

# **2018/19**

# **Quarter 1**

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



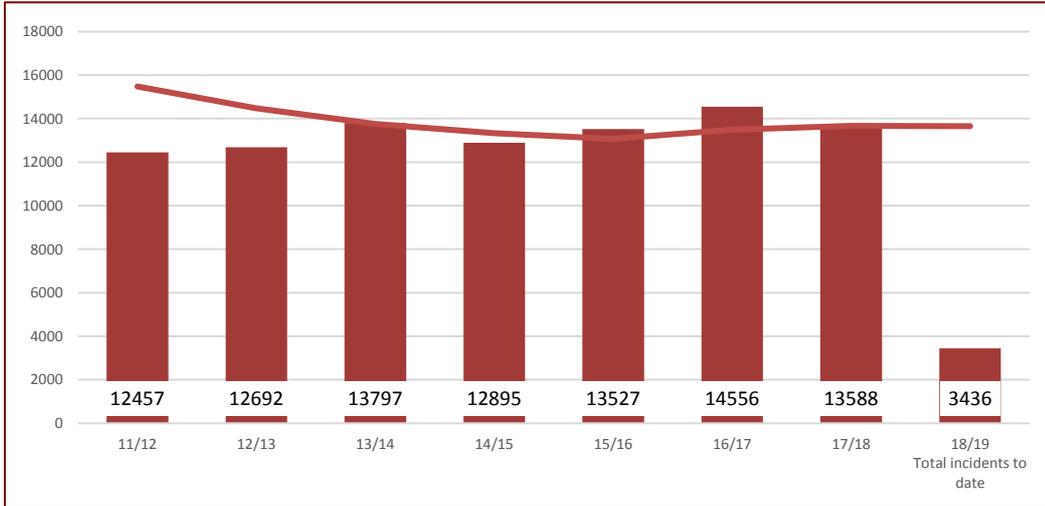
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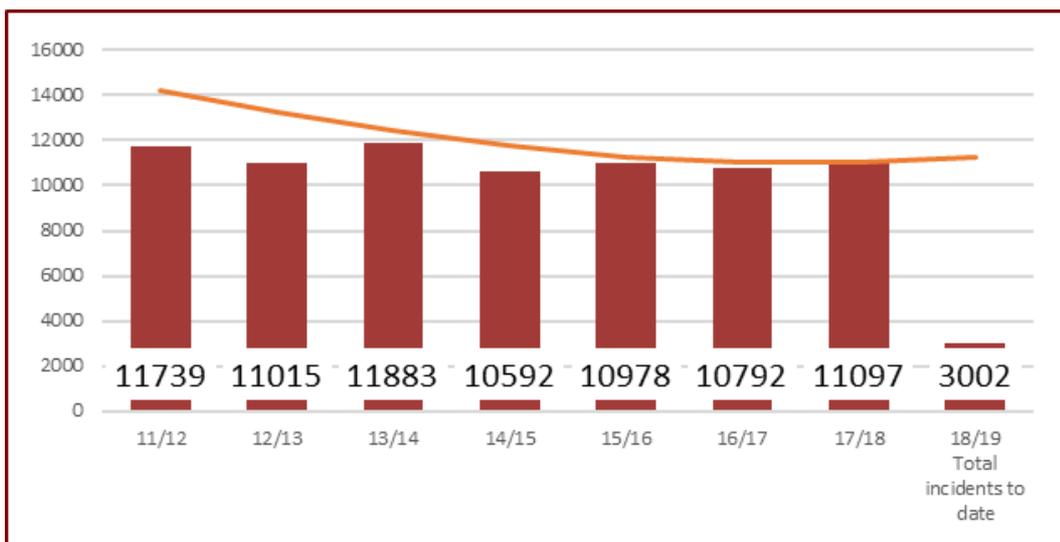


## 1<sup>st</sup> Quarter 2018/19 Progress on Performance

### All Incidents Attended



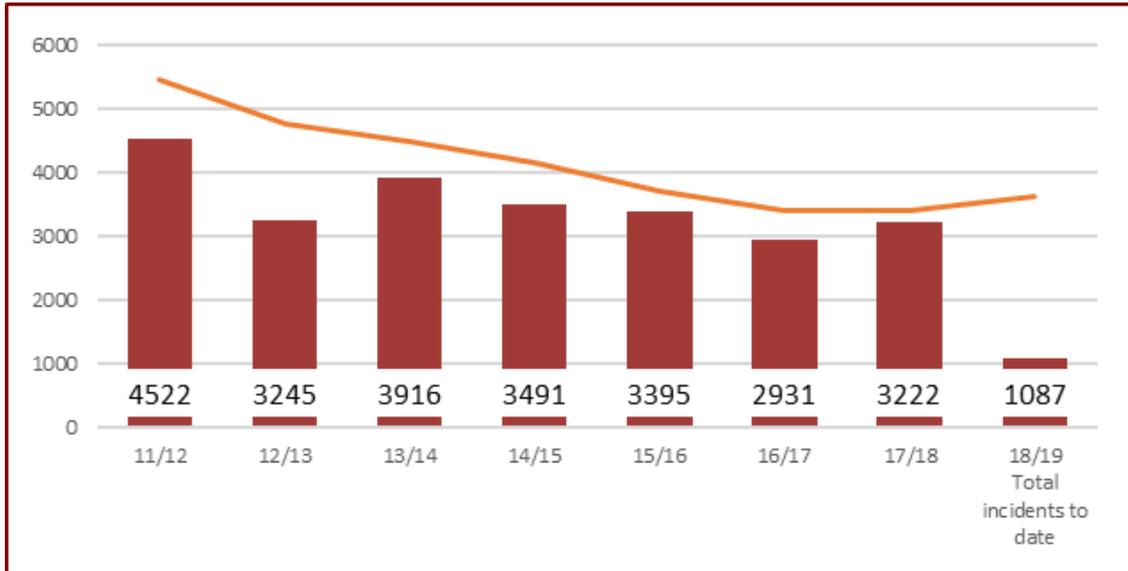
### All Incidents Attended (excluding Co-Responders)



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.

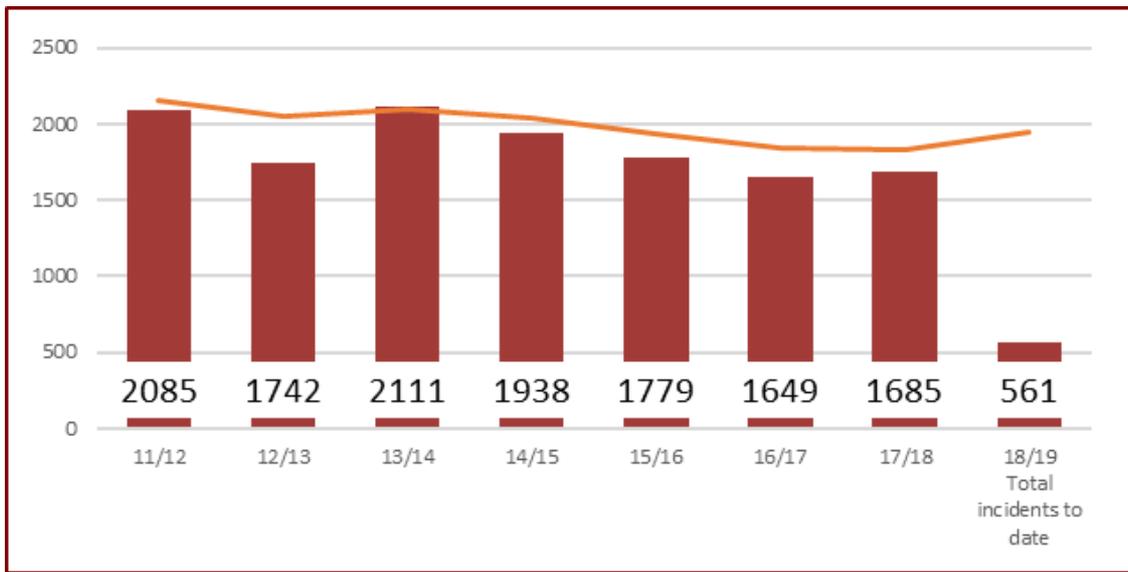


### All Fires Attended



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.

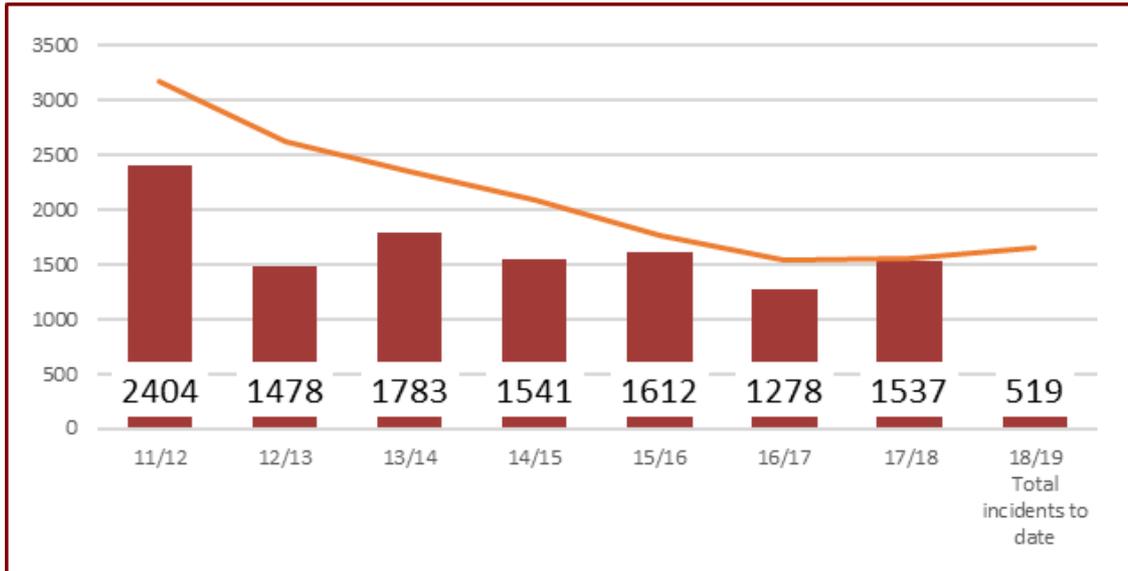
### All Accidental Fires



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).



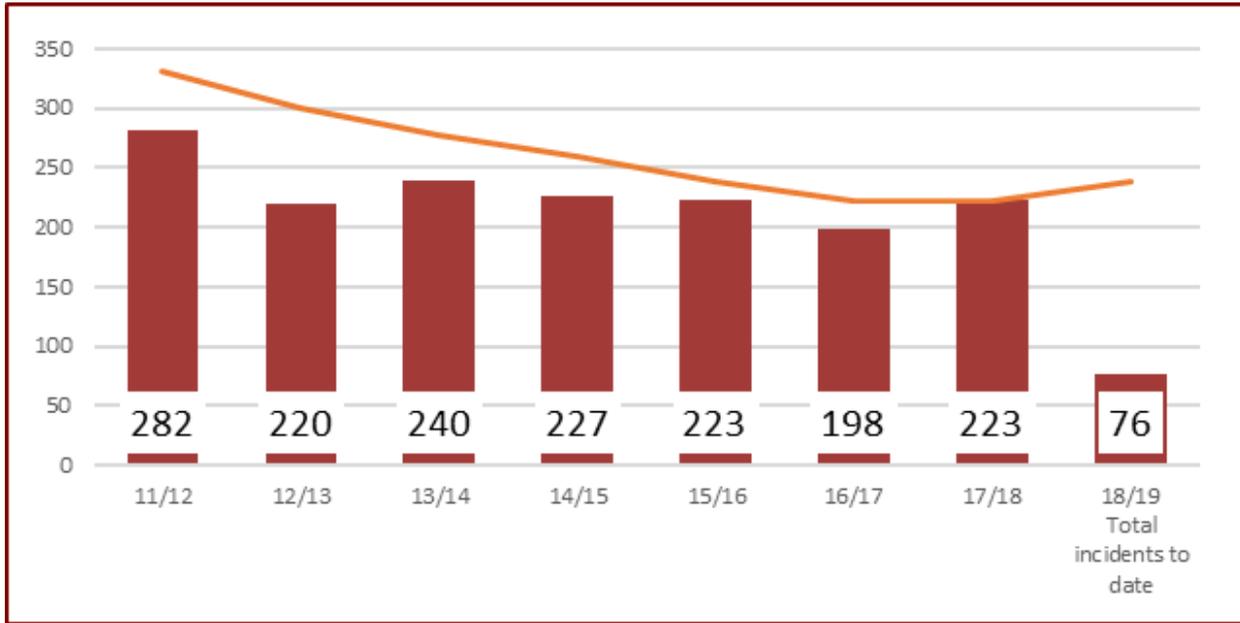
### All Deliberate Fires



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).

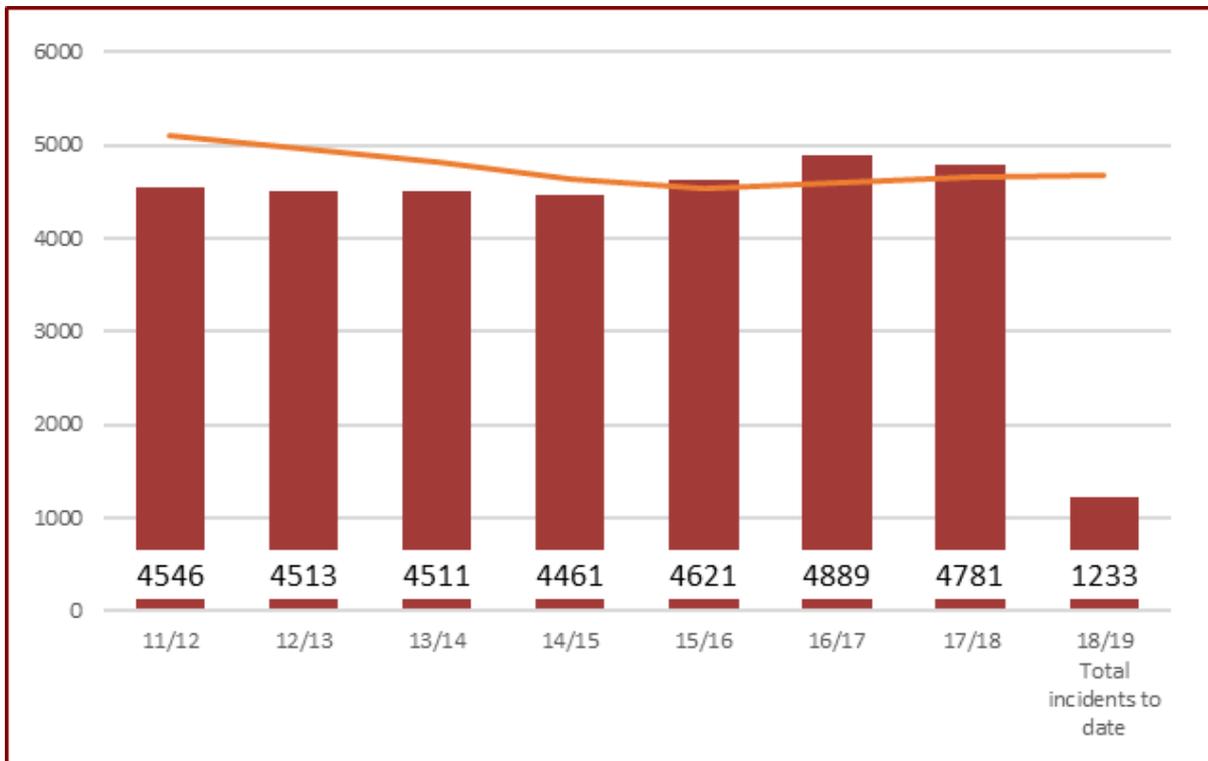


### All Non-Domestic Fires



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.

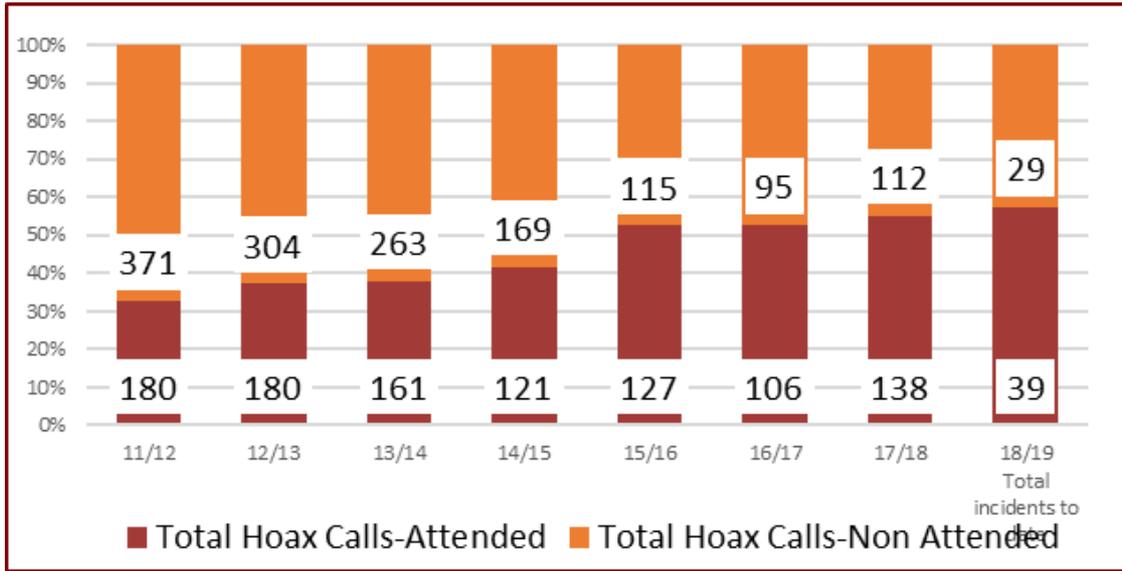
### All False Alarms



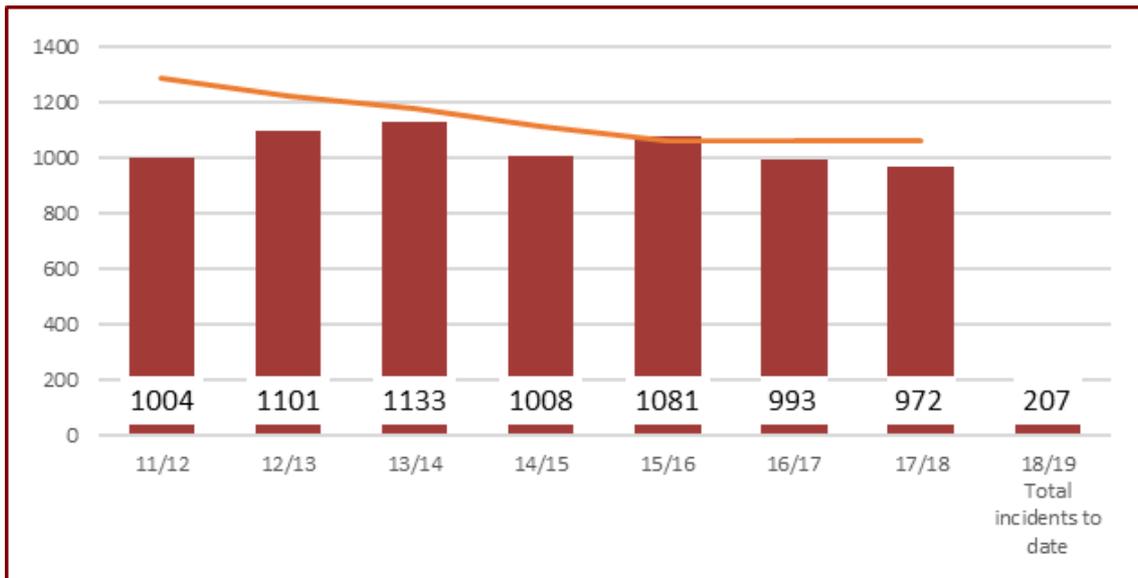
The Service has attended 1,233 false alarms this year to date. This accounts for 36% of incidents attended. The number of false alarms attended is projected to be up by 3.2% on last year, and the long-term trend continues to flat line.



**Total Hoax Calls**



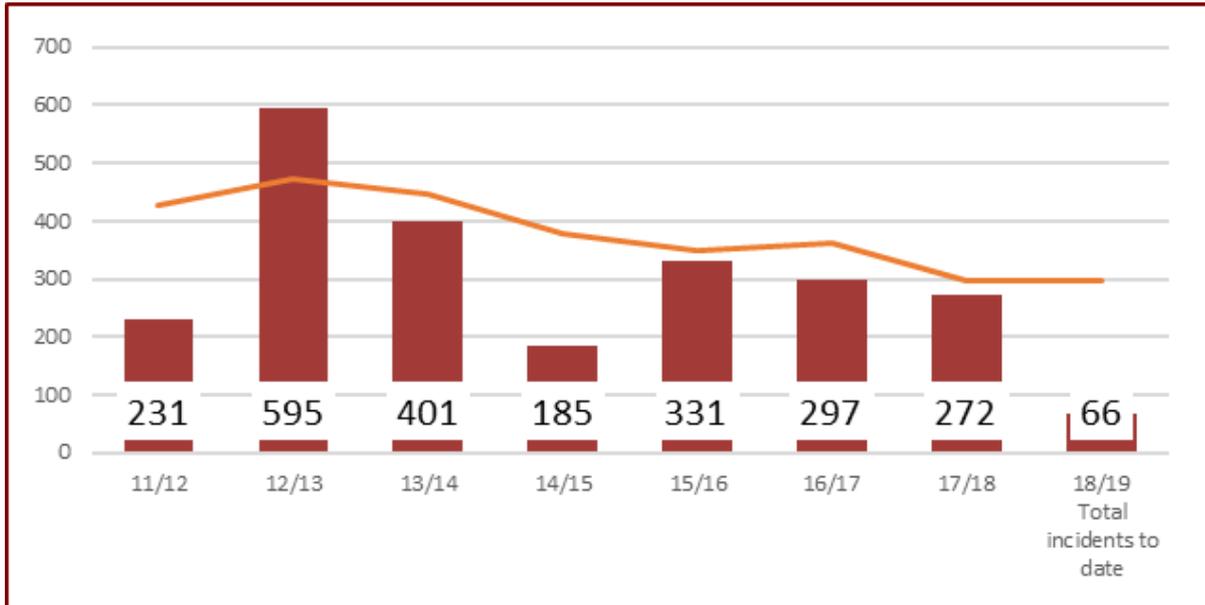
**All Road Traffic Collisions**



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.

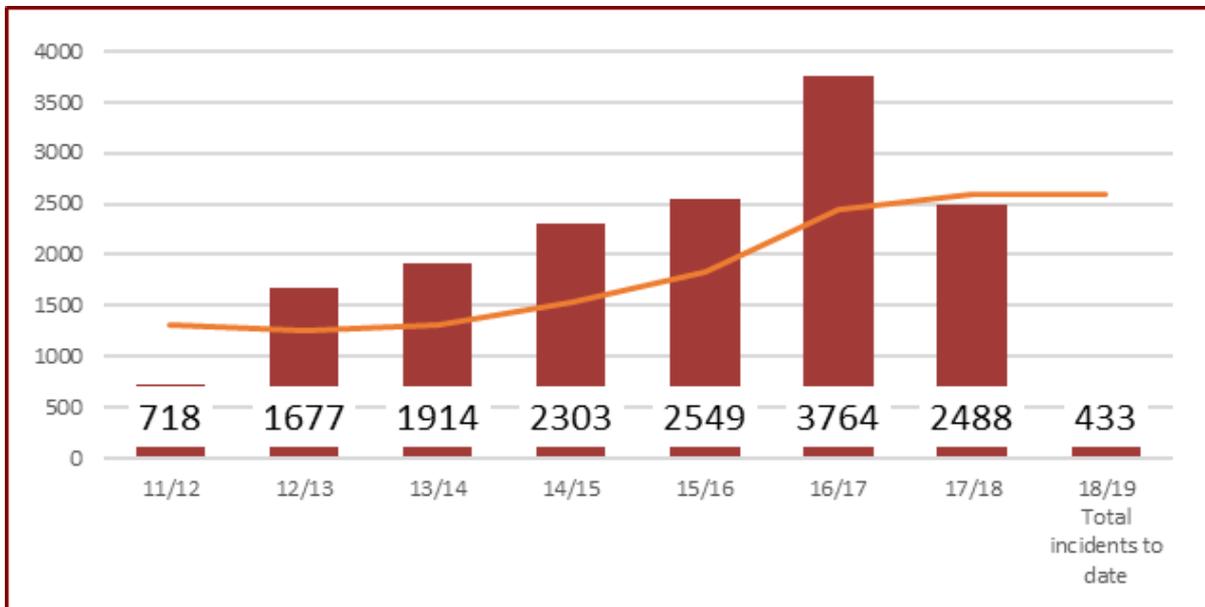


### All Flooding Incidents



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

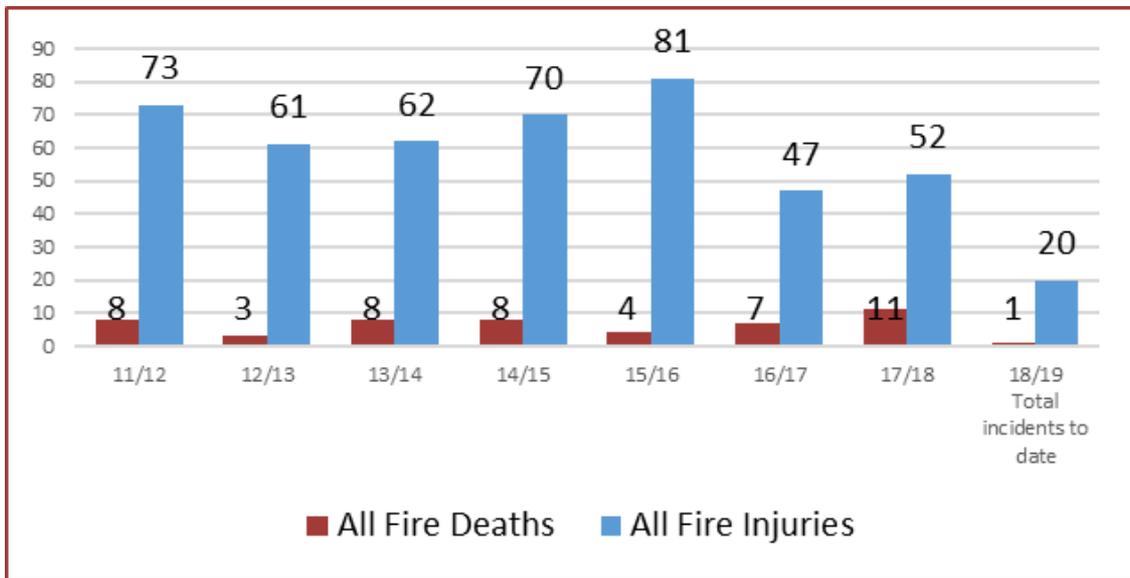


The Service has attended 433 co-responder incidents to date, this year. This accounts for 13% of overall incidents attended, and is a projected decrease of 1.1% on last year. This can be attributed to the mobilisation procedures in Ambulance Service Control changing following their re-categorisation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

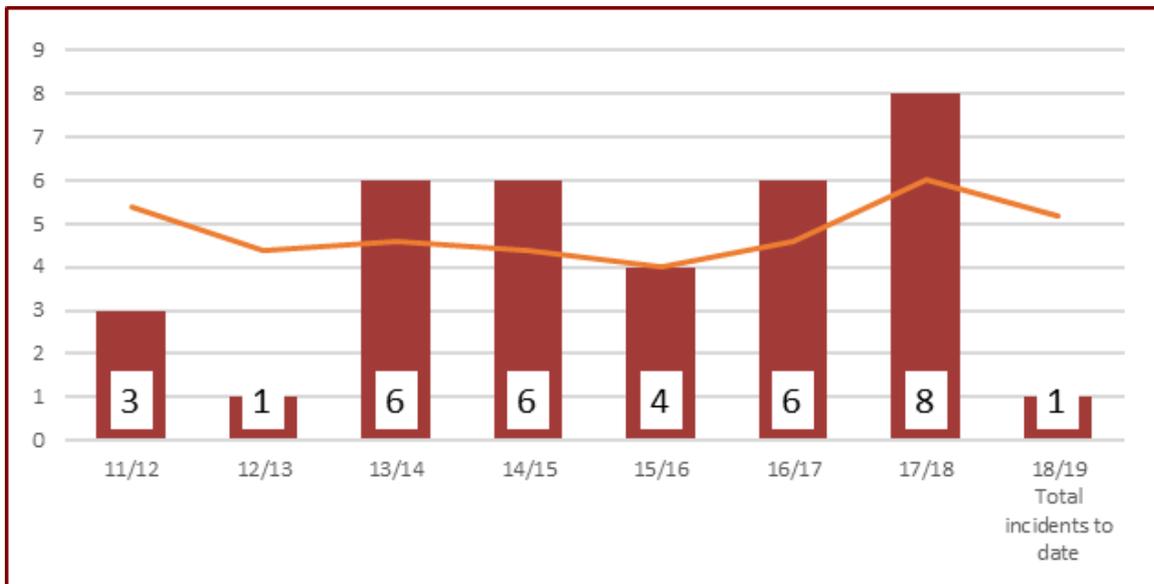


Responder calls for a two-week period, this should be considered when looking at past and future trends.

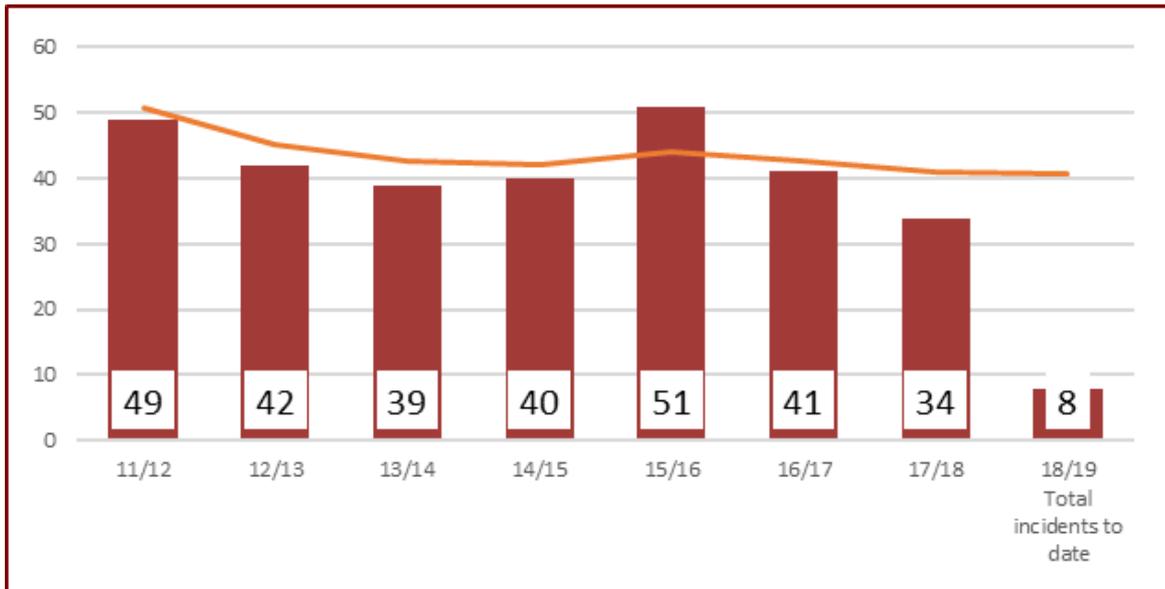
**All Fire Deaths and Injuries**



**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

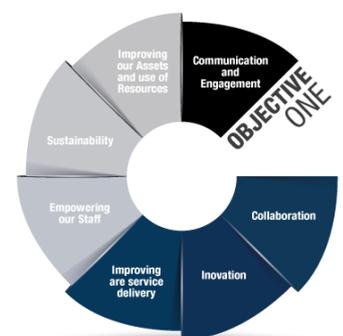
During the consultation process, numerous other messages that could have been added to the HFSC were identified, but priority was given to nationally driven objectives; the priorities of the Public Service Boards (PSB) within the Service area and the topics already relevant to the home safety visit. 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.

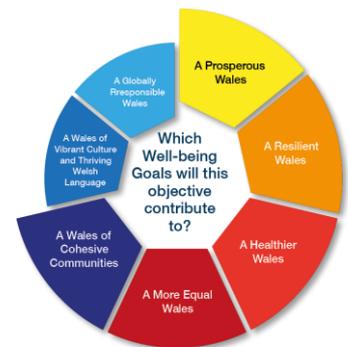
**A healthier Wales:** The focus of the messages that we promote is ultimately to keep our communities safer and support future health through positive choices and behaviours. The bespoke nature of our visits means that we will tailor our advice on health to reflect the needs of each household.

**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.

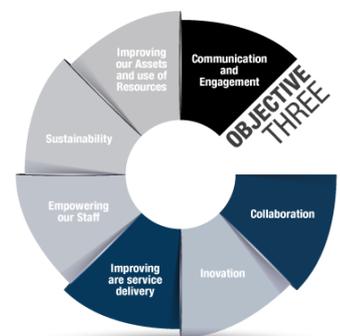
In June, the Service organised and carried out the second, very successful, multi-agency Car Cruise event at the Royal Welsh Agricultural Show Ground. Cruz Cymru 2018 brought partners from across Wales including Go Safe, Dyfed Powys Police, ROSPA, North Wales and South Wales FRS together with our target 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:**

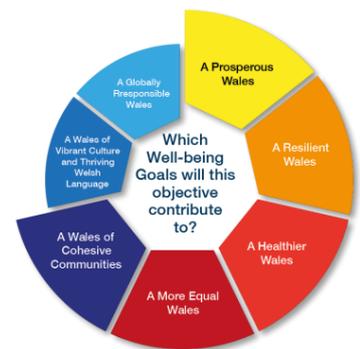
**A prosperous Wales:** Road Traffic Collisions account for a devastating amount of death and injury on Welsh roads each year. As well as having a huge impact on families and the community, each collision will have a detrimental financial impact to a lesser or greater extent dependant on the outcome. 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.

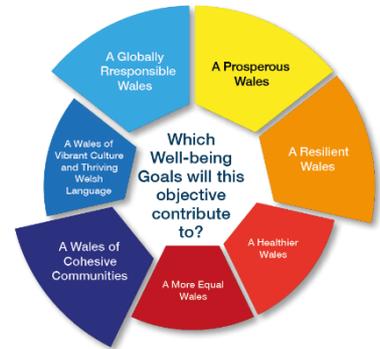
**Communication and Engagement:** ESN will provide a much-needed improvement to the current critical communications system that the UK emergency services have in place. As this is an entirely new concept it presents a huge opportunity for staff members to influence and shape the development of ESN and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

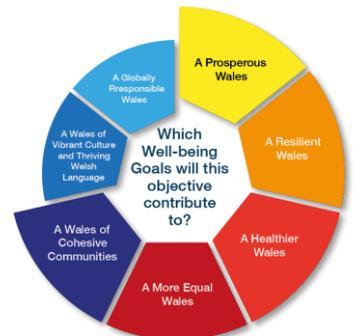
**Improving our Assets and use of Resources:** The ethos of the Service Review Programme is to ensure that the correct resources are allocated to the prevailing risk within the communities of Mid and Wales Fire and Rescue Authority.

**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:**

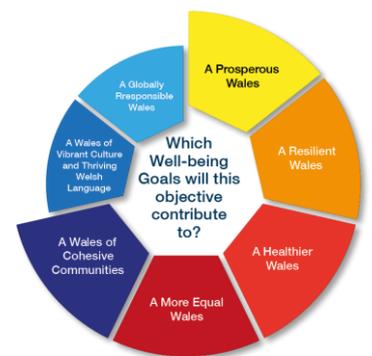
**A Prosperous Wales:** The Service has embraced the principle of developing new and existing employees through a variety of apprenticeship programmes so that they receive the best learning and development opportunities available to them.

**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.

