



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

ANNUAL PERFORMANCE ASSESSMENT

2025 / 2026

AT A GLANCE



Over the last 12 months we have attended:



We also recruited:



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

Objective One progress statement for the 2025/2026 Reporting Period.

- Progress continued on the Service's cultural journey through leadership development programmes.
- A review of disciplinary Professional Standards was initiated.
- Representatives from the Human Resources department visited Aneurin Bevan Health Board to gain insight into lessons learned following their review and to further explore alternative early-intervention options, including mediation and welfare support gaps.
- Case management software options were explored with PeopleXD's parent company.
- Disclosure and Barring Service checks for Service staff also continued to progress well.
- The Well-being Strategy and accompanying Action Plan were launched in September 2025.
- Progress was made in relation to the procurement of a Health Benefit provider.

- 'Time to Talk Day' activities took place in February and included Brew Thursday, during which the new Well-being Pocket Guide was launched.
- The recruitment process for the Mental Health and Well being Advisor and Coordinator roles was concluded, with successful candidates appointed.
- Work began with the POD department on mental health training, alongside a partnership with Careers Wales to provide managers with additional support and resources.
- A Recruitment Working Group was established, and benchmarking exercises were undertaken to identify recruitment initiatives used by other Fire and Rescue Services.
- A Virtual Reality simulation concept was explored to provide applicants with a realistic insight into operational roles.
- Recruitment procedures were reviewed to improve transparency.
- Two recruitment systems were evaluated, enabling applicants to maintain application profiles for future opportunities.
- A full review of the appraisal process was completed.



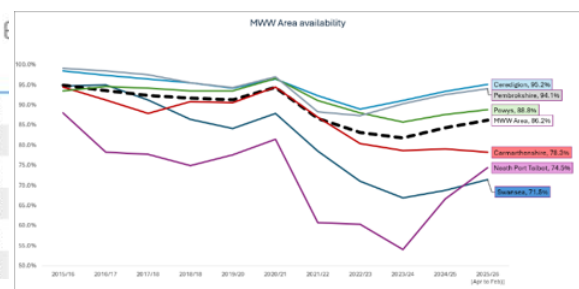
Improvement and Well-being Objective Two – We will remain committed to making improvements to our On-Call Duty system to support the needs of our communities.

Objective Two progress statement for the 2025/2026 Reporting Period.

- Increase in overall availability for the 2025/2026 reporting period, with significant improvements made in Southern Divisions (Swansea and Neath Port Talbot).

All Pumps

FY	Northern	Southern	Western	Total
2020-21	96.7%	84.4%	96.5%	94.9%
2021-22	91.7%	68.7%	90.0%	87.9%
2022-23	88.7%	65.1%	86.9%	84.7%
2023-24	87.4%	59.8%	87.1%	83.5%
2024-25	89.3%	67.6%	88.2%	85.9%
2025-26	90.5%	74.3%	88.3%	87.4%



- The On-Call conference took place on 28 April 2025, with positive feedback received from attendees.
- Stay interviews were trialled in the Northern Division.
- Data from exit interviews was collated to identify patterns and inform future areas of focus.
- A total of 53 recruitment initiatives were delivered during the reporting period.
- Work commenced on a review of Module B, with a focus on reducing the impact on On-Call candidates and minimising time away from their primary employment.
- Opportunities were explored to encourage Green Book staff to join the On-Call system, including the development of a dual contract arrangement.



- A paper was developed to support improvements to bank holiday remuneration for On-Call staff.
- Corporate recruitment materials were refreshed, including new employer and employee leaflets to support recruitment engagement.
- On-Call firefighter interview videos were developed to promote the role and highlight its value to the Service.
- An On-Call pass-out parade was introduced following a successful trial in the Northern Division in February 2026.
- The introduction of an On-Call support team was approved by our Executive Leadership Team.
- Crew Command course payments were introduced, with an 8-hour payment made upon completion of ICS assignments.
- A software system (OARS) was purchased to support On-Call availability, recruitment, skills utilisation, and workforce planning.
- Trial undertaken at Rhayader Fire Station for a driver, non-breathing apparatus wearer.
- In partnership with St David's College, a firefighter leadership programme was developed, enabling students to complete On-Call training and provide operational cover where needed.



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

Objective Three progress statement for the 2025/2026 Reporting Period.

- Work commenced to review specialist skills across the TAC rota, focusing on competence maintenance and operational deployment.
- An assessment of 42-hour officers was completed to understand their utilisation and contribution to operational capability.
- A Line Rescue Task and Finish Group was convened, with an options paper developed for consideration.
- A wildfire strategy paper was developed and presented to the Wildfire Working Group, including options for a scalable wildfire response capability.
- Research, review, and stakeholder engagement were undertaken to develop agile PODs solutions aligned with the vehicle replacement programme.
- A review of the Thematic Plan was undertaken to better reflect skills and contributions across Green Book and Grey Book roles.
- A review of partnership arrangements was undertaken to strengthen the delivery of Home Safety Checks to high-risk and vulnerable communities.
- The Business Fire Safety initiative was rolled out to operational crews to help identify fire safety risks and improve public and firefighter safety.
- A risk map was produced using Power BI which assists with effectively identifying 'areas' of risk.
- Following fires at Southampton Hospital and in Crans-Montana, Switzerland, correspondence was issued to hospitals to reinforce fire safety.

- An All-Wales meeting on contaminants management was held to establish a consistent baseline and identify capability gaps across Fire and Rescue Services.
- Implementation of the Evotix Assure health and safety management system continued to support compliance and improve health and safety management.
- The new Risk Assessment process went live in April 2025 and saw all Service Risk Assessments formalised into generic RA's, therefore reducing the total of RAs across the Service.
- The Control of Substances Hazardous to Health project was completed, and updated guidance was circulated and published on Insight.
- A review of fire appliance equipment was undertaken to standardise inventories and reduce equipment-related near miss incidents.
- A trial was undertaken with the Training Delivery department for Breathing Apparatus instructors during live fire exercises using Enduro undergarments.
- An Ops 23b Exposure Record Form was developed to help firefighters record significant contaminant exposure and improve risk awareness.
- Questions on contaminants management were added to operational assurance and station audits.
- Personal issue kitbags were procured following a recommendation from the Fire Brigades Union -commissioned University of Lancashire report.
- Station Risk Profiles were completed and shared on the Service's Insight page.



Improvement and Well-being Objective Four – We will review and implement changes to the way in which we respond to emergencies to meet the changing demands of our community.

Objective Four progress statement for the 2025/2026 Reporting Period.

- A review of the Strategic Assessment of the External Environment was undertaken.
- Station Risk Profiles for 2024 and 2025 were completed and uploaded to the Insight page.
- The Guiding Principles for the 2-2-4 and Flexi Day Crewing (FDC) shift system were reviewed and updated.
- An FDC pilot was explored, with a 12-month trial agreed at Ammanford and Milford Haven Fire Stations to improve flexibility for staff and the Service.
- The Tactical Officer Rota (TOR) was reviewed, exploring competency requirements and operational assurance to ensure staff are able to meet both.
- Implementation of the outcomes and recommendations following receipt of the Chief Fire and Rescue Advisor and Inspector Wales report continued.
- A tender process for the procurement of 22mm hoses and smooth bore branches for first-line appliances commenced.
- Progress was made in aligning the Thematic Plan with National Operational Guidance, supported by a dedicated implementation working group.



- Work continued on Phase 2 of the Training Delivery and People and Organisational Development review.
- Savings from Phase 1 were reinvested to fund a Digital Innovator role, realign an existing post, and recruit an apprentice to support digitalisation initiatives.
- Funding was secured through the Firefighting Safety Reserve Fund to develop a Service-specific water mapping rig.
- Additional resources and materials, including smoke blockers and water mapping equipment, were introduced.
- A method statement for fighting fires in the built environment was developed and progressed through the Service's internal governance processes.
- Significant progress was made in developing All-Wales compartment firefighting training packages.
- All Operational Incident Notes were updated to align with the new training packages.
- The Service continued its involvement in the NFCC Operational Training and Equipment Group.
- An evaluation of the Joint Fire Control business case was undertaken for consideration by South Wales Police and South Wales Fire and Rescue Service.
- Progress continued on the RAPPEL replacement project, including the development of two specifications: one for software and one for hardware.
- A Welsh Government-sponsored initiative was utilised via the CYD Platform, with a sandbox session held to co-develop and refine the Outcomes-Based Specification.
- Opportunities to procure the GoodSAM platform to enhance mobilisation were explored.



Improvement and Well-being Objective Five – We will regularly review our Prevention (Community Safety) and Protection (Business Fire Safety) strategies to target and support the most vulnerable in our communities.

Objective Five progress statement for the 2025/2026 Reporting Period.

- Work continued to develop evaluation criteria designed to capture data on the social and economic return following the completion of Home Safety Checks.
- A total of 12,709 HSC audits were completed during the 2025/2026 reporting period, with 57% undertaken within the very high or high vulnerability categories.
- Completed and implemented the FFA policy change, reducing attendances by 89% and releasing 394 crew hours for training and community engagement.
- Progressed development of the REFLECT programme, engaging 1,264 individuals and reaching 36,895 people, with an average audience of 29 per session.
- 196 pupils were engaged with as part of the Phoenix Project, with 153 pupils completing the course and gaining their Agored Cymru Accreditation Certificate.

- Education initiatives were delivered in schools across the Service area, reaching 20,000 individuals.
- A total of 2,500 children and young people were engaged at the Eisteddfod yr Urdd.
- 5,565 Road Safety engagements were undertaken.
- Developed and tested bespoke fire safety sensory boards with Cerebra, using feedback from children and young people with a variety of Special Educational Needs, also school staff and pupils, was used to improve the boards.
- Members of the Community Safety Education team were Highly Commended in the Public Safety category at the Safer Communities Awards for the inclusivity of the Fire Safety sensory Boards.
- Community education was delivered at the Royal Welsh Show, Pembrokeshire County Show, community events, and Fire Station open days during the reporting period.
- The Service's Education Lead led on the development of Lithium Battery Safety resources and created educational worksheets and engagement materials to promote the safety message.
- Filming for an Urban Fires project is continuing, with segments from the Head of Community Safety, a Specialist Paediatric Burns Nurse and the Designing Out Crime Officers from Dyfed Powys Police. SWFRS are providing some financial support for the project. The aim is to reduce nuisance fires and risky behaviours among children and young people. The Service's Education Team will deliver this lesson in targeted areas. The lesson will also be made available to the Youth Team for the Phoenix project and the Arson Reduction team for school and/or youth club delivery.
- A multi-agency water safety event was held in July 2025 providing members of the public with the opportunity to watch water rescue demonstrations and receive safety information from both the Service and partner agencies.
- As part of ongoing community engagement efforts, meetings were held with residents in Llanelli in relation to fly-tipping and burning.
- Delivered school safety sessions on BBQ safety, arson awareness, derelict buildings, anti-social behaviour and grass fire prevention.
- Over 200 young people engaged with Domino presentations in sixth forms, and three Biker Down courses were delivered in response to motorcycle related incidents.
- The Service organised the Youth-Related Crime Trends Conference, with over 100 attendees.
- Filming of wildfire education content for the Welsh Government took place in Port Talbot.
- The wildfire balanced room process was completed, resulting in eight outcomes that were presented to and approved by the Executive Leadership Team.
- Prevention-related outcomes from the wildfire balanced room process were presented to the Wales Wildfire Board for awareness.
- Wildfire prevention activities were carried out in Seven Sisters to help safeguard nearby properties and reduce the risk of fire spread.



- Arson reduction initiatives continued.
- Collaborative working arrangements continued with Bannau Brycheiniog National Park at the Colbren site, guidance was provided to the local farmer on best practices for land management to reduce future wildfire risk.
- Through collaborative assessments with Natural Resources Wales, several areas of concern were identified.
- Arson prevention advice was delivered to students at Penyrheol Comprehensive School to raise awareness and reduce future risk.
- The Business Fire Safety department continued to engage with the Welsh Government regarding the introduction of the new Building Safety (Wales) Act
- In preparation for the Act, a provision was established to ensure all consultations were communicated through a central point, with dissemination to appropriately qualified personnel.
- The Building Safety Visits Programme was extended to all wholetime crews across the Service area, with training delivered and positive feedback received.
- A total of **817** Risk Based Inspection Programme audits were undertaken during the reporting period.
- A total of 740 building regulations consultations were completed.
- A total of **357** business engagement activities were recorded across the Service area, ranging from small to large businesses.
- Work started on how to integrate Exeter Data with the Service's CFRMIS system to improve how information was gathered and allocated to crews.
- The Service's strong partnership arrangements continued to deliver benefits.
- Members of the Community Safety team were Highly Commended in the Public Safety category at the Safer Communities Awards.
- A two-week Crucial Crew event was successfully delivered in Pembrokeshire.
- Sensory fire prevention tools for neurodiverse children were developed in collaboration with Cerebra



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

Objective Six progress statement for the 2025/2026 Reporting Period.

- A series of community engagement drop-in sessions was concluded. An evaluation was conducted to identify lessons learned
- A range of engagement approaches and methods were used to promote the survey.
- Online news stories were also featured on the *Wales Online* website and Facebook page.
- An analysis of the social media campaigns for '*Re-shaping Mid and West Wales Fire and Rescue Service...Together*' and the associated drop-in sessions was undertaken.
- The Business Fire Safety team continued to utilise monthly whole-team

- meetings to improve the cascade of information within the department.
- Service Campaign Steering Group meetings were held to design and develop new and innovative campaign and engagement strategies.
 - A Social Partnership Duty report, evidencing how the Service complied with the duty, was drafted and submitted to the Social Partnership Council for consideration.
 - Trade Union representatives continued to attend Objective Performance Monitoring meetings and Community Risk Management Delivery Board meetings.
 - Engagement with members of the public and staff using the *'Have Your Say'* survey continued over the summer period.
 - A Petitions Procedure and a Controversy Procedure for all engagement and consultation exercises were developed.
 - In response to feedback gathered during community engagement drop-in sessions, a series of Wildfire Balanced Room options development workshops were held
 - A further series of Balanced Room sessions, focusing on flooding, were held in January and February 2026.
 - Approved outcomes were allocated to internal and external working groups for implementation, along with the development of associated timelines.
 - Work commenced on the development of an internal *'Balanced Room Lite'* procedure, enabling departments to apply the concept within their own operations.
 - The Corporate Communications and Business Development department reviewed its communications approach and use of social media platforms.
 - Communications representatives were introduced for departments to provide a single point of contact and support a consistent approach to sharing updates.
 - The Internal Communication Change Programme was approved by the Strategic Leadership Team.
 - Work commenced to produce a new video, using an external supplier, to promote the CRMP and its associated workstreams.
 - A series of On-Call videos showcasing operational incidents within the On-Call sector was produced.
 - Work continued to further develop the CRMP website as a single source of truth regarding the plan and its progress.
 - Well-being podcasts were introduced as an alternative approach to internal communications.
 - A question-and-answer session, hosted by the Deputy Chief Fire Officer provided staff with the opportunity to learn about the Service's Strategic Priorities, receive an update on corporate budget planning, and ask questions directly.
 - A series of well-attended online pre-tender engagement events was held on the welding framework, health benefits, and Business Fire Safety training.
 - A review of the Service's community engagement surveys was undertaken. This resulted in the merge of two surveys to create a single unified survey,



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

Objective Seven progress statement for the 2025/2026 Reporting Period.

- A Net Zero Carbon reporting spreadsheet, capturing the Service’s carbon emission statistics, was submitted to the Welsh Government.
- Good progress continued to be made against the objectives contained within the Carbon Reduction Road Map.
- Significant progress was achieved in Phase 1 of the Hydrogenated Vegetable Oil implementation. Phase 2 focused on expanding use at selected high-mileage locations, where the volume of HVO used would offset the embedded carbon cost of infrastructure upgrades.
- Progress continued on the development of the Building Management System, designed to monitor and manage the Service’s energy usage.
- Various funding applications were submitted, including one to Ynni Cymru’s Smart Local Energy System programme for the installation of air source heating, solar PV with battery storage, and a BMS.
- In partnership with Neath Port Talbot County Council, green infrastructure projects were delivered at Cymmer and Amman Valley Fire Stations.
- A community garden was opened at Welshpool Fire Station as part of the Green Spaces project, aimed at enhancing biodiversity, supporting environmental sustainability and promoting staff wellbeing.
- Significant refurbishment works at Machynlleth Fire Station improved insulation values, resulting in better heat retention and reduced gas consumption.
- Work continued to develop the evaluation criteria in readiness for the use of the Compartment Fire Behaviour Training Unit.
- Progress continued with Intégral Géotechnique, who conducted groundwater testing at the Earlswood site. All samples were collected over several months and underwent laboratory analysis.
- A meeting was held with Draeger to provide feedback on the CFBT, and the technical completion of the works was formally accepted.
- Electric Vehicle Charging Infrastructure grant funding of £138,000 was secured for the installation of EV charging facilities at several Service locations.
- The Operational Equipment and Assurance department continued to explore technologies to support Balanced Room outcomes.
- The use of drones was explored, and a strategy was developed to support controlled burn operations.
- Flow rate meters were installed on the Service’s water bowzers to provide accurate measurement of contaminated water dispersed during incidents.
- Following the Chief Fire and Rescue Advisor and Inspectors report, a 22mm hose reel was purchased, and an evaluation of their effectiveness was undertaken.
- Research and development were carried out for the adoption of battery-powered fans and equipment.

- The use of ultraviolet treated water, in collaboration with Welsh Water and Natural Resources Wales, was reviewed.
- Key Performance Indicators were incorporated into all contracts to capture information supporting Scope 3 emissions reporting.
- Meetings were held with North and South Wales Fire and Rescue Service to discuss the development of objectives aligned with Fair Work and Sustainability elements of the Social Partnership Duty.
- Members of the Procurement and Contracting team attended the Business Wales Supplier Exhibition event.
- We continued working with suppliers and end users to improve supply chain sustainability, including encouraging engagement from Small and Medium Enterprises in the Service's tendering processes.
- Pre-tender engagement sessions were held both in person and online, enabling suppliers to engage with the Procurement and Contracting team.
- Multi-Function Devices rolled out across the Service area, delivering benefits on environmentally friendly consumables.
- Further action has been taken to reduce paper usage, such as the introduction of online expenses and employee onboarding modules. Opportunities were also explored by our Fleet, Engineering and Logistics Department to digitise vehicle service sheets
- Between January and December 2025, a total of 196,113 kg of Service waste was processed. Of this, 73% was recycled, 26% was recovered, and only 1% was sent to landfill. Mixed recycling and food waste achieved a 100% recycling rate, while general waste was primarily directed to energy-from-waste facilities, with only 3% sent to landfill.



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

Objective Eight progress statement for the 2025/2026 Reporting Period.

- Clear cab fire appliances were introduced, with an evaluation planned to capture lessons learned prior to any further rollout.
- Progress was made in establishing procurement contracts for welfare equipment and vehicles.
- A concept for a fully functioning, generic Incident Support Vehicle was developed by the Fleet, Engineering and Logistics Department.
- A vehicle options paper was drafted for the identified vehicles, including draft specifications for Medium Fire Appliances, Rural Water Carriers, Incident Support Vehicles, Welfare and Contaminants Facilities, and equipment and combined options.
- Work remained ongoing to improve hygiene and welfare standards at incidents.
- Adopted more collaborative and inclusive ways of working, which further embedded engagement with operational staff.



- Established a dedicated working group to explore and develop the specification for a 4x4 appliance.
- Reached agreement to initially procure six appliances.
- The specification for rural water bowsers was completed.
- Progress continued on the Phase 1 review of equipment on fire appliances.
- Improvements to the Service's firefighting Personal Protective Equipment software were developed.
- The Operational Equipment and Assurance Department continued research and development to identify suitable equipment arrangements.
- Work progressed to identify suitable Multi-Function Personal Protective Equipment aligned to the risks and types of incidents attended.