies, such as Microsoft and Lenovo. The T20/20 team are also part of the International Forum for the Advancement of First Responder Innovation (IFAFRI) which is led by the US Department of Homeland Security, as well as sitting on the UK National Fire Chiefs Council – Research and Development Group. The T20/20 Project Board have approved a hardware strategy designed to ensure appropriate tools are in place to support improved business processes and Llanfair Caereinion Fire Station in North Powys is being used to test these tools. If it proves effective, taking into account lessons learnt, the hardware and software changes will be implemented across the wider Service area. These improvements include: increased bandwidth at fire stations, most notably those in remote rural locations; remote connection to stations from headquarters locations; improved and enhanced software/hardware provision and video conferencing tools to reduce the need for travel.

Station 2020 in the innovation centre is working well and is proving to be a valuable engagement and communication tool. Early feedback from crews who have visited T20



has been extremely positive and has provided a level of assurance that what is being developed will be delivered.

Following the installation of equipment into Llanfair Caereinion, which is ongoing, plans are being drawn up to install the Station2020 concept in St David's with an ambition to have fully equipped stations in each of the response areas by April 2019.

### 3. Structural PPE

**Project Owner:** Roger Thomas

**Project Manager:** Ady Smith

#### **Project Overview:**

MAWWFRS forms part of the All Wales Personal Protective Equipment (PPE) group, which is currently finalising a specification requirement for new and innovative structural fire-fighting kit. The tendering process will see all three FRS in Wales evaluate the kit from those companies wishing to enter into a new PPE contract with the region, with the new contract expecting to go live from April 2019.

#### **Project Update:**

Following approval at National Issues Committee (NIC) Operations group, the three Fire & Rescue Services (FRS) in Wales agreed to adopt a collaborative approach to the procurement of new structural firefighting Personal Protective Equipment (PPE).

Extensive market research and supplier engagement has taken place in Quarter 1 to inform the tender writing process. This exercise has proven invaluable in terms of future project management and understanding of the current products available within the FRS Sector.

Work is currently underway to produce a draft tender document for release to the market on or around the 30 July 2018. An internal project board will provide governance and performance management during the life of the project. Key stakeholders from within the Service will be included within this group thus ensuring that the requisite skills and knowledge are available to deliver the project on time and within the approved budget.



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## **Powys Teaching Health Board Performance Management Framework**

Powys Teaching Health Board (PTHB) is responsible for planning, providing and commissioning healthcare services to improve the health and wellbeing of the people of Powys. In order to ensure that the best possible health and wellbeing outcomes are achieved for Powys residents and that services are provided to the necessary standards, the health board sets out in its framework for improving performance processes to provide assurance on the comprehensive implementation of its Integrated Medium Term Plan (IMTP).

The objective of this framework is to ensure that information is available which enables the Board and other key personnel to understand, monitor and assess the organisation's performance, enabling appropriate action to be taken when performance against set targets deteriorates, and support and promote continuous improvement in service delivery.

The Framework for Improving Performance is a contributor to the Board Assurance Framework which ensures that there is sufficient, continuous and reliable assurance on the management of the major risks to the delivery of strategic objectives and most importantly to the delivery of quality, patient centred services.

A key element of performance improvement and assurance arrangements is the need to ensure that individuals and teams are aware of their personal accountability for the delivery of improvements in service and performance across both directly provided and commissioned services. The Board's Strategic Objectives are cascaded through the IMTP, Annual Plan and Directorate Plans to inform objectives for all teams and individuals throughout the organisation, and measurable targets will be set and agreed. This links directly to the continuous development and improvement of Individual Performance Review and Personal Development Planning. The key mechanisms for managing performance across the organisation include:

### **The Board**

The Board receives an Integrated Performance Report on a quarterly basis. This comprises of a combination of key relevant national priority indicators, regulatory requirements, and priority local performance measures which balance quality, safety, access and finance. The Board also receives assurances in respect of performance via its Finance, Planning & Performance Committee, which is responsible for providing assurance to the Board that the health board has strong performance improvement arrangements in place. The Finance, Planning and Performance Committee will also provide assurance to the Board relating to the achievement against the health board's plans and objectives.

### **The Finance, Planning and Performance Committee**

The Finance, Planning and Performance Committee of the Board enables the scrutiny and review of matters of financial management and monitoring, planning arrangements, commissioning arrangements and performance against the delivery of national outcome measures and targets as well as capital and estate issues. The Committee's purpose is to provide assurance to the Board on the arrangements in place and to provide evidence based and timely advice to assist the Board to discharge its responsibilities in these areas as well as in relation to performance improvement within the organisation and the delivery of aims and objectives.

### **The Executive Delivery and Performance Group**

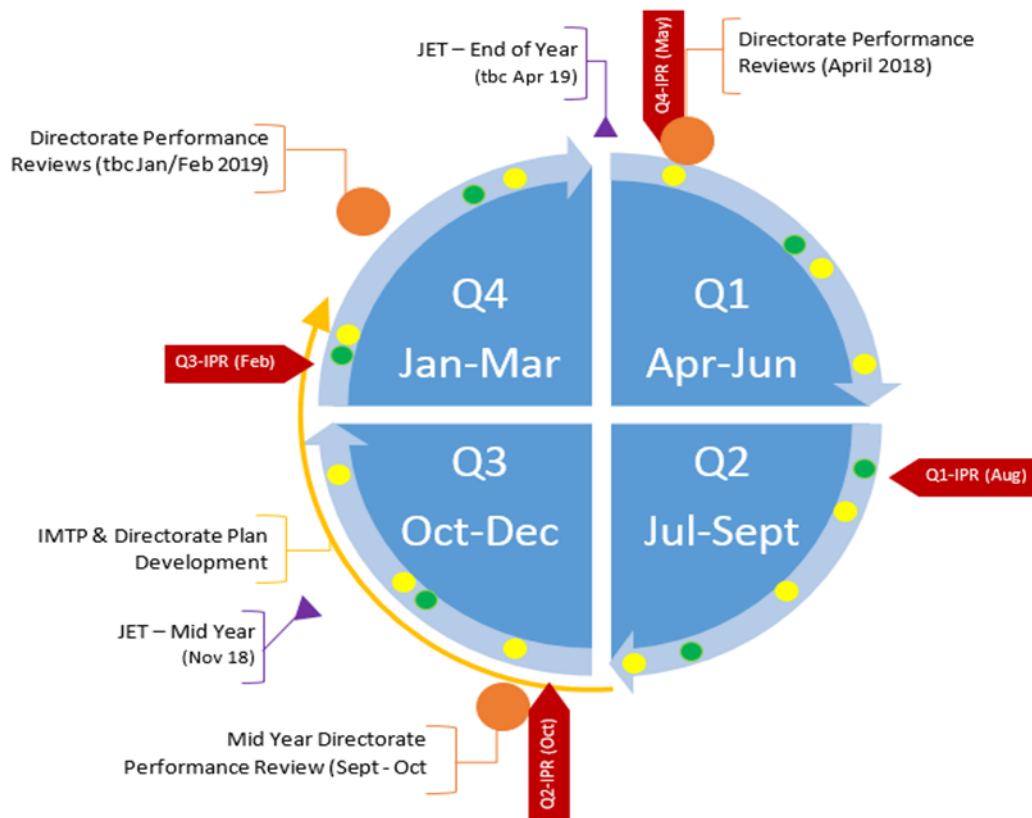
The Executive Delivery and Performance Group has delegated powers from the Board to oversee the day to day management of an effective system of integrated governance, risk management and internal control across the whole organisation's activities, both clinical and non clinical and for both directly provided and commissioned services.

The Group sets out the appropriate frameworks and procedures to support delivery of the organisational objectives including the development of the Annual Plan and will continually monitor and review operational performance, putting in place corrective measures where necessary.

**Directorate Performance Reviews**

Directorate Performance Reviews are held twice a year and will enable the Executive Team to hold Directorates to account for delivery against plan and agreed performance improvement measures and support the development of integrated future plans.

**Annual Performance Management Schedule 2018/19**



- Key: IPR – Integrated Performance Report
- JET – Joint Executive Team Performance Review (PTHB & Welsh Government)
- Delivery & Performance Group
- Finance, Planning & Performance Committee



## **PTHB organisational objectives**

### **Core Well-being Objectives**

- 1: Focus on Well-being
- 4: Enable Joined up Care
- 3: Tackle the Big Four
- 2: Provide Early Help and Support
- 5: Develop Workforce Futures

### **Enabling Well-being Objectives**

- 6: Promote Innovative Environments
- 7: Put Digital First
- 8: Transforming in Partnership

## **Integrated Performance Report**

PTHB Integrated Performance Report extract attached for information it is a substantial document. Would suggest utilising a version of the summary report to feed into the PSB Performance Management Framework.



Extract draft.pptx

PTHB Integrated Performance Report Summary extract.



Extract  
Summary.pptx

## **IPR Data Sources**

Data collated manually from following sources:

- Welsh Patient Administration System
- Public Health Wales Observatory
- Stats Wales
- E- Rostering
- Electronic Staff Record
- Medicines Management System
- Primary Care systems
- Welsh Government Performance Data
- NHS England Cancer Waiting Times System
- Datix – Patient Incident Report & Adverse Event Reporting
- National Wales Informatics Service
- Directorate Annual Plans

## **Performance Management Framework Stakeholders**

- PTHB Board
- Finance Planning & Performance Committee
- Executive Delivery & Performance Group
- Welsh Government
- Health Board Service Leads
- Public

## **Potential Barriers**

Performance reporting timetables/requirements (aligned to NHS Wales reporting timetables, NHS Wales Strategic Planning Cycle), capacity to report in different formats.

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# 3.4



## POWYS PUBLIC SERVICES BOARD

<b>Step 4</b>	Work with and influence others to improve digital infrastructure
<b>PSB lead</b>	David Powell
<b>Partners involved</b>	Welsh Government Open Reach British Telecom
<b>Scope of the step</b> What needs to be done to deliver the step?	<ul style="list-style-type: none"> <li>• Support the delivery of improved digital connectivity and support businesses to take advantage of the technology</li> <li>• Improved digital connectivity and support for businesses</li> <li>• Supporting Superfast Broadband implementation and take-up</li> </ul>
<b>Where are we now?</b> Current position, knowledge, information	<ul style="list-style-type: none"> <li>• The current position with the roll out for phase 2 is that the tenders are still being assessed. Four tenders were issued for the 2<sup>nd</sup> phase. No date for when the contracts will be awarded yet, anticipate a decision late summer.</li> </ul>
<b>Activity to date</b> What has been done already?	<ul style="list-style-type: none"> <li>• There is interest for community broadband projects at the following locations and advice has been given. These projects are in their early stages and are considering options for support as community bids under Welsh Governments Access Broadband Cymru Grant Scheme: - <ul style="list-style-type: none"> <li>• Yscir (Brecon)</li> <li>• Ystradfellte (Ystradgynlais)</li> <li>• Llanafan Fawr (Newbridge on Wye)</li> <li>• Llanfihangel-yng-Ngwynfa (Llanffynlin)</li> </ul> </li> <li>• Promotional material has been produced to support community broadband initiatives and Powys web resource is available</li> <li>• <b>Julie James AM</b> gave a presentation at the Vodafone Breakfast meeting and emphasised the need for <b>alternative community led solutions</b>. She used our <b>Crai project</b> as a good example. She would be very <b>keen for Welsh Government to give an update to Powys members</b> and also use the opportunity as a platform to encourage members to engage with their communities to bring forward Community Led Broadband Schemes / funding applications through the ABC voucher programme – September / October TBC.</li> </ul>



## POWYS PUBLIC SERVICES BOARD

<p><b>Activity for coming 3 months</b></p> <p>What do you plan to do?</p>	<p>Working with Welsh Government to organise a presentation to Powys local members on current position of Phase 2 programme and community broadband support. Welsh Government has indicated availability for October 2018.</p> <p>Using the member briefing as a platform to increase marketing activity and promotion of available support for community broadband schemes.</p> <p>Continuing support for the Business Wales Superfast Broadband exploitation through direct marketing support of Superfast support events for Powys Businesses and engagement through our own Powys Business Breakfast Networking events.</p> <p>Continuing engagement with community organisations to develop Community Led Broadband Proposals.</p>
<p><b>Barriers</b></p> <p>Is something/someone getting in the way?</p>	<p>Resource – Activity in the next two months will have a strong focus on the Powys Business Networking Events, development of the Brecon Business Improvement District, Brecon Place Plan support, development of Powys Inward Investment Strategy, development of Grow in Powys marketing materials and activity.</p>

# 3.6



## POWYS PUBLIC SERVICES BOARD

<b>Step 6</b>	Develop a holistic approach to skills and lifelong learning which offers a range of formal and informal opportunities, including apprenticeships and traineeships.
<b>PSB lead</b>	David Powell
<b>Partners involved</b>	Powys County Council
<b>Scope of the step</b> What needs to be done to deliver the step?	<p>Under Powys County Council’s Vision 2025, one of the measures in the Learning &amp; Skills Programme is to ‘Increase in the number of apprentices employed by the council from 35 to 65 by 2020.’</p> <p>A Skills and Employability Strategy for the Council is in development and will be shared with the partners of the PSB and wider audience once it has gained approval both internally and with stakeholders.</p> <p>One of the vision statements within this strategy is to raise awareness of apprenticeships and traineeships for employers / schools and the general public.</p> <p>Currently, apprenticeships are dominated by the healthcare and public services industry, accounting for 38% of all apprenticeship programmes. There are a limited number of training providers who deliver the necessary training required for specific apprenticeships / training resulting in Powys residents not being able to access a course / training of their choice and having to travel outside the County.</p> <p>This Strategy will seek to address these issues.</p>
<b>Where are we now?</b> Current position, knowledge, information	A cross-council working group is being established within Powys County Council to co-produce a strategy which will encompass all service areas. This will build on the work already undertaken by both Education Service and Regeneration in analysing the skills requirements / demand of the sector and existing supply / provision within educational settings.
<b>Activity to date</b> What has been done already?	Two workshops have been held with Regeneration, Youth Service and the Schools Service and an initial Skills & Employability Strategy has been drafted. The working group will now enhance this initial activity and produce a strategy which will be presented to the Learning & Skills Programme Board
<b>Activity for coming 3 months</b> What do you plan to do?	A Cross-Council Working Group will be established to lead on the Skills and Employability Strategy and the governance arrangements will be finalised. A Terms of Reference, project milestones and communication strategy will be agreed and reported to the Learning & Skills Programme Board.



## POWYS PUBLIC SERVICES BOARD

<p><b>Barriers</b></p> <p>Is something/someone getting in the way?</p>	<p>We would encourage members of the PSB to report on a number of apprentices currently employed and set a target for 2020.</p> <p>We would welcome opportunities for discussion around joint working or creative funding solutions to deliver the Skills &amp; Employability Strategy.</p>
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# 3.9



## POWYS PUBLIC SERVICES BOARD

<b>Step 9</b>	Undertake market research and establish an effective infrastructure to support active enjoyment of the environment and adventure tourism.
<b>PSB lead</b>	David Powell
<b>Partners involved</b>	Welsh Government Visit Wales
<b>Scope of the step</b> What needs to be done to deliver the step?	Tourism is one of the key outcomes of Vision 2025 which the Authority wants to focus on. <ul style="list-style-type: none"> <li>• Tourism and leisure based activity and attractions will increase</li> </ul> We will monitor the economic value of tourism to the economy of Powys, focusing on: - <ul style="list-style-type: none"> <li>• An increase in tourism income measured via the STEAM data categories: -               <ul style="list-style-type: none"> <li>○ Visitor Numbers</li> <li>○ Visitor Days</li> <li>○ Total economic spend</li> <li>○ Average spend per visitor day</li> </ul> </li> <li>• By 2021 the number of visitors to the midwalesmyway.com website will increase from 15,867 to over 17,500 per year</li> </ul>
<b>Where are we now?</b> Current position, knowledge, information	Tourism is a significant measure as we know that Powys is attractive to tourists with tourism currently making a large contribution to local economies especially in terms visitor accommodation, food and drink and events. Those in the county working in the tourism industry have shared their view that we need to promote the area so tourists return for future visits, visit out of main season and tourism promotes the local identity and positive uniqueness of the area. <p>Tourism is one of the priority business sectors we want to support and grow. We will continue to develop a strategic tourism offer and strategy that is focused on: -</p> <ul style="list-style-type: none"> <li>• Current tourism work programme focussed on promoting and developing the County’s tourism offer, in 4 destination partnership areas: -</li> <li>• Marketing activity – digital and traditional media channels using Mid Wales My Way visitor branding</li> <li>• Event support and development with the potential to promote Powys as an “Events County”</li> <li>• Destination development, including the delivery of specific projects and external funding to improve the tourism offer.</li> <li>• Opportunities for improved co-ordination, prioritisation of resources and sharing best practice</li> </ul>



## POWYS PUBLIC SERVICES BOARD

<p><b>Activity to date</b></p> <p>What has been done already?</p>	<ul style="list-style-type: none"> <li>• Contributed to Growing Mid Wales regional economic action plan development</li> <li>• Ongoing support for Brecon TC in opening volunteer run visitor centre in Brecon – opened end of May 2018 and reused considerable amounts of former TIC equipment and displays</li> <li>• Support for Y Gaer stakeholder and communications groups</li> <li>• Urdd Eisteddfod planning meetings, and successful delivery of tourism presence at May 2018 event</li> <li>• Attended Volva Ocean Race in Cardiff Bay (3<sup>rd</sup> June) to promote Mid Wales My Way in partnership with Visit Wales</li> <li>• Approval granted by Visit Wales for 3 Sisters RTEF project – grant of £95,000 revenue for Mid and North Powys Destination in partnership with Ceredigion CC</li> <li>• TAIS Visit Wales fund - EOI for Wales Way infrastructure development project (£160k capital) submitted in May, and invited for full application in July 2018</li> <li>• Attended Powys CC Strategic event meeting - 9<sup>th</sup> May 2018, and supporting Greg Thomas in developing Powys Event Strategy – ongoing work</li> <li>• Team catch ups with Countryside Services – 11<sup>th</sup> April &amp; 2<sup>nd</sup> July – C/S assisted in the development of the Wales Way TAIS project</li> <li>• Wales Road Race meeting to discuss event promotion for 2019 – 10<sup>th</sup> April 2018</li> <li>• Attended Mid &amp; North Powys Destination meeting – 16<sup>th</sup> May 2018</li> <li>• Attended Brecon Beacons Destination officer group – 13<sup>th</sup> June 2018</li> <li>• Attended Mid Wales Tourism Forum Meeting - 20<sup>th</sup> June 2018</li> <li>• Planning and staffing Tourism &amp; Regeneration presences at RWAS Spring Fair (May 19<sup>th</sup> – 20<sup>th</sup>) and Royal Welsh Show (23<sup>rd</sup> – 26<sup>th</sup> July)</li> <li>• Marketing, staffing and event management support for Armed Forces day, 8<sup>th</sup> July</li> </ul>
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## POWYS PUBLIC SERVICES BOARD

<p><b>Activity for coming 3 months</b></p> <p>What do you plan to do?</p>	<ul style="list-style-type: none"> <li>• Questionnaire to go out to all authorities to identify all events they are carrying out</li> <li>• Questionnaire to go out to event organisations</li> <li>• Continue to collect information from Council Members to produce a list of all the events they know of that occur in their wards</li> <li>• Next Events Working Group meeting scheduled for the 10<sup>th</sup> September</li> <li>• Promotion of Major Event, Tour of Britain cycle Race – Stage 1 route through south Powys on Sunday 2<sup>nd</sup> Sept. Partnership marketing with Sweetspot (Tour organisers) Welsh Government Major Events Unit, Carmarthenshire County Council and Newport City Council</li> <li>• Mid Wales My Way visitor facing digital marketing activity, online and via key social media channels</li> <li>• Working with Blas Cymru on a Wales Way food project, identifying high quality food producers / outlets along the Wales Way corridors in Powys</li> <li>• Attend the Mid Wales Regional Tourism Forum in Lampeter (21<sup>st</sup> September 2018)</li> <li>• Implementation of the current Visit Wales RTEF funded project (value £115k), which includes a new 'Race to the Sea' challenge event (27<sup>th</sup> October 2018) in partnership with Ceredigion County Council and other Mid Wales destination partners</li> <li>• Planning for Regen / Tourism presence at the Winter Fair</li> <li>• Attend the autumn Destination partnership meetings / forums to support destination development initiatives across Powys</li> </ul>
<p><b>Barriers</b></p> <p>Is something/someone getting in the way?</p>	<p>Not in current financial year, but forward planning is increasingly difficult due to budget / resource uncertainties.</p>

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# 3.10



## POWYS PUBLIC SERVICES BOARD

<b>Step 10</b>	Develop a strong brand to promote and attract inward investment into Powys
<b>PSB lead</b>	David Powell
<b>Partners involved</b>	Welsh Government Marches LEP Growing Mid Wales Partnership
<b>Scope of the step</b> What needs to be done to deliver the step?	Inward investment – promoting Powys through the “Move to Mid Wales – Discover Powys” brand as a place for economic investment and as a place to live and work. Providing business support and assistance for investment and relocation.
<b>Where are we now?</b> Current position, knowledge, information	The Economic Development team works with businesses, Welsh Government, and public sector agencies to identify opportunities to improve and grow the local economy and business infrastructure. The team works with both private and social enterprise to encourage business growth and link businesses more closely to Council services and external support. Inward Investment is a key role for the team both in attracting businesses into the county and also in encouraging financial investment into the region to improve business infrastructure. The team is an important link with the Growing Mid Wales Partnership and the Marches Local Enterprise Partnership. Net migration into Powys is virtually static and in the short term there is a need to grow the workforce from within the county. The team is working with business and external partners to develop initiatives that will target some of the economically inactive residents in the county to remove barriers to work and enter the labour market.



## POWYS PUBLIC SERVICES BOARD

<p><b>Activity to date</b></p> <p>What has been done already?</p>	<p><b>Objective Measures_Q1</b></p> <p>Number of Business Support Enquiries assisted (one stop shop) – 8</p> <p>Number of business investment projects assisted – 2</p> <p>Business News Letters circulated – 3</p> <p>Local business events supported – 6</p> <p>Visitors to Grow in Powys Website – 1102</p> <p>Number of broadband training events delivered to Powys businesses – 5</p> <p><b>Development Projects:</b></p> <p>Brecon BID – Application for BID Development Support Funding Prepared</p> <p>Brecon Place Plan – Support for Brecon Place Plan Residents Survey</p> <p>Valleys Task Force – Promote Powys interests to potential new funding stream.</p> <p><b>Grow in Powys</b></p> <p>Further development of Website has encouraged much higher levels of client interaction: -</p> <ul style="list-style-type: none"> <li>- Improved layout of business pages</li> <li>- Crai case study and toolkit</li> <li>- Revised news pages</li> <li>- Client engagement through PBBN2018 booking system and client survey.</li> </ul> <p><b>Business Networking</b> – 403 businesses directly engaged in Powys event activity.</p>
<p><b>Activity for coming 3 months</b></p> <p>What do you plan to do?</p>	<ul style="list-style-type: none"> <li>• Discussions will take place during Q2 to review the information and develop proposals to support the future supply of commercial sites and premises in Powys and the region</li> <li>• Continue to recruiting new subscribers</li> <li>• Continue to work on the development of an inward investment strategy and action plan, this is a short term objective within the Economy Programme</li> <li>• Develop marketing activity in line with the outcomes of the inward Investment Strategy</li> </ul>
<p><b>Barriers</b></p> <p>Is something/ someone getting in the way?</p>	<p>Resource – Activity in the next two months will have a strong focus on the Powys Business Networking Events, development of the Brecon Business Improvement District, Brecon Place Plan support, organising a member briefing about Phase 2 Superfast Broadband and follow up engagement work, development of Grow in Powys marketing materials and activity.</p>

# 3.11



## POWYS PUBLIC SERVICES BOARD

<p><b>Step(s)</b></p>	<p><b>11) Implement more effective structures and processes that enable multiagency community focused response to wellbeing, early help and support.</b></p> <p><b>12) Develop our organisations’ capacity to improve emotional health and well-being within all our communities.</b></p>
<p><b>PSB lead</b></p>	<p>Carol Shillabeer</p>
<p><b>Partners/stakeholders involved</b></p> <p>Interested parties identified during the engagement or who could help deliver?</p>	<p>The possibility of delivering steps 11 and 12 of the PSB Well-being Plan as part of the North Powys development of a new model of care is currently being explored. This work falls under the oversight of the Powys Regional Partnership Board (RPB) who would be the interested party who could help to deliver these steps.</p> <p>The ambition set out in steps 11 and 12 fits closely with the aims of the North Powys project to develop a new integrated model of care which improves the health and wellbeing outcomes for the population. The model is designed to be generalisable across Powys, it will have multiagency involvement, and aligning with steps 11 and 12 will meet the aim not creating further groups and meetings.</p>
<p><b>Scope of the step</b></p> <p>What needs to be done to deliver the step?</p>	<p>Delivery of steps 11 and 12 will need to be written into the terms of reference for the new model of care to ensure this is a core part of what the project seeks to achieve.</p>
<p><b>Where are we now?</b></p> <p>Current position, knowledge, information</p>	<p>At this stage, aligning steps 11 and 12 with the development of a new model of care in North Powys is a proposal. Further work is required to ensure the aims set out in the two steps can be properly achieved through this alignment, and that PSB members can feel assured regarding oversight and delivery. Similarly, RPB members need to be in support of any changes to the objectives set out in the new model of care.</p>
<p><b>Activity to date</b></p> <p>What has been done already?</p>	<p>The concept of a new model of care, delivered through Regional Rural Centres and Community Hubs is currently in the first phase of development. A number of workstreams are either planned or underway, including a Model of Care workstream. It is suggested that the remit and membership of this proposed workstream is widened to also take forward work contained in steps 11 and 12, accommodating the wider organisational interests represented by PSB members.</p>
<p><b>Activity for coming 3 months</b></p> <p>What do you plan to do?</p>	<p>Over the next 3 months it will be confirmed whether the approach described above is feasible or not, and the arrangements to be put in place provide assurance on progress to the PSB.</p>



## POWYS PUBLIC SERVICES BOARD

<p><b>Barriers</b></p> <p>Is something/someone getting in the way?</p>	<p>Formally incorporating steps 11 and 12 into the new model of care may be hampered if work has commenced to a significant degree. Terms of reference and/or the remit of workstreams may be agreed which would make alignment difficult. This will be explored over the next few months.</p>
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Date: September 2018



## POWYS PUBLIC SERVICE BOARD (POWYS PSB)

### TERMS OF REFERENCE

#### 1. OVERALL PURPOSE

- 1.1** Powys Public Service Board (Powys PSB) is a statutory board established under the Well-being of Future Generation (Wales) Act 2015. The purpose of the Board is to work together to improve the economic, social, environmental and cultural well-being within Powys, by bringing together the most appropriate key decision-makers in Powys to improve public services in such a way that it is transparent and meaningful as well as accountable to local people.
- 1.2** The Powys PSB will contribute to the seven national well-being goals:
- A prosperous Wales
  - A resilient Wales
  - A healthier Wales
  - A more equal Wales
  - A Wales of cohesive communities
  - A Wales of vibrant culture and thriving Welsh language
  - A globally responsible Wales
- 1.3** The Powys PSB will contribute to the Well-being Goals by:
- Assessing the state of economic, social, health, environmental, and cultural well-being in their areas
  - Setting local objectives that are designed to maximise their contribution within their areas to achieving those goals
  - Taking of all reasonable steps by statutory members of the Board (in exercising their functions) to meet those objectives
- 1.4** The Powys PSB will act with due regard to the five sustainable development principles in conducting its business:
- **Long Term** - *Looking to the long term so that we do not compromise the ability of future generations to meet their own needs*
  - **Integration** - *Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives*
  - **Collaboration** - *Working with others in a collaborative way to find shared sustainable solutions*
  - **Involvement** – *Involving a diversity of the population in the decisions that affect them*
  - **Prevention** - *Understanding the root causes of issues to prevent them from occurring*



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

**1.5** The Powys PSB will act with due regard to the requirements of the Well-being of Future Generations (Wales) Act 2015 and statutory guidance in fulfilling its statutory responsibilities.

**1.6** The statutory responsibilities of Powys PSB are:

- To consult on the assessment of Well-being within Powys
- To prepare and publish a local Well-being Assessment for Powys
- To consult on the Powys Well-being Plan
- To prepare and publish a local Well-being Plan for Powys
- To review or amend the local Well-being Plan and to publish an amended local Well-being Plan where required
- To consult on any amendment to the local Well-being Plan as required
- To prepare and publish an annual report that sets out the Powys PSB's progress in meeting the local objectives
- To review and report annually on progress to the public, Welsh Government, democratically elected members, and Powys PSB member organisations

**1.7** The Powys PSB will provide leadership by:

- Committing to a culture that cuts across organisational boundaries and sectors. Where everyone involved in the delivery of public services in Powys is part of this common endeavour, sharing common values and working together for the benefit of the people and communities of Powys
- Agreeing strategic priorities for multi-agency working to support the delivery of well-being objectives that are responding to clearly evidenced local needs
- Ensuring appropriate systems are in place to achieve improvements and that managers and front line staff across agencies are working together effectively, and that agreed priorities are reflected in individual organisations' corporate plans
- Ensuring partnership and delivery structures are fit for purpose and accountable
- Challenging where there is underperformance in implementing changes that reflect evidenced best practice to improve outcomes for the local population

**1.8** Powys PSB Vision statement:

*"We will work together to meet the needs of Powys Citizens, present and future"*





## POWYS PUBLIC SERVICE BOARD (POWYS PSB)

### TERMS OF REFERENCE

With due regard to the five sustainable development principles, we will work in partnership to:

- Create and use the well-being assessment, in order to identify key opportunities to contribute to the 7 national well-being goals
- Agree the initiatives we conduct together
- Break down structural barriers across our organisations
- Focus on the long term challenges affecting Powys
- Ensure statutory compliance

## 2. MEMBERSHIP

STATUTORY MEMBERS		
NAME	DESIGNATION	ORGANISATION
Cllr. Rosemarie Harris	Leader	Powys County Council
Jeremy Patterson	Chief Executive Officer	Powys County Council
Vivienne Harpwood	Chair	Powys Teaching Health Board
Carol Shillabeer	Chief Executive Officer	Powys Teaching Health Board
Martin Cox	Head of Operations Mid	Natural Resource Wales
Kevin Jones	Interim Director of Resources	Mid and West Wales Fire and Rescue Service
Cllr. Rowland Rees Evans	Deputy Chair	Mid and West Wales Fire and Rescue Service

**2.1** Statutory members are collectively and equally responsible for fulfilling the Powys PSB's statutory duties. Therefore, unanimous agreement of the statutory members is needed in relation to fulfilling these duties. However, statutory members will not and cannot work in isolation. Other bodies and organisations in the area have a significant contribution to make.

**2.2** The Powys PSB is *required* to invite certain other persons or organisations to participate. The Powys PSB can also invite others as they consider appropriate in order to achieve its objectives. Where an invitee has agreed to join the Powys PSB they are expected to participate fully in the work of the board.

INVITED MEMBERS		
NAME	DESIGNATION	ORGANISATION
Gloria Jones Powell	Chair	Powys Association of Voluntary Organisations



## POWYS PUBLIC SERVICE BOARD (POWYS PSB)

### TERMS OF REFERENCE

Carl Cooper	Chief Executive Officer	Powys Association of Voluntary Organisations
Dafydd Llewellyn	Police & Crime Commissioner	Dyfed Powys OPCC
Rhiannon Ivens	Chief Inspector - Partnerships	Dyfed Powys Police
Ella Rabaiotti	Head of Dyfed Powys Local Delivery Unit	Wales Community Rehabilitation Company
Prys Davies	Head of Energy, Water & Flood	Welsh Government
John Cook	Chief Executive Officer	Brecon Beacons National Park Authority

- 2.3** The Powys PSB may invite additional individuals to attend meetings, particularly when items of business are to be considered where it could be beneficial to draw on the expertise of individuals other than those on the Board.

### 3. FREQUENCY OF MEETINGS

- 3.1** The frequency of meetings will be at least quarterly for the effective operation of the Powys PSB.
- 3.2** Dates of future meetings will be arranged and published 1 year in advance.
- 3.3** The cycle of meetings ends when an ordinary election of councillors is imminent.
- 3.4** Meetings will be restricted to no longer than 3 hours.
- 3.5** Where possible alternative methods of communications will be used between and/or instead of meetings to overcome the large geographical spread of partners.

### 4. MEETING ARRANGEMENTS

- 4.1** The agenda will be split into two parts, reflecting the two purposes of the partnership:
- Strategy and Policy
  - Delivery

The two parts do not need to be equal in terms of the number of items or the time spent examining them, but adequate coverage will be given to issues at the core of engagement and delivery.



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

- 4.2** Any Board representative may request an item to be placed on the Agenda with the consent of the Chair, and must inform the Secretariat no later than 15 working days in advance of the meeting.
- 4.3** Board representatives may raise items that do not appear on the agenda but only with the consent of the Chair in advance of the meeting.
- 4.4** Items for the agenda should be submitted to the Secretariat 15 working days in advance of the meeting.
- 4.5** Agenda items and supporting papers will be sent to the PSB members at least 5 working days prior to the meeting.
- 4.6** Apologies of absence to be sent to the PSB secretariat in advance of meeting.
- 4.7** All members will attend meetings prepared to feedback as to their organisation's progress in implementing the work of the PSB.
- 4.8** All members will be expected to have read the papers before the meetings thereby removing the need for individuals to talk the PSB through the papers and make the most efficient use of time.
- 4.9** Minutes to be circulated to members within 10 working days of the PSB meeting.
- 4.10** Meetings will be held in Powys County Hall Llandrindod Wells unless advised otherwise.
- 4.11** Welsh Language - Members to give advance notice should they wish to speak Welsh at meetings.

### **5. MANDATORY MEETINGS**

- 5.1** The Powys PSB will hold a 'mandatory meeting' chaired by Powys County Council, no later than 60 days after each subsequent ordinary election of councillors. At this meeting the board must:
- Agree the involvement of 'Invited Participants'
  - Review and agree its terms of reference



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

#### **6. QUORUM**

- 6.1** Meetings will be quorate with at least one representative from all statutory member organisations being present.

#### **7. CHAIR: ROLES AND RESPONSIBILITIES**

- 7.1** The role of the Chair is to provide strong, clear leadership in driving forward with momentum the work of the Powys PSB, enabling partners to identify intractable issues and find innovative solutions for tackling them from a citizen perspective to achieve improved outcomes.
- 7.2** Key responsibilities for the Chair include: -
- To agree the agenda and approve draft minutes of the Powys PSB meetings
  - To chair the Powys PSB meetings (quarterly)
  - To represent the Powys PSB at relevant meetings and events
  - To undertake such duties that a Chair would normally be expected to fulfil in such a role
- 7.3** The Chair will lead and give direction to the meetings.
- 7.4** The Chair will ensure that meetings are held efficiently, facilitating those present to participate.
- 7.5** The Chair will be the Leader, Powys County Council. This recognises the key community leadership role of the County Council.
- 7.6** A Vice-Chair will be selected by vote from within the PSB statutory membership.
- 7.7** The Vice-Chair should deputise when the Chair is unavailable to represent the partnership, chair meetings in the absence of the Chair, and assist the Chair in providing leadership in key partnership events and processes.
- 7.8** Appointments to these roles are re-confirmed following an ordinary election of councillors.

#### **8. MEMBERS AND INVITED PARTICIPANTS: ROLES AND RESPONSIBILITIES**



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

**8.1** The roles and responsibilities of all members and invited partners of the PSB are to:

- To provide strategic leadership for the development of the local assessment of well-being and local well-being plan and to be responsible for the successful delivery of the plan and public accountability for performance
- To ensure that stakeholders with an interest in the improvement of well-being in the area are involved
- To ensure information is effectively communicated through their respective organisations
- To embed the culture of sustainable development within their relevant public organisation
- To ensure the Powys PSB's performance and risks are managed effectively
- To ensure that the work of the Board is available for scrutiny
- The decisions of the Powys PSB are not legally binding and it is the responsibility of each member and invited participant to ensure that decisions agreed are implemented
- To contribute resources to the Powys PSB Board as required and by agreement to ensure the board fulfils its statutory duties

## **9. CLERK / SECRETARIAT: ROLES AND RESPONSIBILITIES**

**9.1** The Clerk/Secretariat provided by Powys County Council will:

- Ensure the public services board is established and meets in accordance with the requirements of the Powys PSB
- Arrange the dates and invites for all meetings
- Prepare the agenda and commission papers for meetings
- Invite participants and manage attendance
- Record and circulate the minutes and relevant documents of meetings
- Maintain records of attendance and apologies
- Provide support to develop the annual report
- Support the preparation of evidence for scrutiny
- Keep records of all papers
- Maintain accurate contact details of all members



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

- 9.2** The secretariat will also ensure that the nominated Chair is briefed prior to the main meetings of the Powys PSB.
- 9.3** Both statutory and invited member organisations shall co-operate in providing relevant information / reports in a timely manner.

### **10. ADDITIONAL RESOURCES**

- 10.1** Statutory member and invited participants must determine appropriate and proportionate resources to enable the Powys PSB to fulfil its statutory duties. Members and participants are encouraged to contribute resources – financial, advice, assistance, expertise, shared asset, data analysis and business insight, or help in kind.

### **11. DECISIONS**

- 11.1** Statutory members are collectively responsible for fulfilling the board's statutory duties. This means unanimous agreement of the statutory members is needed in relation to fulfilling these duties.
- 11.2** Unanimous agreement will be sought with invited participants but where this is not possible, a consensus view will be taken into consideration by statutory members.
- 11.3** Competing or differing interest between statutory members should be reconciled before operational issues occur. Where differences are not reconciled, agreed independent mediation will be sought, with the partner organisations agreeing to accept the decision of the mediation process.
- 11.4** In the event that decisions are required outside of formal meetings, the Chair (or Vice-Chair in the absence of the Chair) will co-ordinate communication with all statutory members to consider prior to a unanimous decision being made.
- 11.5** All members of the Powys PSB should be empowered by the organisation that they represent to make decision on behalf of that organisation (within the reasonable practice of good governance). Where this is not possible, decisions will be referred to the decision making processes of those organisations.

### **12. POWYS PSB – LEADERSHIP TEAM**



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

- 12.1** The Powys PSB – Leadership Team (Powys – LT) will provide an executive, strategic, collaborative, crosscutting and integrated support to ensure the Powys Public Service Board (Powys PSB) fulfils its statutory requirements described in 1.5.
- 12.2** The Powys LT will consist of the executive officers or equivalent representative of the statutory members and invited participants only.
- 12.3** Powys LT meetings will take place in the period leading up to the Powys PSB to ensure the most up to date information is available to the board.

### **13. PROGRAMME BOARDS**

- 13.1** The Powys PSB may agree to establish task and finish groups to progress particular programmes and objectives. In the main, these will take the shape of a programme board and will operate on a time limited basis until the programme is completed.
- 13.2** Each programme board must include at least one member of the Powys TB who will lead the work as the programme Sponsor.
- 13.3** The strategic aims of each programme will be considered and agreed by the Powys PSB.
- 13.4** Each programme will prepare its own programme brief and the programme sponsor will submit them to Powys TB for approval.
- 13.5** Programme Boards will be reviewed on an annual basis to reflect changing priorities as deemed appropriate by the Powys PSB.

### **14. RELATIONSHIP WITH REGIONAL PARTNERSHIP BOARD (SS&Wb Act)**

- 14.1** To be agreed.

### **15. DECLARATIONS OF INTEREST**

- 15.1** A full member or participant of the Powys PSB who is present at a meeting, which is to consider any matter in which he / she has an interest, either direct or



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

indirect, must disclose that interest. Definitions of direct or indirect interests are listed in Appendix A.

- 15.2** A full member or participant must make the disclosure of an interest, whether direct or indirect, at the meeting preferably at the commencement of the relevant agenda item of business.
- 15.3** A full member or participant must disclose the interest orally and will be required to leave the room prior to the discussion on the relevant agenda item / topic. The declaration will be recorded in the minutes by the Secretariat.
- 15.4** Declarations of interests to be a standing agenda item.

### **16. ACCOUNTABILITY**

- 16.1** The decision made by the Powys PSB, actions taken and its governance arrangements are subject to scrutiny by a bespoke Powys County Council Scrutiny Committee.
- 16.2** The Scrutiny Committee will scrutinise, evaluate and actively promote improvement in work carried out in line with Powys PSB priorities as identified through its Wellbeing Assessment; Well-being Plan and its Terms of Reference and not that of those individual constituent organisations represented on the Powys PSB.
- 16.3** The Powys PSB is accountable to the Future Generations Commissioner for Wales and must seek and act on the advice and feedback received from the Commissioner and / or their office.

### **17. EXIT**

- 17.1** Any invited participant not wishing to continue with the Powys PSB should give written notice to the Chair and Secretariat. The partner should endeavour to honour any decisions taken and commitments made.

### **18. REVIEW OF TERMS OF REFERENCE**

- 18.1** The Terms of Reference must be reviewed at any mandatory meeting of the Powys PSB.





## POWYS PUBLIC SERVICE BOARD (POWYS PSB) TERMS OF REFERENCE

**18.2** Terms of Reference to be reviewed bi-annually by the Powys PSB.

### 19. RELEVANT LEGISLATION

**19.1** The work of the Powys PSB will show due regard to the following legislation:

- Crime & Disorder Act 1998
- Environment (Wales) Act 2016
- Equality Act 2010
- Equality Act (Statutory Duties) (Wales) Regulations 2011
- Social Services & Wellbeing (Wales) Act 2014
- The United Nations Convention on the Rights of the Child
- Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
- Well-being of Future Generations (Wales) Act 2015
- Welsh Language (Wales) Measure 2011

### 20. VERSION CONTROL

Version	Author	Reviewed By	Date
V0.1	P Jones / S Simpson	PSB	09/06/2016
V0.2	P Jones / S Simpson		14/07/2016
V0.3	P Jones / S Simpson		26/10/2016
V1	P Jones		01/12/2016
V2	P Jones	PSB	08/06/2017

### 21. Key Reference Documents

- Well-being of Future Generations (Wales) Act 2015
- Shared Purpose; Shared Future 3: Collective Role



## **POWYS PUBLIC SERVICE BOARD (POWYS PSB)**

### **TERMS OF REFERENCE**

#### **APPENDIX A DECLARATIONS OF INTEREST – DEFINITIONS**

##### **A. DIRECT INTEREST**

- A.1 A direct interest is not defined in absolute terms. A direct interest is one where a full member or alternate has been directly involved with or who has had/will have any pecuniary interest in the successful outcome of the subject/project in question. A member with direct supervisory or line management responsibility over an employee who has such an aforementioned involvement is also considered to have a direct interest.

##### **B. INDIRECT INTEREST**

- B.1 An indirect interest is one where a full member or alternative is an employee or member of an organisation, company or other body, which has a direct interest (membership of a company would include owning shares in the company). This includes an individual who may be representing an organisation on the Powys PSB but is an employee or member of another organisation, which had a direct or indirect interest.



## POWYS PUBLIC SERVICE BOARD

**POWYS COMMUNITY SAFETY PARTNERSHIP**  
 INFORMATION / DISCUSSION / APPROVAL (SELECT)  
 DATE – 13<sup>TH</sup> SEPTEMBER 2018

### 1. SUMMARY

1.1	Community Safety Partnerships were formed following the Crime and Disorder Act 1998 which made it a statutory duty for each local authority area to have a Community Safety Partnership. The Powys Community Safety Partnership (CSP), Strategy Group meets on an eight weekly basis. Priorities are determined on an annual basis, following the production of a Joint Strategic Assessment.
1.2	Powys Community Safety Partnership currently reports to:- <ul style="list-style-type: none"> <li>• Health, Care and Housing Scrutiny Committee on a six monthly basis</li> <li>• Executive Management Team (EMT) on a six monthly basis</li> </ul>
1.3	At the EMT held on the 6 <sup>th</sup> June, Acting Chief Executive, Dr Mohammed Mehmet requested that a proposal go to the PSB to consider the governance of the CSP.

### 2. PROPOSAL

2.1	Powys Community Safety Partnership provides an annual report to the PSB detailing how the CSP priorities are contributing to the Towards 2040 – The Powys Well-being Plan.
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CONTACT NAME	TELEPHONE	EMAIL
Fay Smith	01597 827315	Fay.smith@powys.gov.uk

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