



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Draft Corporate Plan

2020-2025



“
OVER THE
LAST FIVE YEARS
”

WE HAVE ATTENDED



WE HAVE

**DELIVERED
102,000**
HOME SAFETY CHECKS
TO OUR COMMUNITIES

**UNDERTAKEN
7783**
BUSINESS FIRE
SAFETY AUDITS

**ENGAGED WITH
187,654**
YOUNG PEOPLE
through education and
prevention programmes

WE ATTEND APPROXIMATELY **13516** INCIDENTS EVERY YEAR



“
ALL OF THIS
COSTS YOU JUST
”



Mid and West Wales Fire and Rescue Service Executive Board

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



Chris Davies QFSM MBA
Chief Fire Officer
Head of Paid Service



Roger Thomas
Deputy Chief Fire Officer
Director of Service Delivery



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



Kevin Jones
Assistant Chief Officer
Director of Resources

Mid and West Wales Fire Authority

The Mid and West Wales Fire Authority comprises of elected Councillors that are appointed by the six constituent Local Authority areas.



Councillor
Jan Curtice
Chair of the Fire Authority



Councillor
Elwyn Williams
Deputy Chair of the Fire Authority

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JR0943 - Corporate Plan 20-25

Introduction



We are delighted to introduce our Draft Corporate Plan 2020-2025. Our Draft Corporate Plan sets out our vision for the future, which is "to be a World Leader in Emergency Response and Community Safety". We are confident that our Draft Strategic Aims (2020-2025) and Draft Improvement and Well-being Objectives (2020/2021), will enable us to deliver our statutory duties and furthermore, contribute to the requirements of the Well-being of Future Generations (Wales) Act 2015.

Despite budgetary constraints, we have continued to maintain a level of service which has ensured the communities of mid and west Wales remain safe places to live, work and visit.

Over the last five years (01/04/2014 to 31/03/2019), we have attended 2,951 house fires, a 2.0% decrease on the previous five years. During the same period, our attendance at Road Traffic Collisions has decreased by 5.0%, from 5,189 to 4,919. Our attendance at flooding incidents has decreased 3.0%, from 1,748 to 1,694.

Whilst our attendance at traditional fire service incidents is decreasing as a result of our preventative work in the community, we have continued to expand our prevention and operational response activities. Indeed, we have undertaken 93,064 Home Fire Safety Checks and engaged with 187,654 children and young people through our education programmes over the last five years. Our firefighters have also responded to 12,566 medical response incidents in the last five years, which is a 2.0% decrease on the previous five years.



Our Vision is:-

To be a World Leader in Emergency Response and Community Safety

We have achieved all this despite making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery. However, there is no avoiding the fact that the financial climate we are currently operating in will continue to place additional pressures on the levels of service we provide, as we stretch our resources even further. We will therefore continue to play our part in future budget reductions, by having an ongoing, open discussion with staff and the public, around how we can continue to make improvements and future efficiencies.

We are committed to adapting to these challenges in a positive way and our Draft Corporate Plan 2020-2025 sets out our Draft Strategic Aims for the next five years and our Draft Improvement and Well-being Objectives for 2020/2021. We believe that collaborative working will assist us and our partners in successfully delivering shared outcomes; enabling us to improve the way we work; share our people and financial resources; and ultimately save more lives. We are also committed to finding innovative solutions to improve the way we work to improve firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

We recognise that listening to your views is crucial, if we are to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would encourage you all to let us know what you think of our Draft Strategic Aims and Draft Improvement and Well-being Objectives outlined within our Corporate Plan 2020-2025.



Mid and West Wales Fire and Rescue Service

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

The Service makes up almost two-thirds of Wales, covering a predominantly rural area of:

COVERING
4500
SQUARE MILES

COMPRISING

58
FIRE STATIONS

EMPLOYING
1300
STAFF

It is the third largest in the United Kingdom, behind the Scottish and Northern Ireland Fire Services.

There are a variety of risks found within the Service area, ranging from the petrochemical industries in Milford Haven, to the risks associated with heavily populated areas such as Swansea and Neath Port Talbot. There is also a large farming community and many other light industries throughout the area.

These, together with an extensive coastline and inland waterways, form some of the specialised risks found within the Service.



Mid and West Wales Fire and Rescue Authority

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



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

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

You can find out more about the Service, the Fire Authority and the responsibilities of our Executive Board by visiting our website: www.mawwfire.gov.uk

— “ —
Our Vision:
**To be a World Leader in
Emergency Response and
Community Safety**

Our Mission:
**To Engage, Connect,
Develop and Inspire people
to deliver an excellent
Service**

Our Values:
• **Do the Right Thing**
• **Treat People with Respect**
• **Perform with Excellence**

— ” —

**We will achieve our
Vision, Mission and Values by
working towards our four Strategic Aims
and Improvement and Well-being
Objectives in 2020-2021**



Our Plans

To read our Plans, please visit our website: www.mawwfire.gov.uk

Corporate Plan

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

Annual Performance Assessments

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

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

Sustainability and Environment Plan

Mid and West Wales Fire and Rescue Service is committed to embracing Sustainability in the delivery of Service excellence. We aim to do this by reducing energy consumption, working towards zero waste to landfill and reducing our Service Wide Carbon Footprint year on year.

Our Sustainability and Environmental Strategy sets out the main principles, proposals and required actions, to reduce the environmental impacts of the Service's activities and operations.



Strategic Equality Plan

Our Strategic Equality Plan conveys the continued commitment of the Authority and the Chief Fire Officer to promote equality of opportunity across all Mid and West Wales Fire and Rescue Service's functions, policies, practices and procedures and sets out how the Service will seek to fulfil this commitment. We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

<http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Equality-and-Diversity.aspx>

Welsh Language

As a Service, we are governed by legislation regarding the use of the Welsh Language and must comply with a set of national Welsh Language Standards. We are committed to actively promoting the Welsh language and ensure that it is not treated less favorably than English. The Welsh Language Commissioner issued a Compliance Notice which sets out the Standards which apply to Mid and West Wales Fire and Rescue Authority, along with any exemptions and their implementation dates.

In response to the Compliance Notice, the Authority published a document noting how it intends to comply at a corporate level with the Standards and what its internal processes are for oversight and monitoring implementation, both of these documents are available on our external website.

<http://www.mawwfire.gov.uk/English/About/How-We-Do-It/Pages/Welsh-Language-Standards.aspx>



Well-being Statement

“

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

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

Our Draft Corporate Plan 2020-2025 outlines our Draft five year Strategic Aims and our Draft Improvement and Well-being Objectives for 2020/2021.

We have ensured that our Draft Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle and incorporate the five ways of working.

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

As a result of this consultation process, we are confident that our Draft Improvement and Well-being Objectives for 2020/2021 contribute to the requirements of the Act.

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

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

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



Sustainable Development Principle



Long-term

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

What are we doing to meet these principles.

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

We have embedded long term thinking within our business practices and we will continue to adopt a horizon scanning approach as part of our planning processes. When setting our Draft Strategic Aims (2020-2025) and Draft Improvement and Well-being Objectives (2020/2021), we have ensured that we remain sighted and monitor future trends and long term challenges, that will have an adverse impact on the services we provide.

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



Prevention

Preventing problems occurring or getting worse.

What are we doing to meet these principles.

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

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

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



Integration

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

What are we doing to meet these principles.

We have taken an integrated approach when developing our Draft Improvement and Well-being Objectives (2020/2021), as we believe that working in a more integrated way will enable us to solve problems more effectively and efficiently.

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



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

What are we doing to meet these principles.

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

This collaborative approach has also identified the most cost effective and efficient delivery methods across the three Fire and Rescue Services on several subject matters. We understand that working closely with our partners, maximises the impact of our safety messages on our communities and delivers safety messages with a joint approach.

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



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

What are we doing to meet these principles.

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

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

Our Draft Strategic Aims (2020-2025) and Draft Improvement and Well-being Objectives (2020/2021) will help to achieve the seven Well-being goals in a number of ways.

Our contribution towards achieving a Prosperous Wales will include providing a greater level of information and support from each of our contacts when we visit people in our communities to keep people safer in their homes. We will also contribute to achieving a Prosperous Wales by managing our assets in better, more cost effective and efficient ways; building on existing relationships and looking for new opportunities to maximise the benefit for the community and enhance our contribution to the local economy and reduce costs to society.

Contributions towards a Resilient Wales will be achieved through the consideration of new technology and innovation within our Service. We will also better understand our impact on the environment in order for reductions in our carbon footprint to be achieved, whilst continuing to maintain a high standard of service delivery.

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

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

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

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

Where possible, we will promote access to our services through the utilisation of the Welsh language, to ensure that our stakeholders are able to communicate with us in their preferred language.

We have also ensured that the actions for the Objectives have been developed in accordance with the sustainable development principle.

We will also continue to encourage our employees to speak their preferred language in the workplace and provide opportunities to employees who wish to learn Welsh.

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

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

The significance of the Objectives contained within each of the six Public Service Board's Well-being Plans, is reflected in our own Draft Improvement and Well-being Objectives, which ensure that working with our partners to deliver better outcomes for our communities remains a priority.

Not only have we considered the Well-being of Future Generations (Wales) Act 2015 in the formation of this plan, we have also embedded a number of new ways of working within the day to day running of the organisation. The Golden Thread of the Service is greatly influenced by the Well-being of Future Generations (Wales) Act 2015. From our individual development plans and departmental strategies, through to our Draft Corporate Plan 2020-2025, the ethos of the Act is at the forefront of our minds.

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

Our Performance

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

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

	2018/19 Actuals	Average 2009/10 to 2013/14	Average 2014/16 to 2018/19	Average Percentage reduction 2009/10 to 2018/19	2022/2023 Target
ALL FIRES FRS/RRC/S/001 (i)	3734	4473	3384	-25.2%	-20%
ALL FALSE ALARMS FRS/RRC/S/001 (ii)	4886	4814	4755	-1.2%	-10%
ALL ROAD TRAFFIC COLLISIONS FRS/RRC/S/001 (iii)	870	1118	987	-11.6%	-10%
ALL OTHER CALLS FRS/RRC/S/001 (iv)	3967	3384	4559	34.7%	No Target Set
DEATHS AND HOSPITALISED INJURIES FROM ALL FIRES. FRS/RRC/S/002 (i)	61	69	66	-4.4%	-10%
DEATHS AND HOSPITALISED FROM ALL ACCIDENTAL FIRES. FRS/RRC/S/002 (ii)	51	62	58	-6.2%	-10%
THE PERCENTAGE OF DWELLING FIRES WHICH WERE CONTAINED IN THE ROOM OF ORIGIN. FRS/EFR/S/003	88.6%	87.2%	87.0%	-0.2%	Maintain target of 87% if possible

Developing our Draft Corporate Plan 2020-2025

This Plan outlines our Draft five year Strategic Aims (2020-2025) and our Draft Improvement and Well-being Objectives for 2021-2022.

In developing our Draft Corporate Plan for 2020-2025 we have considered:

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

Our other legislative requirements, including:

1. Local Government (Wales) Measure 2009.
2. Fire and Rescue Service National Framework 2016.
3. National Issues Committee.
4. National Resilience.
5. All Wales Equality and Diversity.
6. Welsh Language Standards.

Our Strategic Aims



Our Draft Strategic Aims (2020-2025) set our direction of travel for the next five years.

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

Our Draft Strategic Aims for 2020-2025 ensure we will continue to deliver the best possible services to our communities. The four Draft Strategic Aims, as outlined, detail our commitment to delivering against challenging targets within an ever changing societal, political and financial environment.

Well-being of Future Generations (Wales) Act 2015	Strategic Aims			
	ONE	TWO	THREE	FOUR
<input checked="" type="checkbox"/> A Prosperous Wales	✓	✓	✓	✓
<input checked="" type="checkbox"/> A Resilient Wales	✓	✓	✓	✓
<input checked="" type="checkbox"/> A Healthier Wales	✓	✓	✓	
<input checked="" type="checkbox"/> A more Equal Wales	✓			✓
<input checked="" type="checkbox"/> A Wales of Cohesive Communities	✓	✓	✓	✓
<input checked="" type="checkbox"/> A Wales of Vibrant Culture and Thriving Welsh Language				
<input checked="" type="checkbox"/> A Globally Responsible Wales		✓	✓	✓



Strategic Aim 1: **OUR PEOPLE**

Well Being of Future Generations (Wales) Act 2015



We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.



Strategic Aim 2: **OUR COMMUNITIES**

Well Being of Future Generations (Wales) Act 2015



We will improve the safety and well-being of our communities through holistic interventions and partner engagement.



Strategic Aim 3: **OUR ENVIRONMENT**

Well Being of Future Generations (Wales) Act 2015



We continually aim to improve our working practices and activities with consideration to our short and long term environmental impact.

We will continue to strive to reduce our carbon footprint and continue with our research into green sustainable renewable technology for our fleet and buildings, while looking for collaboration opportunities to improve our impact on the environment.



Strategic Aim 4: **OUR FUTURE**

Well Being of Future Generations (Wales) Act 2015



We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

Our Improvement and Well-being Objectives

Each year, as part of our planning process, we develop Improvement and Well-being Objectives, designed to help us deliver against our Strategic Aims. Our Objectives tell our staff, communities and stakeholders what benefits will be delivered to them over the coming year.



Strategic Aim 1: **OUR PEOPLE**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

Where are we now?

Equality and Diversity lies at the heart of our Service culture and underpinning everything we do is our belief in our people. Through the work of the Human Resources, People Development and Training Delivery departments, the Service aims to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Providing our employees with a healthy and safe workplace is essential for effective performance. The Service supports all employees in maintaining their fitness to meet both the physiological and psychological demands of the role, supporting employees with their overall health and well-being through a range of advice, guidance and awareness initiatives.

We have adopted and are part of the National Framework for the prevention of 'Violence against Women, Domestic Abuse and Sexual Violence.' We have also implemented the 'MIND Blue-light' programme to support mental health and well-being in the workplace, providing early intervention and support for those who may find themselves experiencing challenges.

Where do we want to be?

We recognise that against a backdrop of ongoing financial pressure for all public sector authorities, our role continues to evolve. Innovative thinking and new ways of working will ensure that our workforce is equipped with the necessary tools and skills they will need to continue to provide a service that safeguards individuals and reduces risk within the communities we serve.

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

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

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Improve the Diversity of our Workforce to be more representative of the communities we serve.

We will achieve this by:

- Proactively tackling underrepresentation and exclusion within the Service.
- Ensuring that our staff take account of equality considerations in the development of all aspects of the Service, including new initiatives, projects, and policy and procedural developments.
- Continuing to ensure that the structure of the organisation reflects the needs of our Service and communities, by creating flexible working practices to support a healthy lifestyle and work life balance.
- Engaging with communities, stakeholders and partners on the divergent roles available in the Fire Service.

Inspire Co-production – the involvement of all.

We will achieve this by:

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

What will this mean and why this is important to you.

Effective workforce planning, together with smarter working practices and the continued streamlining of administration processes, will improve efficiency within the Service.

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





Strategic Aim 1: **OUR PEOPLE**

Sustainable Development Principle
Five Ways of Working.



Long Term

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

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

Encouraging people to realise what they can do, not what they can't and involving them in decision making as an equal partner, will provide opportunities to continually improve the service we deliver.

Allowing staff to understand what matters to people, their strengths and the strengths of wider communities, delivering innovative solutions across organisational boundaries.



Prevention

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

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

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



Integration

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

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

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



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

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

Internal collaboration between functions and response areas along with external collaboration with partner agencies, will ensure our people have opportunities to progress and develop within their careers, making them more effective at delivering services aligned to the needs of our communities.

It will also enable the sharing of good practice across organisations and sectors to ensure only the best people practices are implemented.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

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

Engaging with the workforce, our partners and other agencies about skills and competencies required to better serve our communities, is integral to our training and development departments. It also forms part of our people strategy to ensure our skills evolve to meet current and future requirements of the Service.



Strategic Aim 1: **OUR PEOPLE**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

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

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

A Healthier Wales

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.

The Service continues to commit to providing the necessary education, support and advice to all 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 more balanced lifestyle in terms of their general health and well-being.

A Resilient Wales

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).

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

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

A more Equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).

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

A Wales of Cohesive Communities

Attractive, viable, safe and well-connected communities.

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



Strategic Aim 2: **OUR COMMUNITIES**

We will improve the safety and well-being of our communities through holistic interventions and partner engagement.

Where are we now?

We know that our preventative approach in delivering fire safety advice, education and interventions across our Service contributes to reducing the number and severity of emergency incidents we attend.

Our approach involves working with a range of partners across the public sector to ensure that we achieve the best possible outcome for our Communities during our engagement.

Alongside our prevention work, we have established arrangements for the delivery of our statutory fire protection obligations, which encompasses new and emerging fire protection requirements as identified on a Wales and UK National level, helping to keep businesses safe and the local economy sustainable.

Where do we want to be?

Our aim is to ensure that we continue to deliver the best possible education and intervention on matters of fire safety prevention in areas of our community which will have the most positive impact and where possible, this will include widening our messages to encompass other safety and wellbeing subjects to support our partners.

Awareness of fire risk within the business sector has increased significantly over the last few years and we will aspire to widen our traditional fire safety messages with business owners to enable even greater value in the engagement to be achieved.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Focus on our Partnerships with stakeholders.

We will achieve this by:

- Working with partners to identify opportunities for providing mutual support to deliver agreed well-being objectives.
- Collating and sharing information on the structures and pathways for key partners to ensure that our shared messages are provided across organisations.
- Agreeing clear deliverables for any partner involvement.
- Establishing secure data sharing arrangements in order to improve the safety and welfare of citizens .
- Continually reviewing and evaluating the success of our partnerships to reduce duplication and ensure our partnership arrangements are of value to our communities.

Improve our Communication and key messages with our communities.

We will achieve this by:

- Raising public and partner awareness of our preventative agenda across all areas of intervention and encouraging feedback on our activities.
- Promoting local and national safety campaigns, directing our resources to areas of greatest risk.
- Encouraging volunteers to work with the Service across a range of areas to enhance our delivery and provide them with valuable skills and experience.
- Developing engagement tools that are designed to reach our target audience and that can be used by all of our employees.
- Working collaboratively with the two Welsh Fire and Rescue Services and other partners to ensure consistent and widespread promotion of safety messages.
- Recruiting and training more employees to support the delivery of our preventative interventions.
- Using performance information and evaluation to promote the outcomes of our interventions and ensure we deliver the services our communities need.

What will this mean and why this is important to you.



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

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



Strategic Aim 2: **OUR COMMUNITIES**

Sustainable Development Principle
Five Ways of Working.



Long Term

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

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

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



Prevention

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

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

Fire and Rescue Services have a proven track record of success in using preventative strategies to inform communities about the risks from fire in order to reduce their occurrence.

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



Integration

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

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

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



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

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

Our Service is very effective at both creating, as well as facilitating collaborations with a range of partners and this ethos greatly supports the demand for co-production between public sector partners in order to meet the ever changing and increasing community needs.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

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

The Fire and Rescue Service is a high achieving public service which is a reflection of its positive and embracing culture that has adapted with modern societal changes and demands. This approach has ensured that the organisation has the right people delivering the right community engagement at every opportunity.



Strategic Aim 2: **OUR COMMUNITIES**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

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

A Healthier Wales

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.

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

A Resilient Wales

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).

Delivering a range of prevention and protection arrangements alongside our partners will form connections in the community that are sustainable. Positively impacting on people's lives in terms of increasing awareness to the risks from fire in homes, businesses and wider community environment, creating a more resilient community which is less reliant on public services.

A Wales of Cohesive Communities

Attractive, viable, safe and well-connected communities.

Working with our Public Service Boards will enable us to reach and connect with all areas of our communities, whilst removing boundaries to less deprived areas and destigmatising poor reputations and records in relation to socio-economic status.

A Globally Responsible Wales

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.

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



Strategic Aim 3: **OUR ENVIRONMENT**

We continually aim to improve our working practices and activities with consideration to our short and long term environmental impact.

We will continue to strive to reduce our carbon footprint and continue with our research into green sustainable renewable technology for our fleet and buildings, while looking for collaboration opportunities to improve our impact on the environment.

Where are we now?

As a Service, we are committed to reducing our impact on the environment in all aspects of our activities and embracing environmental sustainability and green technology in the process.

We are committed to improving our environmental performance and considering it in all areas of our work. Our Sustainability and Environmental Strategy 2015-2020 and Environmental Policy outlines our main principles and Objectives to reduce the Service's environmental impact through our activities and operations.

The Service produces an annual Environmental Report, which highlights our achievements and environmental performance for the previous year.

In 2019, the Service saw our sixth successful consecutive reassessment of our Green Dragon Environmental Management Standard at the highest level available, Level 5. The Standard recognises the Service's commitment to continual environmental improvement and environmental legislation and has provided valuable assistance in supporting the Service in meeting its environmental Objectives.

Over the last few years, we have vastly improved our environmental impact by introducing two new Hydrogen fuelled vehicles in to our fleet and increasing the usage of e-bikes for local journeys. We have increased our use of Photovoltaic panels and recently installed new panels on two of our larger buildings. We have also installed LED lighting and energy saving technology in the majority of our Stations. More recently, we have begun to install Electric Vehicle Charging points at our Service Headquarters, which will facilitate our newly purchased electric non-response vehicles.

Where do we want to be?

Our intention is to be an environmentally sensitive and sustainable Fire and Rescue Service where sustainable development and environmental issues are embedded into all our decision making processes; enhancing the economic, social and environmental well-being of our communities.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Reduce the purchase and consumption of single use plastic within our Service.

We will achieve this by:

- Significantly reducing the utilisation of single use plastic water bottles.
- Exploring opportunities to reduce plastic packaging on goods brought into the Service.
- Investigating and working with suppliers to generate opportunities to minimise or eliminate single use plastic packaging and encourage a recyclable packaging alternative.
- Considering opportunities to replace everyday products with alternative to plastic and the promotion of eco-friendly alternatives.
- Reviewing our Waste Management Contracts to ensure maximum diversion from landfill.

Reduce the Service's energy consumption and move to a more sustainable energy strategy.

We will achieve this by:

- Improving our systems for energy monitoring across all of our Service building stock.
- Considering sustainable improvements to our estate, where practicable, to improve our green infrastructure and energy storage.
- Introducing proactive ownership of energy consumption at all Station locations.
- Working to improve accountability and understanding of energy consumption at Service locations amongst all staff.
- Working with external partners such as Welsh Government and Carbon Trust to explore opportunities to reduce energy consumption across our estate.

What will this mean and why this is important to you.



Taking more responsibility for our activities and the impacts from these activities in relation to our environment, through operations and energy conservation, will reduce our carbon emissions.

Reducing the amount of waste produced by increasing our re-use and recycling, will mean less demand for new resources and a decrease in general waste production from our sites, which in turn will result in less waste being sent to landfill.



Strategic Aim 3: **OUR ENVIRONMENT**

Sustainable Development Principle **Five Ways of Working**



Long Term

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

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

We will research new and emerging technologies and to develop targeted green initiatives to support the Service's Environmental objectives. This will require support in terms of investment and a shift in staff behaviours and attitudes.

The longer term result will ensure we are an environmentally responsible Fire and Rescue Service by improving the Service's environmental performance; improving efficiency in our use of resources; and minimising our impact on the environment.



Prevention

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

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

We will utilise technology and IT Software Systems to monitor and analyse data to enable implementation of preventative measures and allow improvements in the way we work.

This will reduce the Service's Carbon Emissions and have a positive impact on the local environment and community.



Integration

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

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

We will maintain the Service's green goals by integrating and embedding environmentally sustainable processes throughout the Service by reducing the environmental impact of Service activities on the local communities.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

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

We will collaborate with PSB members and external organisations on wide reaching environmental projects which ensure we are able to share best practice and allow opportunities for lessons learnt; which will, in turn, have a positive impact on local communities.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

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

We will attend and engage at public forums to help shape decision making in order to improve our local environment and to help shape our future green initiatives and goals, both internally and in the local communities.



Strategic Aim 3: **OUR ENVIRONMENT**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

We will use innovative new green technology to improve and create more sustainable buildings and to research and develop an Ultra-Low Emission fleet of Non-Response Vehicles to improve local air quality and reduce the Carbon Footprint of the Fire Service. We will develop an infrastructure throughout the Mid and West Wales Fire and Rescue Service estate which will enable Electric Vehicle Charging at strategic locations. This will help to connect Ultra Low Emission Vehicle communities and encourage the use of Electric and Hybrid vehicles as an alternative to fossil fuelled vehicles.

A Healthier Wales

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.

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

A Resilient Wales

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).

We will encourage and enhance the natural environment and biodiversity of our sites where possible to allow for a healthy ecosystem on Fire Service and adjacent land. We will work with local partnerships to raise awareness of Operational activities in areas of high biodiversity value and allow for the best available means of management.

A Wales of Cohesive Communities

Attractive, viable, safe and well-connected communities.

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

A Globally Responsible Wales

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.

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



Strategic Aim 4: **OUR FUTURE**

We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

Where are we now?

We currently employ a range of IT software systems to support our business processes. However, these are primarily used as 'standalone' systems with limited interoperability across the IT platform and we have an overreliance on bureaucratic, paper based systems and processes within our administrative functions.

Operationally, our processes have evolved incrementally over the past 10-15 years. There is considerable scope to develop these processes further by utilising IT to support critical incident management e.g. Mobile Data Terminals (MDTs), Operational intelligence gathering.

Where do we want to be?

The Service wants to have a fully developed and integrated IT platform to improve interoperability, reduce administrative burdens and to 'lean' our processes. We want to make better use of technology to reduce our carbon footprint, reduce costs and improve overall organisational effectiveness.

The Service wants to exploit any opportunities that reduce the risks to firefighters and communities through the use of technology, research and development thereby creating a culture of innovation which puts the Service at the forefront of the blue light sector.

How we will achieve our Strategic Aim?

During 2020-2021 we will:

Develop an IT infrastructure which supports alternative ways of working, utilising technology to reduce operational risk through the way we present our operational data.

We will achieve this by:

- Developing ICT systems that are efficient and effective and support alternative ways of working.
- Improving communication systems and enhancing the way in which we manage our operational data.
- Ensuring easy access to the right information, ensuring two-way communication at the right time from the right place, with the right hardware.

Create a forum to explore the ideas and suggestions from our staff; a think tank that will give our People a voice to shape continuous improvement.

We will achieve this by:

- Creating an environment which encourages effective and transparent communication, with access to all members of staff.
- Empowering staff by listening to their views and affording them the opportunity to influence change and shape the future of the Fire Service.
- Encouraging wider work force engagement to identify better and more innovative ways of working.

What will this mean and why this is important to you.

The way in which we go about our work will change to keep up with the needs of our communities and staff.

This will ensure the Service maximises all opportunities to work efficiently and effectively whilst preventing and protecting our public and responding when we are called.





Strategic Aim 4: **OUR FUTURE**

Sustainable Development Principle **Five Ways of Working**



Long Term

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

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

Exploiting the use of IT Systems will reduce our carbon footprint, whilst improving the way we operate.

This will require support in terms of investment and training, as well as a change to the way we work. The longer term result will be a smarter and leaner organisation, which can prevent, protect and respond more effectively.



Prevention

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

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

Using IT Systems for trend analysis and predictive analytics helps us to make more informed decisions about what, where and how our interventions should occur.

It enables the Service to respond more appropriately to the needs of our communities, whilst reducing the risk to our frontline firefighters.



Integration

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

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

Enhancing our IT Systems and business processes across the organisation and integrating this into the way we work, will improve the service we give to our communities.

It will also help integration with other blue light services and partners, to provide a more seamless approach to the wider public service delivery.



Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

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

Working with partner organisations and third parties, sharing best practice and increasing interoperability, will help embed continuous improvement for both ourselves and others, whilst ensuring only the highest level of service is provided to our communities.



Involvement

The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.

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

Creating forums that provide access for all, will ensure collective involvement and decision making about our future ways of working.

Using this collective wisdom from within and outside of the organisation, will ensure we keep focussed on both our people's and public's needs.



Strategic Aim 4: **OUR FUTURE**

Summary of how the Strategic Aim enables the Service to meet the Well-being Goals

A Prosperous Wales

An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

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

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

A Globally Responsible Wales

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.

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 more Equal Wales

A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

The implementation of various recommendations emanating from 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. Increased connectivity and digitisation assist us in delivering our emergency and community safety services to citizens, ensuring that we can deliver advice and intervention programmes to assist individuals to improve their lifestyle.

A Resilient Wales

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).

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

A Wales of Cohesive Communities

Attractive, viable, safe and well connected 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. When developing new projects and processes, we will engage and consult with key stakeholders and partners in other Emergency Services and sectors, which will contribute to safer and better connected communities.

Find out more

Our website contains more detailed information on areas reported in this document.
On our website you will find information on: -

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

We welcome your comments or suggestions for future planning improvements.

To provide your feedback, you can contact us via our website www.mawwfir.gov.uk telephone us on **0370 60 60 699** or write to us at Mid and West Wales Fire and Rescue Service HQ, Lime Grove Avenue, Carmarthen, SA31 1SP.

Alternatively, you can email us at mail@mawwfir.gov.uk

Alternative Versions

This document is also available in accessible formats. If you would like this information in an alternative language or format, including audio.

Please contact us on: **0370 6060699** or e-mail: mail@mawwfir.gov.uk