



Gwasanaeth Tân ac Achub  
Canolbarth a Gorllewin Cymru

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Mid and West Wales  
Fire and Rescue Service

**Consultation Report**  
**Draft Corporate Plan 2021-2026**

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# Ymgynghoriad Consultation 2021 - 2026

# @ A GLANCE



was a key area of focus for the Service



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## Alternative Versions

### Arabic

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### Chinese

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### English

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### Nepali

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अडियोसमेत अन्य वैकल्पिक भाषा वा फर्मेटमा चाहनुहुन्छ भने कृपया हामीलाई फोन नं.:  
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### Polish

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### Punjabi

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## Urdu

یہ دستاویز قابل رسائی شکلوں میں بھی دستیاب ہے۔ اگر آپ یہ معلومات آڈیو سمیت  
براہ کرم ہم سے رابطہ کریں: 0730 کے کسی متبادل زبان یا شکل میں چاہتے ہیں تو،  
پر۔" میل [ku.vog.erifwam@liam](mailto:ku.vog.erifwam@liam): لی می ای 6060699

## Welsh

Mae'r ddogfen hon hefyd ar gael mewn fformatau hygyrch. Os hoffech gael yr  
wybodaeth hon mewn fformat neu iaith amgen, gan gynnwys ar ffurf sain, cysylltwch  
â ni ar: 0370 6060699 neu drwy e-bost: [mail@mawwfire.gov.uk](mailto:mail@mawwfire.gov.uk).



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## Executive Summary

Mid and West Wales Fire and Rescue Authority's Draft Corporate Plan 2021-2026 outlines its vision for the future; and details its Draft Strategic Aims and Improvement and Well-being Objectives.

We are committed to the Well-being of Future Generations (Wales) Act 2015 and continue to embrace our duties and role as a statutory partner on the six Public Service Boards within the mid and west Wales area. Our Draft Corporate Plan 2021-2026 outlines our five-year Strategic Aims and our Improvement and Well-being Objectives for 2021/22. The Plan has been developed in accordance with the requirements of the Act and ensures we consider the long-term impact of our decisions on our communities.

The Authority carried out a wide-scale consultation process over a period of 10 weeks between Monday 28 September 2020 and Friday 04 December 2020, in order to garner the views of the public, key stakeholders and staff, on the Draft Strategic Aims and Improvement and Well-being Objectives identified within the Plan. The consultation was undertaken in accordance with the National Principles for Public Engagement in Wales.

The majority of our responses were achieved via our external website, where awareness of the consultation was raised through a comprehensive Communication, Consultation and Engagement Plan, which was developed and conducted by the Corporate Communications and Business Development Department.

This report outlines how the **219** responses received (213 responses received in English and 6 responses received in Welsh) have been considered, and how this information will influence the Corporate Plan 2021-2026 and our Draft Strategic Aims and Well-being and Improvement Objectives for 2021/22.



## Methodology

We consulted on our four Draft Strategic Aims and Improvement and Well-being Objectives for 2021/22, which were developed in collaboration with the Service's Executive Leadership Team (ELT) and Service Leadership Team (SLT).

The Draft Corporate Plan 2021-2026 provides a framework for delivering improvement during 2021/22 in terms of enhancing quality and availability of the level of service we provide; ensuring sustainable development; increasing efficiency; and demonstration of innovation; whilst also contributing to the 7 well-being goals enshrined within the Well-being of Future Generations (Wales) Act 2015.

Prior to consultation, the Service's Executive Leadership Team (ELT) and Service Leadership Team (SLT) were provided with an opportunity to review the Service's Vision, Mission and Values through a series of workshops, as well as assisting with the development of the Draft Strategic Aims and Improvement and Well-being Objectives. The aim of the consultation was to gather opinions and feedback from the public and all other stakeholders.

The design and production of the Draft Corporate Plan 2021-2026 was undertaken in house, providing a document that was concise and easy to read and understand. The Plan was developed to be shared electronically in a Portable Document Format (PDF) and printed copies were made available when requested. Furthermore, we produced Easy Read versions of the Draft Corporate Plan 2021-2026 in both English and Welsh.

In order to encourage as many responses as possible, a variety of response options were offered, such as completing an online or hard copy questionnaire, providing comments using e-mail, telephone or letter.

The Covid-19 pandemic impacted upon our ability to consult with local communities and stakeholders via traditional methods. We were unable to undertake face to face engagement with members of the public. We have therefore relied heavily upon online and remote methods of consultation and engagement this year, due to limited face to face engagement opportunities with members of the public.

One of the key methods of engagement was through the use of an electronic mailing system, utilising contact information from the Service's stakeholder database which included over 500 individuals, organisations, schools, Town and Community Councils, third sector organisations and libraries. The stakeholders on this list were written to, or emailed, with a paper or electronic copy of the Draft Corporate Plan 2021-2026 with a link to the online questionnaire.



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Information about the Draft Corporate Plan 2021-2026 consultation was circulated to over 900 Service contacts and stakeholders. These included Public Services Boards, Heads of Departments and Heads of Response, Dyfed Powys Local Resilience Forum, Strategic Arson Reduction Board, Joint Arson Group, Trade Unions, Fire Authority Members, Stakeholders list and Press Contacts.

The questionnaire was updated this year and provided several free-text sections so that comments could be captured on each of the Draft Strategic Aims and Improvement and Well-being Objectives. Adherence to the Service's Communication, Consultation and Engagement Plan ensured that all stakeholders had adequate opportunity to engage over a wide variety of media platforms. We used a variety of communication methods to promote the consultation to our stakeholders, such as internal and external webinars, video messages and social media.

This, in conjunction with an increased emphasis on signposting stakeholders to the Service's website and consultation page ([www.mawwfire.gov.uk](http://www.mawwfire.gov.uk)), through means of e-mail and the use of social media (Facebook, Instagram and Twitter), supported the Authority's Environmental and Sustainability Agenda.

There was a designated consultation page on the Service's external website, along with our online questionnaire, which provided further details of the ways in which people could get involved and have their say on the Draft Corporate Plan 2021-2026, with links to the questionnaire, Strategic Aims and Draft Corporate Plan. Website traffic relating to the consultation from Monday 28 September 2020 – Friday 04 December 2020 were as follows:

**English Site** - <https://www.mawwfire.gov.uk/eng/newsroom/consultations/>

**Welsh Site** - <https://www.tancgc.gov.uk/cym/newyddion/ymgyngori/>

The total number of page views between 28 September – 04 December was 889.



## Corporate Plan consultation responses by year

Corporate Plan	Number of responses received (English and Welsh)
Corporate Plan 2021-2026	219
Corporate Plan 2020-2025	143
Corporate Plan 2019-2024	118
Corporate Plan 2018-2023	50
Corporate Plan 2017-2022	37
Corporate Plan 2016-2017	40

## Consultation Questionnaire

The consultation questionnaire was updated this year in order to encourage more qualitative information on each of the Draft Strategic Aims. We also asked stakeholders if they had any concerns about the Service's ability to fulfil the Draft Strategic Aims and Improvement and Well-being Objectives, if there were any areas of focus or improvement that they felt had been missed and any specific comments on the Draft Corporate Plan. The questions asked were:

*Q1. Are you completing this questionnaire as part of a group or organisation?*

*Q2. Do you work for Mid and West Wales Fire and Rescue Service?*

*Q3. Do you agree that this Strategic Aim is something our organisation should be aiming to achieve? (This question was asked for each Draft Strategic Aim).*

*Q4. Do you agree that they are the right Improvement and Wellbeing Objectives for this Strategic Aim? (This question was asked for each Draft Strategic Aim).*

*Q5. Please provide any further comments or observations for the draft Strategic Aim and Improvement and Well-being Objectives. (This question was asked for each Draft Strategic Aim).*

*Q6. Do you have any concerns about our ability to fulfil any of the proposed Improvement and Well-being Objectives?*

*Q7. Do you believe we have missed an area of focus or improvement that is important to you and the communities we serve?*

*Q8. If there are any other comments you would like to make on our Draft Corporate Plan 2021-2026, please record them below.*

The questionnaire included a comment box after each question for the Draft Strategic Aims, which enabled respondents to provide feedback on each Strategic



Aim as opposed to last year's questionnaire, which only allowed for comments and feedback to be captured at the end of the questionnaire. The addition of these questions enabled a wide range of feedback to be captured. The changes to the questionnaire not only increased the total number of comments but the amount of qualitative feedback from stakeholders, with a record number of comments and feedback received, when comparing with previous years' responses.

The specific feedback we have received in relation to each Draft Strategic Aim has been extremely important to the development of our Draft Corporate Plan and each Draft Strategic Aim and has enabled stakeholders to assist with shaping the future of the Service.

## Methods of engagement

The table below outlines the engagement methods used for each of the key groups consulted during the 10-week period.

Group	Methods of engagement
Public	<p>Our traditional methods of engagement with members of the public were severely impacted by the Covid-19 pandemic due to not being able to attend local engagement events and our consultation roadshows, which have proved to be very successful in previous years. We were therefore reliant on engaging via virtual methods, as opposed to undertaking face to face engagement.</p> <ul style="list-style-type: none"><li>• The online questionnaire was accessible from the consultations page of our website and in hard copy, upon request.</li><li>• The Draft Corporate Plan 2021-2026 was produced bilingually in Easy Read.</li><li>• Promotion via our social media pages (Facebook, Twitter and Instagram) to publicise and raise awareness of ways to get involved with the consultation.</li><li>• We further utilised our Twitter page, by hosting a survey poll to encourage responses and feedback to the consultation.</li></ul>



	<ul style="list-style-type: none"><li>• The Service's Instagram page was used to hold question and answer sessions for the Draft Corporate Plan and each Strategic Aim.</li><li>• Postal questionnaires were sent to our stakeholders who do not have email addresses.</li><li>• Emails raising awareness of the consultation sent to various black, Asian and minority ethnic (BAME), disability, Third Sector Partner Agencies, volunteer and community groups.</li><li>• Press releases.</li><li>• Reminder emails were sent to all stakeholders.</li><li>• Fire Authority Members raised awareness of the consultation with their stakeholders and within their local constituencies.</li><li>• Informative videos were created for the Draft Corporate Plan 2021-2026 and each Draft Strategic Aim.</li><li>• The Deputy Chief Fire Officer hosted an external webinar on Monday, 09 November at 19:00pm.</li><li>• The consultation and webinars were promoted in the Service's weekly highlights email.</li><li>• Hard copies of posters promoting the consultation were placed in local Post Offices.</li><li>• Information relating to the consultation on the Corporate Plan was included with home fire safety smoke alarm packages being posted to members of the public.</li><li>• The consultation posters were also distributed by the Service's Community Safety Department during their</li></ul>
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	<p>participation with the Health Board to promote the flu vaccine campaign, across the Service area.</p>
Staff	<ul style="list-style-type: none"><li>• The online questionnaires were accessible from the intranet homepage.</li><li>• Global emails were circulated to Heads of Departments and Heads of Commands to raise awareness to their team members.</li><li>• 17 internal webinars with operational personnel were hosted by the Deputy Chief Fire Officer. Further information on the webinars is available in the webinar section below.</li><li>• 2 internal webinars with department staff were hosted by the Deputy Chief Fire Officer. Further information on the webinars is available in the webinar section below.</li><li>• Deputy Chief Fire Officer Memoranda were circulated to staff to encourage them to respond to the consultation.</li><li>• Deputy Chief Fire Officer Memoranda were circulated to staff to promote the internal webinars.</li><li>• The Service's Executive Leadership Team (ELT) and Service Leadership Team (SLT) were provided with an opportunity to review the Service's Vision, Mission and values, as well as assisting in developing the Draft Strategic Aims and Well-being and Improvement Objectives during a series of Strategic Aim workshops.</li><li>• Information regarding the Draft Corporate Plan was shared during Executive Leadership Team, Directorate Meetings, Service Leadership Team, department meetings, People Cell, Critical Incident Team and the Communities Cell meetings to raise awareness internally.</li></ul>



	<ul style="list-style-type: none"><li>• Information on the Draft Corporate Plan 2021-2026 was included in the Service's Calon Tân magazine.</li><li>• The consultation and webinars were promoted in the Service's weekly highlights email.</li><li>• Information regarding the consultation was distributed via the Service's Central Response What's App group, as well as promoted internally on the Service's @Work, Connect@Work sites, as well as on Facebook Workplace.</li></ul>
Stakeholders	<ul style="list-style-type: none"><li>• We hold a comprehensive database of 575 stakeholders, that is regularly maintained and updated. All stakeholders were asked for their views on the proposals contained within the Draft Plan, whether as individuals or as a representative groups or associations. Stakeholders who had provided electronic contact details received an email promoting the consultation which signposted the recipient to our website.</li><li>• Information on the consultation was circulated to all AMs and MPs in our service area.</li><li>• Electronic copies of the Draft Corporate Plan were circulated to all Local Authorities, Councillors and Town and Community Councillors.</li><li>• The Deputy Chief Fire Officer hosted an external webinar for members of the public on Monday, 09 November 2020 at 19:00pm. 18 people participated remotely, which is an increase on last year's numbers and there were 5 questions asked by stakeholders.</li><li>• Information on the Draft Corporate Plan 2021-2026 was included in the Service's Calon Tân magazine, and weekly highlights email.</li></ul>



## Social Media Campaign

The Service utilised its social media channels to widen the reach of messages promoting the consultation. The Service's Facebook page currently has 8,101 people who follow it, 15,029 people follow the Service's Twitter channel, and 1,325 people follow the Service's Instagram page.

The Service made use of its Facebook, Twitter and Instagram social media accounts to raise awareness of the consultation. Posts were scheduled to appear on the Service's social media pages between 28 September 2020 and 04 December 2020. All posts were bilingual, with a link to the Service's website. The posts were circulated on both the Service's Facebook and Twitter pages, every other day, encouraging members of the public to "have their say" on the Service's Draft Corporate Plan 2021-2026.

Most of the social media posts regarding the consultation on the Draft Corporate Plan 2021-2026 reached a wide target audience, with several of the posts reaching over 1000 stakeholders. Our research indicated that the promotional messages on the Service's social media pages, led to comments, likes, retweets, shares and more importantly stakeholders clicking on the links to view the Draft Corporate Plan 2021-2026.

### Facebook

Information for the consultation was promoted on the Service's Facebook page with daily messages being shared to raise awareness of the Draft Corporate Plan and encourage participation from members of the public.

The video messages for each Strategic Aim were shared each week, along with messages inviting people to get involved and have their say, and promoting our weekly prize draw, with a "Friyay" post for each of the prize draw winners. Our Graphic Design Team worked extremely hard to create visually appealing graphics and images for our social media pages, which proved to be popular with our followers and increased the levels of engagement on our Facebook page.

### Twitter

The Service's Twitter page was used to promote the Draft Corporate Plan 2021-2026 consultation, with "tweets" being posted on a daily basis.



We also created a Twitter “Poll”, which encouraged members of the public to vote on whether they agreed with our Draft Strategic Aims. The responses received from the Poll were extremely encouraging, with several votes cast.

## Instagram.

This year we utilised the Service’s Instagram page to promote the consultation. We used the “stories” function to engage with members of the public and encourage their feedback. Furthermore, we undertook a question and answer session on Instagram, by asking members of the public to ask questions on our Draft Corporate Plan. The response we received was excellent, with several members of the public asking questions and voting on our Draft Strategic Aims.





## Strategic Aim Videos

To maximise the level of engagement with stakeholders on the Draft Corporate Plan 2021-2026, the Deputy Chief Fire Officer and Strategic Aim Owners were filmed providing a brief overview of each of the Draft Strategic Aims, which were promoted on social media, the Service's external website and YouTube channel as an alternative method of promoting the Draft Corporate Plan 2021-2026. The videos proved to be extremely popular. Further information can be found in Appendix 1.

## You Tube Channel

Each Strategic Aim owner filmed a short video providing an overview of their Strategic Aim. Each video was placed on the Service's You Tube channel which received over 250 views. Further information can be found in Appendix 1.

## Prize Draw.

In order to encourage stakeholders to "have their say" on the Service's Draft Corporate Plan 2021-2026, we had a weekly prize draw, where stakeholders had the opportunity to win a £25.00 Love2Shop voucher if they completed the questionnaire giving their views on the Draft Corporate Plan. The prize winners were announced every Friday via social media. This proved to be a successful method, in assisting the Service to engage with members of the public. The competition engagement statistics can be found in Appendix 1.





## Webinars

Following a recommendation from the Annual Improvement Working Group, the Service hosted a number of webinars, as an alternative method of engaging and consulting with stakeholders. This method proved to be successful and positive feedback was received from both our staff and external stakeholders.

### Internal Webinar

This year, a number of internal webinars were held across the organisation to promote the consultation with staff. A total of 17 webinars were held with operational staff, which included Joint Fire Control, Wholetime and On-Call Stations. Two webinars were also held with department and command staff. Each webinar lasted between 45-60 minutes. All of the webinars were extremely well attended, with a number of questions received from staff.

Some of the comments and questions asked during the webinar were as follows;

- Do we consult with other statutory organisations and partners to align our objectives to their Corporate Plans?
- Personal issue water bottles. Is this going to happen?
- Will personnel be issued with personal use water bottles to help contribute to the Our Environment Strategic Aim, as there is a cost implication and a large number of waste from the plastic water bottles currently being used on Station.
- Is there a plan to procure a system to replace all of our paper systems currently used on Station with electronic processes?
- The draft plan naturally has references to impacts and opportunities arising as a result of the Covid 19 pandemic running through it. Looking ahead 12 months – how do you foresee the changes we have already implemented to previous ways of working impacting on our priorities for future corporate planning?
- Our Learning is a new Strategic Aim in this year's Corporate Plan. Why has it replaced Our Future?
- With the developing nature of living spaces throughout the service do you think that current station sightings are adequate and future proof?
- How do you envisage the Ideas forum working? How will the process work of considering innovative ideas for implementation? I think it has to be seen that some ideas are actually taken forward otherwise staff will lose interest.
- With regards to Learning are there any plans to develop training department facilities to serve all our personnel across the service area.



- Pleased to see that the “Ideas Forum” is being utilised, it is a positive step forward to communicate and engage with staff.
- A question with regards to the Learning/ Environment have there been discussion on the future of developing the Training Department facilities e.g. Breathing Apparatus – *initial courses using the Smoke House in Pembrokeshire to serve personnel in the neighbouring commands area.*
- With regards to the reducing water Improvement and Well-being Objective under Our Environment, are we looking to reduce our water usage operationally too?
- Do you envisage any challenges with achieving the Plan, taking into consideration the impact from COVID-19? If so, is there a “pecking order” of how and what will be delivered?
- Is the Corporate Plan based on the projection of the current budget? If it is based on the existing budget, what will be prioritised if we have a reduced budget? Is there a list of priorities?
- Thank you DCFO Thomas. Do our Local Authorities or any of our partners receive this consultation to comment on?
- Learning being an important aim going forward with the potential changes in Earlswood are there future plans for improved training investment on site but more importantly across the Service, for example, the provision of Hot Fire BA Training to maintain competence and confidence especially within our On-Call sector?
- With the change of working practices where savings on fuel and heating costs have been made in recent months. What area would you look to re-invest these savings?
- In relation to career progression and promotion, historically HQ based posts have been based in HQ as a requirement. With the new modern way of working, would or could HQ based roles be flexible to allow staff from across the Service area to apply for these posts through remote working?
- I understand the challenges with regards to current 1-5 year Strategic planning. There have been previous references made by WG regarding diversifying public sector services and therefore, would there be merit in exploring what the Service could look like in year 10, coupled with early consideration given to the mechanism of how we could get there?
- Hello, I’d just like to take his cheeky opportunity to promote the ideas forum which will be rolling out in the next couple of weeks. Please do keep an eye out for more information on the @Work site, and feel free to share any /all ideas or suggestions which you feel would improve the Service for ourselves and the community.

**\*Please note the feedback above is reported as provided by the respondents. \***



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## External Webinar

The external webinar was held on Monday, 09 November at 19:00pm. The webinar was promoted via the Service's social media channels, press releases were circulated to our press contacts, the information was promoted by PSB partners, and an email was shared with our stakeholder list in order to encourage participation. 18 people tuned in, including representatives from the Fire Authority and there were 5 questions asked by stakeholders.

- Does the service have a long-term plan to make its premises Environmentally friendly? if so, does this plan link in with other Emergency services or partners.
- Good evening Mr Thomas, thank you for your presentation, do all Fire Services in Wales have a Plan like this?
- What part can the volunteer sector take in working with and assisting the fire service and its wider aims and objectives. Thank you. Diolch.
- We've done various staff suggestion schemes previously with various success. How important do you think the ideas forum will be and what makes it different this time?
- Hi there, is there any way my family can see this video if they don't have internet?

**\* Please note the feedback above is reported as provided by the respondents.**

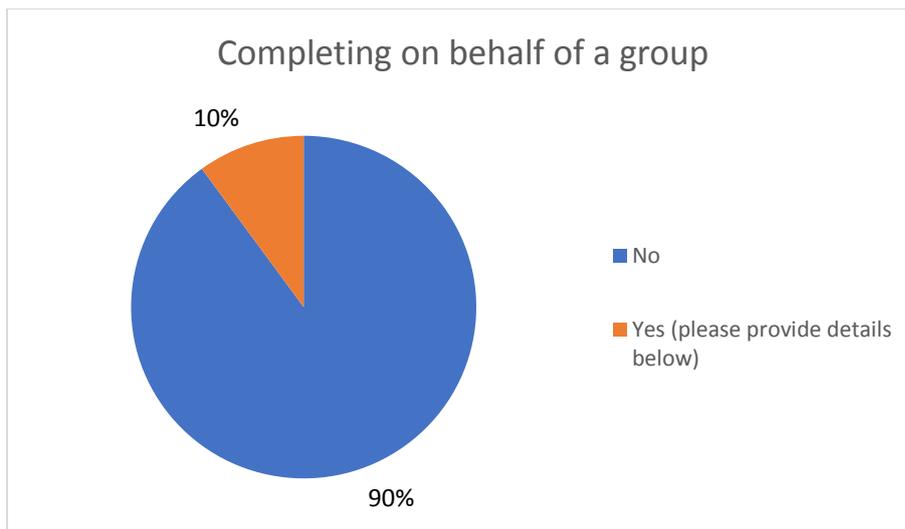


## Consultation Findings

This report seeks to accurately and fairly summarise the responses and strength of feeling for each Draft Strategic Aim and Improvement and Well-being Objective, in order to fully reflect the response to the consultation process.

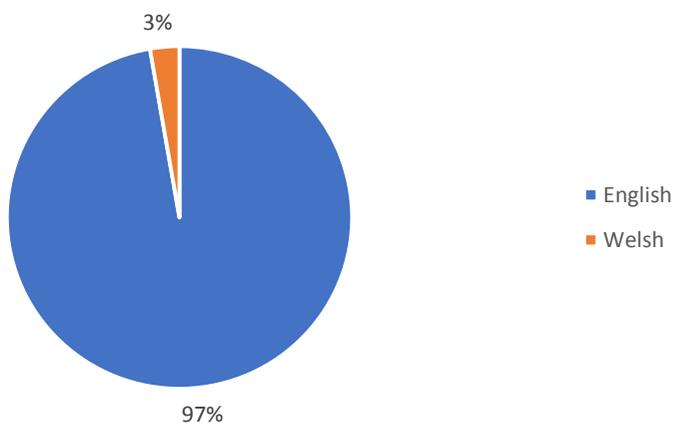
A total of 219 stakeholders responded to the consultation. There were 213 English responses and 6 Welsh responses. However, not all respondents answered all of the questions. A breakdown of the responses received for each Draft Strategic Aim and Improvement and Well-being Objective, along with any feedback, is provided in the next section of this report.

An outline of the responses received can be seen in the graphs below;

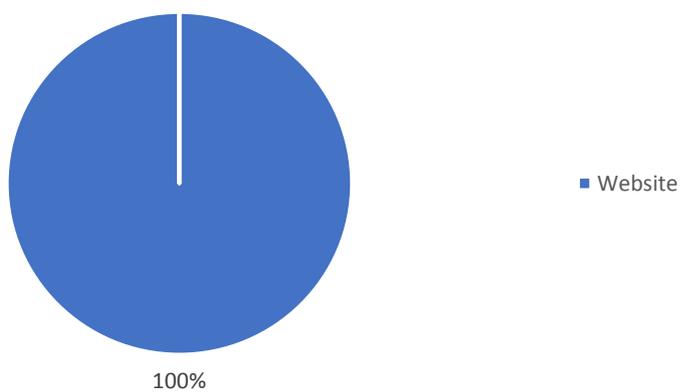




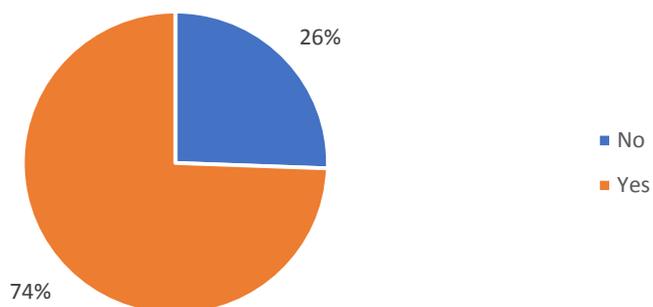
Language Responded in:



Responded by:



Do you work for Mid & West Wales Fire Service





## Strategic Aim One

### Our People

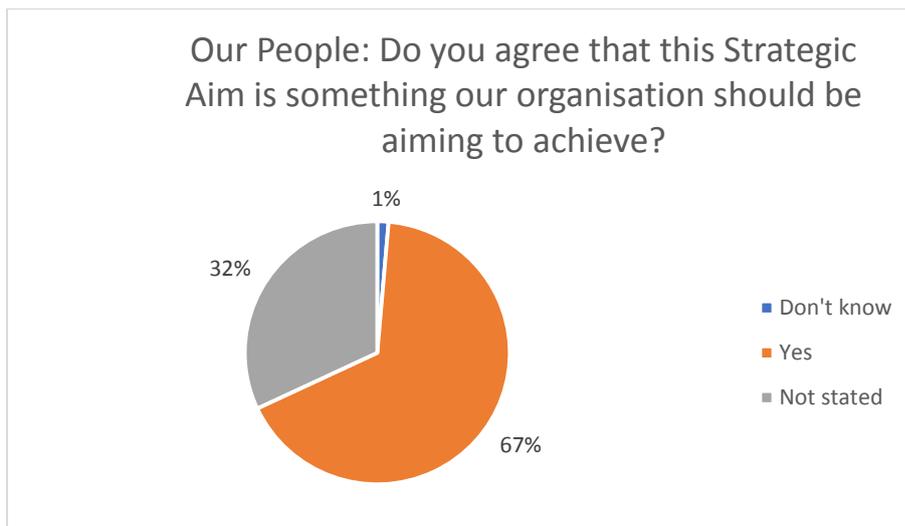


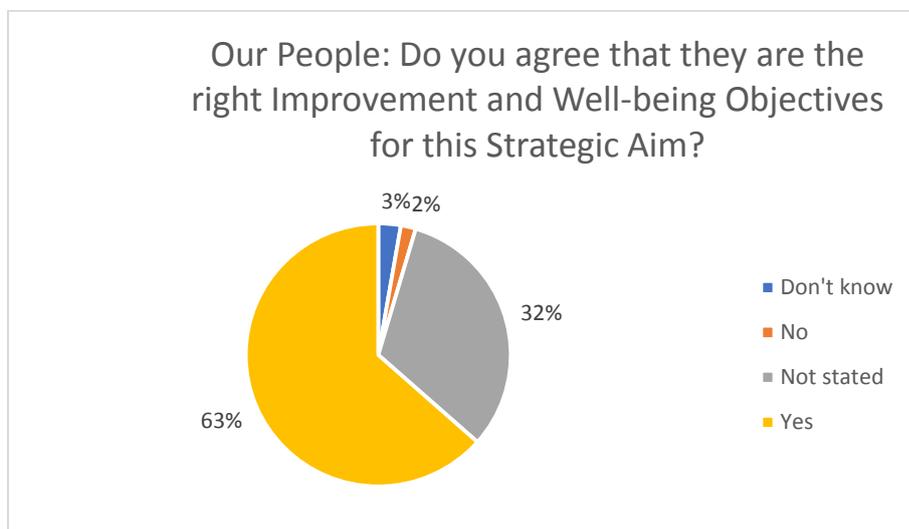
**We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure staff are representative of the communities they serve and are supported by the Service in their health and wellbeing.**

We understand the importance of the health and wellbeing agenda, and recognise the impact that a positive health, safety and wellbeing culture can have on the organisation. Promoting health and wellbeing can prevent stress and create a positive working environment, where individuals and the organisation can thrive. Good health and well-being promotes employee engagement and organisational performance. We, therefore, want to be able to support our staff to feel happy and healthy at work.

*More information can be found on pages 42 to 53 of the Draft Corporate Plan 2021-2026.*

An outline of the responses received for Draft Strategic Aim One, can be seen in the graphs below;





### Comments and feedback for Strategic Aim One, Our People.

1. It is likely that Covid is going to be with us for some time. New research shows that the main spread of covid is not via surfaces but via microscopic particles that hang in the air, sometimes for hours. Please make it mandatory that ALL STAFF must wear a face covering when moving around brigade premises. If more than one person is in a office face coverings must be worn.
2. Mental Health Awareness needs addressing as well.
3. More support/mandatory part-taking in addressing mental wellbeing should be included
4. Essential to engage the workforce and ensure that their mental and physical health is looked after.
5. We also should ensure the continued support for our staff's health and wellbeing, as the statistics show that absence in the form of sickness due to mental health issues has not decreased but has remained consistent over the last two financial years. It is interesting that our sickness levels are not measured against our On-Call colleagues, therefore we may be missing opportunities to help those in need, if we do not recognise their reasons for sickness, how can we assist them?
6. If Mid and west Wales Fire and Rescue want to improve and aim to provide better health and wellbeing there needs to be a budget set out for all retained stations allowing them to purchase/ request new gym equipment on a yearly basis. I work a full time job and commit all my down time to the retained sector, doing this doesn't allow any time to attend a gym as the nearest gym is in the next village which is well outside the 7 minutes response time. Since I joined the fire service 3 years ago the only investment made at my station for gym equipment was a spin bike. The fire service pushes fitness as a big key factor for being a firefighter, but they do not support us with equipment. The exercise video provided by the fitness team falls way short to what's needed.



7. Happy is too subjective. Happy 100% of the time? Sometimes? How happy?  
People feel work provides them with a sense of purpose/fulfilment.
8. I read that the brigade are going to work to prevent violence and abuse against women but over the last few years I have not or ever seen anyone mentioning violence or abuse towards men. IT DOES HAPPEN MIND.
9. I'm not quite sure about the development of all as some members of staff simply don't want or like development and are just working for a pay packet at the end of the month. Giving such people development opportunities would probably cause them stress as they would see it as a punishment as opposed to an opportunity.
10. I feel the crew on station are unhappier now than ever especially learning that the command are bringing in a 3hour drill week without any consultation and improvement could be done regarding training.
11. I agree that the Our People Strategic Aim should remain a priority for the organisation. Supporting our staff to feel happy and healthy at work is of vital importance.
12. It is imperative that the Service is reflective of the communities that it serves, promoting recruitment with the assistance of leaders from both diverse and under represented groups (Co-production, building a representative workforce), with opportunities for development and career advancement for all. For staff already employed, ensuring that their health and wellbeing is considered, with extensive home working arrangements in place (prompted by COVID), personnel's work v life balance is improving and for those that have to be in work, signposting to organisations and mechanisms to deal with a range of mental and physical wellbeing issues is already imbedded within the service.
13. You need to practice what you preach. You are very good at blowing your own trumpet but when it comes down to detail you are lacking. It all sounds brilliant but the track record is not good.
14. Unsure what is meant by inspire co production – development of all. Nothing in objectives relates to ensuring staff are representative of the communities they serve.
15. I hope that staff do get listened to .... that is not always the case now.
16. Only certain people get support
17. The term "Co-production" is not clear in its meaning. Not clear how these strategic aims relate to "staff are representative of the communities they serve".
18. Health and Wellbeing is a key factor in building resilience during what has been a difficult year for many.
19. No further comments.
20. Nil.
21. Encompass currently relevant thoughts surrounding COVID issues.
22. And inspire co-location, to bring more organisations together and learn from each other both inside and outside the organisation.



23. Staff have fixed capacity to complete work tasks. If you truly want to co-produce then you will need to create time in their programmed work activities to deliver this. The use of MS Teams etc. during Covid has allowed many staff to be involved despite their geography. What we now need to do is recognise what work we actually want them to do, then give them suitable time to complete this work. Done the right way we can develop future leaders. If instead we expect them to “salami slice” the work and squeeze it in amongst their other commitments then we can’t expect the best results. We need to refocus on what we want our staff to produce. What does the future MAWWFRS look like, then work towards that. We cannot expect all staff to do all things, whilst still doing their day job. Quality projects, appropriately led, with an effective plan and route map to delivery will assist our organisation to improve and to develop the skills and experience of our staff. This will support succession planning and ensure we have a healthy supply of competent and capable officers as we lost others through promotion, transfer and retirement. It would make a lot of sense to review what we want from our stations and other departments. Reduce the expected delivery from those departments/stations and factor in time for training, realistically assessed against our core skills and the specialist skills with all the competency demands that go with them. Then additional time for project work we may want from them. This would allow for release to task and finish groups. We currently expect too much from too few people which results in working off duty and a heavy reliance on goodwill.
24. I feel it is important and right that we look to support our people during the current climate and increased workloads. It is imperative that we embrace collaboration externally, internally and find a way of increasing co-production.
25. Whilst it is important that people feel happy at work I think the aim is more fundamental than being happy – it is more about being fulfilled and valued? I also think that given the prevalence of mental ill-health that this should be specifically mentioned.

**\*Please note the feedback above is reported as provided by the respondents. \***

## Summary

In the main, Draft Strategic Aim One received a positive response, with most respondents agreeing that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim.

The majority of respondents were in support of what the Service is looking to achieve with the Our People Strategic Aim. There were however a few respondents who didn’t know if the Draft Strategic Aim was something that the Service should be looking to achieve, with 1% voting “don’t know”. It was pleasing to note that no



respondents disagreed that the Our People Strategic Aim should be something the Service should be aiming to achieve.

A small number of respondents also disagreed that the Improvement and Well-being Objectives were the right Objectives to achieve the Strategic Aim, with 2% stating “no” and 3% stating that they “didn’t know” if they were the right Objectives. We have noted all of the comments and feedback provided in this regard and will make any necessary amendments to the Draft Corporate Plan.

It was also pleasing to note that a number of respondents were supportive of the Service’s aim to support the health and wellbeing of staff, with a number of responses agreeing that this should be an area of focus for the organisation.

### **Our Response**

The Service acknowledges the responses received for Draft Strategic Aim One. The feedback received in relation to the Strategic Aim was noted and fed back to the Strategic Aim owner. The Service has taken the feedback from the consultation on-board and has subsequently reviewed Strategic Aim One.

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

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

We want staff to have the confidence and space to grow and develop, enabling them to fulfil their potential and reach their career goals. Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high performing culture, and continuing to provide a professional and appropriate Service, whilst making the most effective use of public funds.

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



## Strategic Aim Two

### Our Communities



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

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.

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

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

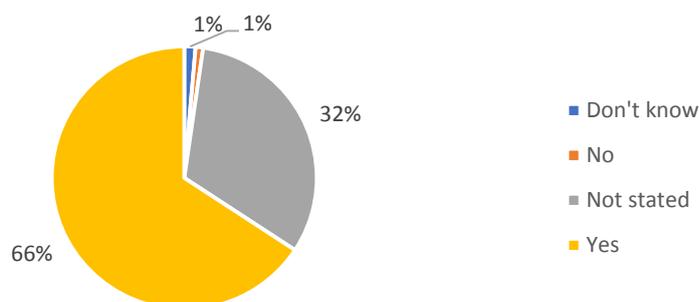
Our Service works with a range of partners to ensure that we achieve the best possible outcomes for our communities. As well as offering fire safety advice in the home, we also help to keep businesses safe by providing advice on fire protection which contributes to keeping the local economy sustainable.

*More information can be found on pages 54 to 64 of the Draft Corporate Plan 2021-2026.*

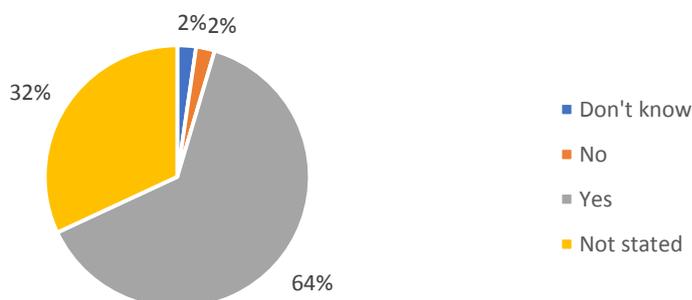
An outline of the responses received for Draft Strategic Aim Two, can be seen in the graphs below;



Our Communities: Do you agree that this Strategic Aim is something our organisation should be aiming to achieve?



Our Communities: Do you agree that they are the right Improvement and Well-being Objectives for this Strategic Aim?



### Comments and feedback for Strategic Aim Two, Our Communities.

1. Partnerships are the key to effective collaboration within the public sector.
2. Maybe utilise our On-Call colleagues who are Furloughed or out of primary employment due to Covid, to engage, support and educate our communities. This in turn supports our people.
3. Most of our HFSC's are done to so that we attain our monthly/yearly quota, when really it should be aimed at the households that really need it and figures mean nothing.
4. Further interaction with third sector organisations. Especially those working with offenders/substance misusers as they provide us a method of interacting with these high risk groups.
5. I believe that working with other key organisations is key to ensuring that we are able to support our communities in the best ways possible.



6. I feel that no communications has been done with our community.
7. No further comments to add.
8. The Service must build upon already established partnerships with a range of stakeholder, from other blue light Services, PSB partners, local and community groups and organisations within the 3<sup>rd</sup> sector. With focus on delivering a unified preventative and protection message to our communities, minimising the requirement to respond to potentially avoidable emergencies, saving both cost (to Service and Society) and distress to end user/community. However, the barrier currently in place preventing the sharing of information must be broken down to really benefit from this approach.
9. I think that coordinating with partners and sharing information is key to understanding communities, keeping them safe and planning for the future in Wales.
10. I think Covid has had a positive impact on communication and it has improved.
11. Only certain people get support.
12. Improve our communication implies that the current communication is not getting the message across despite a clear reduction in incidents as per the performance data on page 37.
13. We are doing as much as we can be doing with the resources we have, possibly employ more CFS staff to improve our key messages in the more rural areas.
14. No further comments.
15. NIL.
16. Partnerships using our premises is a massive positive, enhancing information, communication and relationships however this must be managed sensibly to allow us to still operate effectively and efficiently ourselves without compromising our own space too much.
17. I feel we should work really closely with our partners to address the biggest community need. We have a great resource amongst our staff to assist communities and to reduce risk. We need to tie in to the well being plans for each County, so that our work is targeting the needs of the plan and therefore community not just our fire concerns. We have great partnerships and some that draw large resource but are less productive, let's ensure we fully review each partnership periodically to ensure we are making the best use of our resources.
18. It is clear through the Well being of Future Generations Act that we have a duty to collaborate with partners to provide the best Service for us now and those in the future. It is therefore important that we show that commitment within our Corporate Plan. We have been looking for holistic solutions for many years with some create successes but we do now need to focus on what our communities really need within the 2020's and as a Welsh Public Service co produce an approach.



19. See comments at “Our Environment”.
20. As Crickhowell Town Council’s representative on the Local Flood Response Group. I welcome working with MWF&RS representatives in Powys to help prepare Crickhowell for the next flood. We need to be assured that our On-Call firefighters in M12 have appropriate training and equipment to work with the communities in a collaborative way (p.77) in future.

**\*Please note the feedback above is reported as provided by the respondents. \***

### **Summary**

In the main, Draft Strategic Aim Two received a positive response, with most respondents agreeing that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim.

The majority of respondents were in support of what the Service is looking to achieve with the Strategic Aim. There were however a few respondents who felt that the Draft Strategic Aim was not something that the Service should be looking to achieve with 1% stating “no” and 1% stating “don’t know” furthermore, 2% stated “no” and 2% “didn’t know” if the Improvement and Well-being Objectives were the right Objectives to achieve the Strategic Aim.

We have noted all of the comments and feedback provided in this regard and will make any necessary amendments to the Draft Strategic Aim.

### **Our Response**

The Service acknowledges the responses received for Draft Strategic Aim Two. The feedback received in relation to Strategic Aim Two was noted and fed back to the Strategic Aim owner.

Overall, the majority of respondents agreed that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim. We do, however, acknowledge that there was a small percentage of respondents who did not agree, the Service has taken the feedback from the consultation on-board and has subsequently reviewed Strategic Aim Two.

We acknowledge that several respondents stated that the Service’s partnerships are key to effective collaboration within the public sector and sharing information with our partners will enable us to further understand our communities and continue to keep them safe. We agree that this is an extremely important area for the Service to focus on and we will therefore continue to build excellent working relationships with our



Gwasanaeth Tân Ac Achub  
Canolbarth a Gorllewin Cymru

Mid and West Wales  
Fire and Rescue Service

partners, in order to identify opportunities to provide mutual support in delivering agreed objectives, therefore maximising the benefits to our communities.

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

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

Furthermore, we will continue to evaluate our community safety interventions and engagement activities to ensure we continue to deliver the services our communities need.



## Strategic Aim Three



### Our Environment

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

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

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

We will keep working towards minimising the impact that the Service has on the environment and enhance the ways in which we can improve it. We will include investigation, monitoring and reduction of emissions, not only from activities within the Service but also emissions associated with companies that supply us.

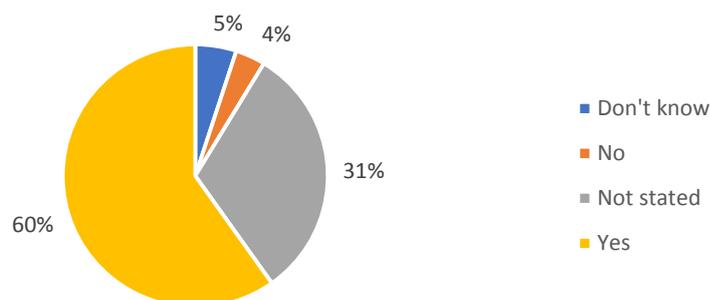
*More information can be found on pages 66 to 77 of the Draft Corporate Plan 2021-2026.*

An outline of the responses received for Draft Strategic Aim Three, can be seen in the graphs below;





Our Environment: Do you agree that they are the right Improvement and Well-being Objectives for this Strategic Aim?



**Comments and feedback for Strategic Aim Three, Our Environment.**

1. Please can the Service invest in tree planting on all of our sites/Stations. Pull up the tar mac and plant trees wherever possible. Trees contribute massively to the planets eco system and will offset some of our carbon emissions. Please can the service commit to planting trees on all of the available space we have. Get rid of carparking bays and plant trees. NRW offer grants for woodland creation and I'm sure the woodland trust wood be happy to get involved. I would personally give the brigade one day a week free of charge to help plant trees around the service premises. Could the Service introduce a policy whereby staff are given employment as near to their homes as possible. By doing this it would allow staff to travel to work by foot or bicycle negating the need for a car. This makes life better for staff and allows the service to remove carparking space to plant more trees. The environmental emergency is very real. The planet is literally on fire because of our actions. Drastic times call for drastic measures. Be bold, be brave.
2. Agree with preserving water supplies but fire needs extinguishing and very difficult to obtain adequate water supply now.
3. Your use of water is essential so not sure why you need to reduce it . . .
4. Clear links to the FRS work within the Public Services Board.
5. The reduction in the use of single use plastic is also a worth objective, this is something that the service is prioritising.
6. Would the service look to improve or upgrade aging station boilers to those of more energy efficient ones to reduce the carbon emissions?
7. Every station should have automatic sensor lighting . We still drive around in old fire appliances as spares that produce more emissions than the newer trucks.
8. Improving and merging IT systems to allow us to become a paperless organisation in future.



9. Reducing the Service's carbon emissions is too vague. What is it now? What reduction are you aiming for, by when?
10. Reducing the carbon emissions is a no brainer as the pandemic has clearly illustrated the fact that meetings etc can be held via platforms such as Teams, Zoom etc so we should be aiming to reduce the amount of travel throughout the Service area where possible.
11. No plastic bottles should be used personalised water bottles should be issued better heating understanding on station should be implemented.
12. At the same time non-recyclable waste and particular plastic should be a priority. Reuse reduce and recycled should be a priority.
13. It's really good to see the service giving more consideration to biodiversity in Wales and looking for more ways to positively contribute.
14. Where have you been until now? Why were solar panels not installed years ago when the tariffs were high, as in other fire services? Why hasn't something been done about the inefficient heating at stations that use massive amounts of electricity when this has been pointed out to senior commanders for a decade or more.
15. I agree with the reduction in Carbon Emissions but not so sure on the saving of water. I think this will be difficult to do.
16. Are there other resources you are using, besides water that need to be conserved?
17. The Service is already recognised for its "Green" credentials (the 5-star Green Dragon award), with electric and dual fuel vehicles already in service. Service must now take the opportunity to ensure that when it upgrades its ageing property portfolio, that it puts the green mechanisms in place, such as rain water harvesting, solar panels. Consumption will have already decreased due to an increase in staff working from home (COVID) and the money saved must be reinvested to future proof our fuel usage and the way in which we generate it. Fire Ground actions are also paying cognisance to the environment, especially in relation to use a water and management of polluted run off.
18. No further comments to add.
19. Re-usable water bottles could be given to operational crews which would negate the need for vast amount of plastic bottles....appreciate that some may be used at large incidents but the numbers could still be vastly reduced.
20. The Service is doing an excellent job regarding the environment. Covid has helped by getting us to work remotely and showing how easy that is with nothing falling off the table and reducing travelling and emissions. A huge environmental improvement – that also falls into the people section – is to continue with staff working from home a large percentage of the time (for those that want to).
21. Fire stations with heating on all day having to open windows on warm days and no heating on cold days. Lots of vehicle movements, cars and vans everywhere you go.



22. Agree with the water conservation, hopefully each operational member will receive a reusable water bottle soon, making a great difference on plastic waste and I guess it would save money in the long run purchasing less plastic bottles of water.
23. Public perception is that water and the fire service are inextricably linked, efforts to conserve and reduce its use will resonate and need little explanation in terms of aims and objectives. It is also an objective that can be deployed practically and one that can be integrated into future plans and strategy.
24. I feel very passionate about the Environment. There is (was pre covid-19) a massive problem within our department/office with printing paper. I appreciate that over the last couple of years we have moved to recycled paper & reduced colour printing, but I imagine the amount people have printed since March has been reduced. I for one do not have a printer but haven't found the need to print much. I also notice that people would email documents and send them internally when there is no need as the email version would suffice. I appreciate this isn't always appropriate. I think there can be a big improvement within the service to help reduce energy use also. I notice often that lights are left on with nobody using that room. This is something I have discussed with colleagues before and some have the attitude of 'well I'm not paying for it' Overall I think sharing working at home and in the office is something that should be considered going forward and definitely the use of TEAMS and Skype rather than face to face meetings to reduce driving emissions. We cover such a large area and if you were to go from one end of the service to another that is quite a bit of pollution.
25. Reduce our Use on paper even further by using more e forms.
26. A reduction in paper usage would both go hand in hand with less water used, as well as potentially streamlining internal processes.
27. NIL.
28. I feel the focus should be tailored towards work practices and Service resources; culture change using electrical items, better support and resources to work remotely, travelling using BT only when necessary. Why the cost of measuring savings through water conservation against potential savings made through electrical resources. As a Service, are we not using more technology and electrical resources in comparison to water resources?
29. As a service with a huge geographical footprint i feel its right be look at reducing our carbon emissions.
30. As an electric vehicle user I believe it is definitely the right direction service should be aiming towards.
31. Totally support this now and as an ongoing future strategy, however I think it needs to be project led and will have a budget impact to succeed.
32. The only issue I can see if with electric vehicles in a rural areas will be very difficult without the infrastructure in place beforehand. With the amount of vehicles being purchased (fully electric) and the new technologies in hybrid vehicles maybe it could be a too big a step.



33. I am interested to hear how water will be saved.
34. Also consider how you can work together to support other partners and develop joint programmes to address climate change and seek alternative energy e.g. Hydrogen.
35. We have buildings with limited and arguably no control of their use of heating, this is hugely expensive to support and harmful to the environment. These are so many simple smart heating, control systems that would allow better control of the use of fuel on stations, we should questionnaire which buildings are suitable for such measures and implement them. If there are doubts about the efficacy of this, run a pilot. I know Estates are keen to progress energy-saving technology but may be challenged to have the resource to deploy these solutions. This really would seem worth commissioning external agencies to install the equipment in the pilot buildings. Then use a task and finish group to analyse the findings and drive improvement. Energy-saving needs to be owned by the Service, not as an objective for one department.
36. It is increasingly important that we take stock of what impact our actions have on our environment and because of this we need to invest in processes and vehicles that limit that impact on the environment.
37. We should focus on reducing day to day water use in our buildings ie: rain water harvesting for toilet flushing etc. We should not impact upon operational training by reducing practical activities which use water.
38. My main reason for participating is that I can find no mention throughout the strategy as to how the Fire Service is recognising, planning for and communicating the danger of climate change related threats of fire. Is there a preventative and public education strategy as well as a fire fighting action plan for environmental and community well-being arising from projected increase in forest fires/flash floods because of changing weather patterns? This would require a spatial assessment of potential risks to property, agricultural stock and to key services sited in prone location (including where fire engines are located!).

**\*Please note the feedback above is reported as provided by the respondents. \***

## **Summary**

In the main, Draft Strategic Aim Three received a positive response, with most respondents agreeing that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim.

The majority of respondents were in support of what the Service is looking to achieve with the Strategic Aim. There were however a few respondents who felt that the Draft Strategic Aim was not something that the Service should be looking to achieve with 1% stating “no” and 2% stating “don’t know” furthermore, 4% stated



“no” and 5% that they “didn’t know” if the Improvement and Well-being Objectives were the right Objectives to achieve the Strategic Aim.

We have noted all of the comments and feedback provided in this regard and will make any necessary amendments to the Draft Strategic Aim.

### **Our Response**

The Service acknowledges the responses received for Draft Strategic Aim Three. The feedback received in relation to the Strategic Aim was noted and fed back to the Strategic Aim owner for further consideration.

Overall, the majority of respondents agreed that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim. We do, however, acknowledge that there was a small percentage of respondents who did not agree, the Service has taken the feedback from the consultation on-board.

We believe the percentage of respondents selecting both the “no” and “don’t know” options for this Draft Strategic Aim may be due to the perception of the Fire and Rescue Service’s use and requirement for water to undertake its operational activities, and therefore, this could have had an impact on the respondents answers. The Service will continue to raise awareness and educate members of the public about the ways in which we will look to conserve water across our Service area.

It was pleasing to note that a large number of respondents were extremely supportive of the Our Environment Strategic Aim. It was clear to see that protecting the environment is important to our stakeholders. We will, therefore, continue to take more responsibility for our activities and their impact in relation to our environment, through operations and energy conservation, to further reduce our carbon emissions. We also want to reduce the amount of waste being sent to landfill, by increasing our re-use and recycling.

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

We will also continue to educate our staff about environmental and sustainable issues and ensure that we consider the environment as part of all our decision-making processes and implement environmental improvements where appropriate.



## Strategic Aim Four

### Our Learning



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

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

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

We want to use the learning from other Fire and Rescue Services and partner organisations, as well as utilising the lessons learnt from both the National Operational Learning (NOL) and Joint Operational Learning (JOL) platforms.

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

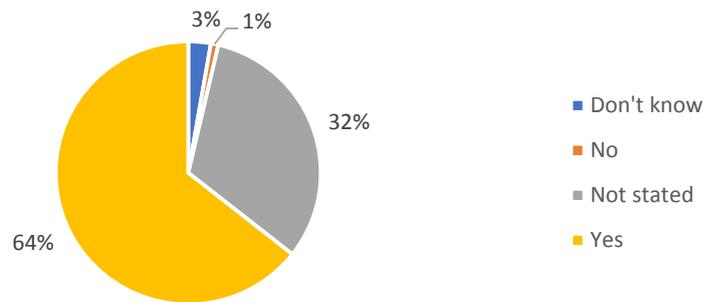
The Service wants to seize opportunities that reduce the risks to firefighters and communities, through the use of technology, research and development.

*More information can be found on pages 78 to 89 of the Draft Corporate Plan 2021-2026.*

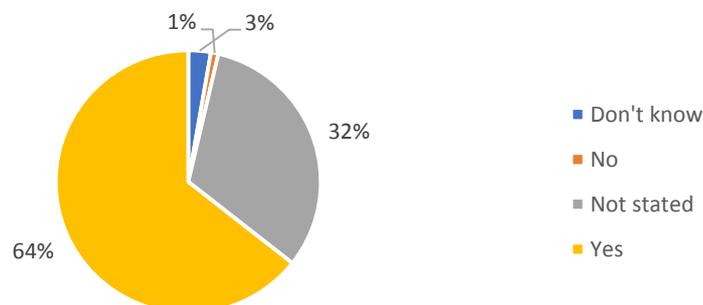
An outline of the responses received for Draft Strategic Aim Four, can be seen in the graphs below;



Our Learning: Do you agree that this Strategic Aim is something our organisation should be aiming to achieve?



Our Learning: Do you agree that they are the right Improvement and Well-being Objectives for this Strategic Aim?



### Comments and feedback for Strategic Aim Four, Our Learning.

1. Our IT systems need to speak to each other to prevent duplication and fragmented information.
2. Essential to invest in personal and professional development.
3. Taking advantage of the current situation in terms of how it is allowing us to communicate with our staff is crucial, we now have a captive audience and one that accepts a new way of communicating. Utilising our online learning platforms to their maximum potential, I think is the way forward, as is making the most of technology when it comes to communicating with staff, especially how we engage with our operational sector. New ways of mobilisation for On-Call (smart phone apps) for example, station information monitors linked to the turn out systems on stations, the tech is available already. However, the use of Microsoft Teams will need to be monitored, as this has the potential to



impact on workloads, adding pressure to our people. Another issue is the home becoming the workplace and recognising that not everyone's home life supports working from home.

4. The fire services IT department is very stone age and that goes for the equipment on appliances and within stations. The amount of paper waste the service uses for such things as pay claims when there are IT systems out there that could replace the outdated ways the service still uses.
5. Look at the possibility of additional training contracts for wholetime duty system staff to assist with delivering training courses. This can be used to alleviate the workload of personnel within the training department and allow us to up skill a larger percentage of the workforce.
6. we don't get any internal support and training on it.
7. A lot of good suggestions have come from staff during COVID, and I hope these ideas will be used to drive the Service forward.
8. The upgrading of connectivity within rural stations needs to be a priority, as it is very difficult to achieve currently, which negates some of the online activities we currently have to complete. Having to complete more of our duties online is a fantastic idea, but currently almost impossible on some rural stations.
9. Improve training which enhance the skills & knowledge of firefighters keeping them fit physically to undertake their job.
10. The development of IT is crucial to our learning and the pandemic highlighted the need for a secure and reliable IT infrastructure. In terms of the Ideas Forum, I believe this is an excellent idea as we have a huge pool of talent within our staff and this is an opportunity for them to share their ideas. There is always room for improvement within an organisation and we should never stop learning in order to keep improving the way we do things and the way we serve the public.
11. Over the years in the service I find it difficult to express my ideas and suggestions.
12. COVID has already made the organisation change the way in which it works, especially in relation to its day to day administrative function. The introduction of digital fire ground technology would potentially link in all stakeholders at an incident, improving situational awareness and increasing the shared understanding of risk, ultimately keeping firefighters and other emergency responders safer. Also, the acknowledgement that some of the best ideas are with those who are dealing with the issues on a day to day basis, the end users, therefore the creation of a forum for personnel (representative of the workforce) can have a safe place to contribute in the learning identified, which must also be robustly captured, considered and actioned where necessary.
13. You listen and consult but do not assess the effect those ideas will have across all situations. You are stuck in the mindset of either a wholetime crew of 5 or a single pump on call station. You are slow to implement ideas that were put forward many years ago.



14. Point 2 is there already an ideas forum?
15. No further comments to add.
16. It's a great idea, I just hope that ALL staff are listened to equally, and that they get the credit for ideas successfully implemented (and where appropriate are involved within that process).
17. Limited number of computers on station, and don't work most of the time.
18. Totally agree with the above however I feel more training could have been provided to Operational crews on how to use the IT systems before they are distributed to stations.
19. The I.T. ideas is all very well, there is clearly a lack of crewing, OIC's are often having to get involved in incidents manually rather than managing incidents. All whole time appliances should be riding at 5 and it is dangerous to think otherwise.
20. Great to have a forum for staff.
21. No further comments.
22. NIL.
23. Though it's identified the correct objective/aim, this needs to be fully embedded through the support of all managerial, including departmental roles. Can the Strategic Plan reflect this to the core as I feel that there is still resistance to achieving this objective.
24. I would fully support the use of using IT to support agile working within the Covid environment, also the utilisation of technology to enhance operational safety and effectiveness.
25. We have been running 2 x Innovative Training Projects in Powys for a few years now, being FIBUA training weekends that provide a range of very realistic incidents and Hot Fire BA training evenings at Peterchurch in Hereford and Worcester FRS, which always highlight skill fade, but do provide much needed refresher training, especially for our On-Call personnel who only have 2 hours a week on drill where once all the standard tests and checks are done reduces positive training time to approx. 1 hour per week, take away their annual leave and they will only train for approx. 46 hours per year. Training facilities across our service area are very limited and although we are going to improve our IT learning through PDRPro 5 and other software platforms we should not lose sight of how we maintain and improve our practical skills locally across our service.
26. ensure the ideas forum, isn't just inside the organisation, e.g. only staff, ensure partners have an opportunity to feed into this also.
27. Fully support this initiative, it ties in with my comment earlier about creating the time for staff to fully engage in such work. We can tap into a huge range of experience, enthusiasm and new ideas, IF we allow the time in their working schedule. Failure to plan this time will result in only staff who are able to work outside of work hours to take part. This disenfranchises some and risks limiting the potential of the work. We need everyone to take part and be able to drive the Service forward. We want everyone to feel engaged and to be



- able to see how they fit in the process and actively shape the future of the Service.
28. It goes without saying that during this Covid-19 pandemic, IT and the IT infrastructure has been so important in allowing us as a FRS to continue to function and provide our vital service to our communities. We need to invest in ensuring that our IT infrastructure is future proofed as we really don't know what is around the corner.
  29. The current methodology for rolling out the new IT software infrastructure is flawed and fractured. The disparity between department issued documentation and the station based IT provision causes frustration and reduces ability to undertake to undertake day to day tasks. This negatively impacts upon staff well being and confidence in their ability to undertake their roles. It also requires them to resort to paper-based work arounds, defeating the object of the "improvements". I fully support the changes, but let's ensure all departments and processes are aligned before rolling out to more sites.
  30. New ways of working would involve extensive data mapping analysis of risk relating to climate change. Perhaps this is already undertaken??
  31. I have been in service for over 16 years and when I joined I left an organisation who had electronic payroll at organisational and supervisory level, it is staggering in 2021 we are still submitting pay claims on paper.
  32. Adequate IT backed up by trained personnel.

**\*Please note the feedback above is reported as provided by the public. \***

## Summary

In the main, Draft Strategic Aim Four received a positive response, with most respondents agreeing that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim.

The majority of respondents were in support of what the Service is looking to achieve with the Our Learning Strategic Aim. There were however a few respondents who felt that the Draft Strategic Aim was not something that the Service should be looking to achieve with 1% stating "no" and 3% stating "don't know" furthermore, 1% stated "no" and 3% "didn't know" if the Improvement and Well-being Objectives were the right Objectives to achieve the Strategic Aim.

We have noted all of the comments and feedback provided in this regard and will make any necessary amendments to the Draft Corporate Plan.



## Our Response

The Service acknowledges the responses received for Draft Strategic Aim Four. The feedback received in relation to the Strategic Aim was noted and fed back to the Strategic Aim owner for further consideration.

Overall, the majority of respondents agreed that the Draft Strategic Aim was something the Service should be looking to achieve and that the Improvement and Well-being Objectives were the right Objectives to deliver the Strategic Aim. We do, however, acknowledge that there was a small percentage of respondents who did not agree, the Service has taken the feedback from the consultation on-board.

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

We want to exploit any opportunities that reduces the risks to firefighters and communities using technology, research and development thereby creating a culture of innovation, putting the Service at the forefront of the blue light sector.

The way in which we go about our work will change to keep up with the needs of our communities and staff, which will ensure that the Service maximises all opportunities to work efficiently and effectively, whilst preventing and protecting our public and responding when we are called.

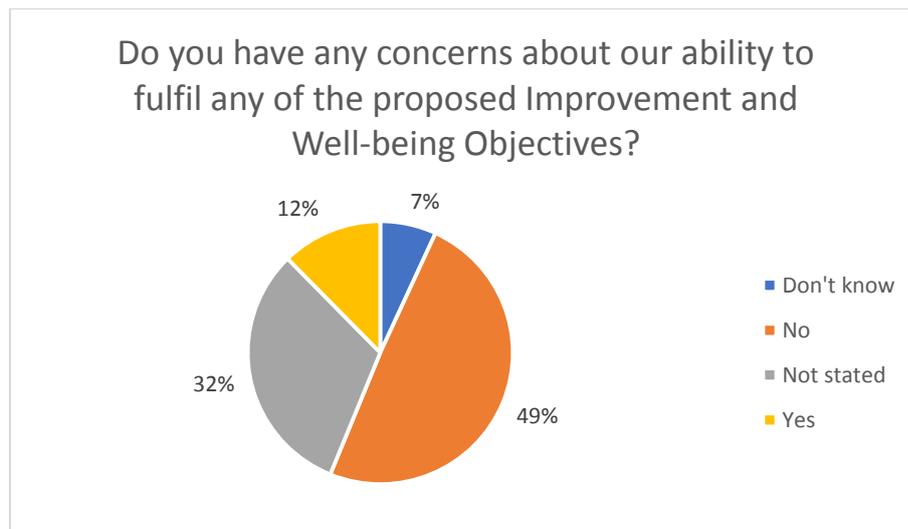
Organisational learning will ensure that the Service maximises opportunities to work effectively whilst implementing safer ways of working for our operational staff and reducing the risk to our communities.



## Further Comments

Additional feedback received during the consultation is included below.

### Do you have any concerns about our ability to fulfil any of the proposed Improvement and Well-being Objectives?



1. I feel sometimes the resources and lengths gone to regarding stakeholders etc can be taken a bit too far than is necessary.
2. If we commit to saying that we will support our people's wellbeing, then this is something that has to be recognised as a long-term strategy. Can the department responsible for this action, and its establishment support this long term commitment for ALL of our people...Wholetime, On-Call, Control Ops and support personnel?
3. Service don't seem to like to spend in key areas and wastes money on things which ain't needed.
4. I personally think that the voice of the people on the coal face don't get listened to enough.
5. The Service has already seen a large reduction of our carbon footprint during the COVID pandemic due to the reduction in vehicle movements and staff travel, however, it will be a challenge to introduce electric vehicles post pandemic to the more rural parts of the Service due to the lack of infrastructure to support this across, what is typically, a very remote area I don't believe that we are a Service who "wastes" water, certainly during general use on stations/Command HQ's. but the very nature of operational training sometimes requires a large amount of water to be used and is a difficult one to be solved.
6. Budgetary constraints impacting on the implementation



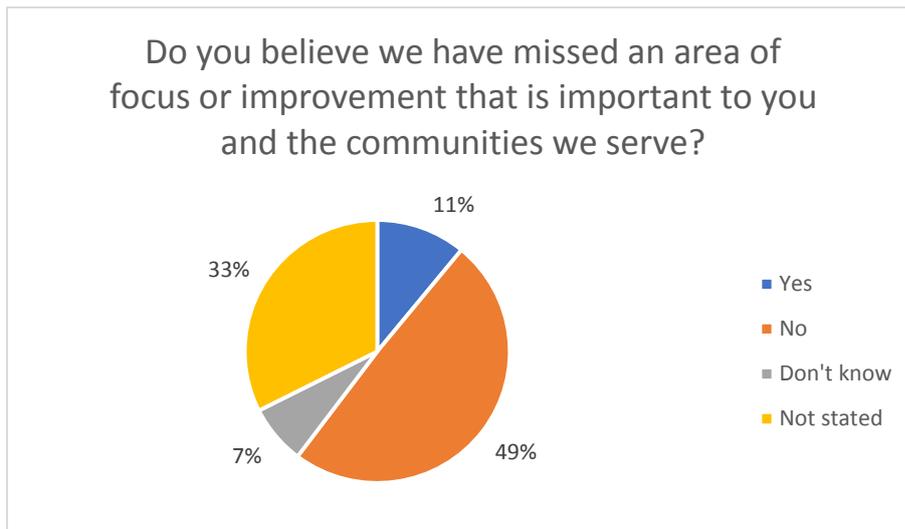
7. Though I fully agree with all of the proposed improvements, my only concern is what I have highlighted above re internet connectivity.
8. Does the Service have sufficient resources to appropriately support and prevent PTSD and similar mental health issues related to firefighting and other emergency services? Does the Service actively discourage a “man up” “suck it up”, machismositic attitude?
9. I believe that all the objectives are achievable, but some areas will take more time and resources than others.
10. As is the case with most things within the Service, all the correct words, terminology and intent will be there, but as it gets to the part where we should be delivering on this Heads of Department are allowed to swerve their responsibilities by reporting their own spin on what they want to achieve and not actually against the aims of the plan. This is left unchecked as scrutiny / challenge is minimal and nothing changes.
11. Too much work especially moodle.
12. Is the organisation wanting to improve for genuine reason or being told to.
13. Your track record of unfulfilled promises is poor. Where are the scanners for redkite? How many more decades are you going to “Look into” the hours spent by staff for free to run your stations? Why were we promised we could choose what RFPs we could have but then told what we were getting? Why are you increasing the amount of courses we have to do when you told us you would cut down?
14. Will you support the growth of non uniformed staff? Obviously uniformed fire fighters need expertise and training, but it is currently much more heavily invested in, non uniformed are left with little progression or prospects within a Service they care for.
15. More focus on the the actual service required when someone picks up a phone for an emergency.
16. No I believe these objectives will be achieved.
17. I feel it is harder on the rural communities, regarding the environment, what with having to travel more. And maybe the technology we need is not there yet.
18. How to measure personal wellbeing & resilience. How do you measure the success of "Focus on partnerships" Develop & embed an IT system by end of 2021/22 would seem optimistic?
19. I feel we are a world class organisation always looking to improve our skills and methods of working, we are safety conscious and assiduously planning the future of the Service.
20. No further comments.
21. I have concerns that any potential budget cuts due to CoVid19 may have an effect on the organisations ability to fulfil areas of the corporate plan.
22. Question if resources will be available to facilitate these objectives in the years to come especially following COVID.
23. NIL.



24. During these difficult times going through a pandemic and potential recession our budget requirement would be my main concern.
25. just hope it's not just a tick box exercise, I would love to see all this happen
26. I hope it will be promoted how you are planning on fulfilling these objectives.  
Mae y cyfnod clo a ta beth fydd yn ei ddilyn yn debyg i fod yn amser heriol iawn i'r Gwasanaeth. Mae angen bod yn barod i ystyried hyn ac addasu, ble mae angen, sut y fedrwn gyflawni ein amcanion. / The lockdown and whatever follows are likely to mean a challenging time for the Service. We need to be ready to consider this and adapt, where necessary, the way in which we achieve our objectives.
27. If we don't radically review our current work expectations then we risk not achieving the aims. Far better to decide what we actually want our staff to deliver on, then set realistic goals, providing them the time to achieve those goals. This will require a change in some aspects of our delivery. We will need to recognise that maintaining operational skills requires a commitment to a number of training hours which detracts from the time available for other activities. Coproduction is a valuable tool and one that will yield great benefit to the Service, it will not achieve its full potential if we don't ensure that all staff are equally able to avail themselves of the opportunity to take part. Not all staff can work off duty, they have other commitments which may preclude them from working outside of paid hours.
28. I don't have any concerns, it will take a joined up approach across all directorates and I believe we currently have the right culture and leaders to achieve this.
29. The current methodology for rolling out the new IT software infrastructure is flawed and fractured. The disparity between department issued documentation and the station based IT provision causes frustration and reduces ability to undertake to undertake day to day tasks. This negatively impacts upon staff well being and confidence in their ability to undertake their roles. It also requires them to resort to paper-based work arounds, defeating the object of the "improvements". I fully support the changes, but let's ensure all departments and processes are aligned before rolling out to more sites.
30. If my concern is well-founded that there is a strategy gap to be addressed in relation to climate change impact threats, I would be concerned that there is inadequate existing capacity to 'think seriously outside the box'.
31. These are uncertain times. we also need fully integrated IT systems to improve overall efficiency and produce robust meaningful management information to inform decision making.
32. Again, adequate training and equipment to deal with the next flood in the Crickhowell area.



## Do you believe we have missed an area of focus or improvement that is important to you and the communities we serve?



1. Stop driving trucks unnecessarily around the community. The fumes are disgusting and are poisoning our children. Can we get electric Rosenbauer trucks?
2. The mental wellbeing of staff.
3. Fitness Team: I have a colleague who works for South Wales Fire and Rescue Service and they equipment and budget each station has for fitness equipment is massive compared to Mawwfire. I work at an on-call station as when I finish my main employment, I commit all my down time to the fire service not leaving time for myself to attend a gym due to the travel distance and response times. The service needs to help retained station even more that whole time stations as they able to attend gyms after they finish shifts.
4. For me this is the biggest area that MAWWFIRE needs to focus their letting their on-call firefighters with zero options.
5. Recruitment and retention has, and will continue to be, an area of concern for most rural stations and more innovative ideas need to be explored to assist this.
6. Tackling public attitudes to parking etc, which can impact rescue efforts.
7. Too many passwords to remember.
8. Be open and transparent in actions.
9. 4 strategic aims are much more achievable than the historic 12, its concise and will ensure that organisation remains focused for the duration of the plan.
10. When it comes to making cost savings the focus should be on keeping what is essential and losing what is not. Talk of losing firefighters or closing stations should only come after you have lost nearly all else. When it comes down to



essentials the public expect us to put out fires and rescue them from RTC's. So before we close stations stop teaching naughty kids the right path in life, stop CFS work, dismiss most staff that do not fight fires as well, stop wasting money on "nice to haves". There are plenty of places to make savings before you mention shutting any stations.

11. efficiency and value for public money could be another area of focus
12. Providing a better service to the public without exposing firefighters to a greater risk than necessary.
13. Not clear how these strategic aims will ensure that "staff are representative of the communities they serve".
14. Its good to know we are in safe hands
15. No further comments to add.
16. NIL.
17. I feel that it's failed to identify strategic steps to target specific parts of the community. This should be explored further.
18. I would like to see an improved focus and strategy for On-Call recruitment with an improved suite of media, tools and technology to get our message out to our communities easily and effectively.
19. co-location should be considered to improve partnership working.  
Mae angen cadw nifer yr amcanion yn gymharol hylaw er mwyn canolbwyntio ar y blaenoriaethau, felly mae cadw at bedwar brif ffocws yn berthnasol. / The number of objectives needs to be fairly helpful so that we can concentrate on the priorities. Adhering to four focus areas, therefore, is relevant.
20. As mentioned in the environment section we should be placing an immediate focus on providing staff with systems to control the energy use in their buildings. We can make significant reductions if we give them better controls than door/window open or closed!
21. I don't believe we have missed an areas of focus and it is good to see learning as a focus. This will allow us to improve our future practices and service based off our prior experiences. We need to innovate but also ensure that we have enough energy invested into ensure that we have our current practices, policies and procedures correct as well, this will be achieved through reflection and learning of past experiences.
22. If I have missed something, apologies. If not: the Fire Service has a serious omission for environmental and community well-being in an operational sense (rather than in management principles) to urgently undertake a county-wide analysis of climate change associated risk (fire and flood) and the development of a costed operational and public education strategy to address it.
23. As a service we are letting our communities down with the protracted and stagnant progress on FMR, I understand the negotiation process nationally and locally however we must as a organisation look at why we are one of the few western FRS \*(UK)\* that do not fulfil this function when we are capable to



do so and can make our communities safer above all actives in the plan this will make a real difference to our communities we are so privileged to serve.

**Any other comments.**

1. Thank you for the hard work that you all do at the fire service and for keeping our communities safe and sound always giving it 100% all the best to you all at the fire service at all stations. Take care keep safe and well. Diolch yn fawr I chi gyd yn y Gwasanaeth Tan ac achub ac I pob gorsaf Tan am eich gwaith called ac am cadw ni gyd mewn ddiogel yn ein cymuned. Community Councillor / Cynghorydd cymuned for/am Pontyberem. Richard Mervyn Selwood. I am also the one voice Wales representative for my community working alongside towns and other community councillors within Carmarthenshire area.
2. pod does nothing for competent ff who don't want promotion they need to be available for all
3. Well done to the CCBBD Department, the document looks great.
4. Provide real clarity of the primary purpose of the Service - Make it inspiring.
5. Finding new recruits and takes too long to get them through the process also getting firefighters to move up the ladder is too difficult.
6. As I have been quite negative this will be a test to see if my anonymity is in fact protected, or whether the truth I have written leads to my dismissal.
7. I thought the Draft Corporate Plan was an easy to read document and captured the Service's vision for the future.
8. The plan is very long and took me some time to work through with parts that appear to be the same but different.
9. No.
10. N/A
11. Overall the management structure and departmental structure should be more operationally based, to provide a better service and working practices.
12. Great to see the service interacting with operational crews before purchasing new equipment and PPE. Good to have regular teams meetings with SM, GM and above on a regular basis as I believe good communication will improve the service and make people feel more involved.
13. Concerned that all the objectives are to be met by end of 2021/22 & measurement of the success of those objectives particularly due to the unique circumstances presented by COVID-19.
14. No further comments.
15. No.
16. Ensure that all communications avenues are utilised to ensure all MAWWFRS staff are made aware of the new area's within the corporate plan.
17. Really good for corporate plan be streamlined to 4 strategic aims.
18. I particularly like how the well-being objectives have been included in the plan.
19. N/A



20. I welcome the opportunity to provide feedback and hope it proves useful. I look forward to seeing how the Service grows.

21. Although the Corporate Plan is for 5 years, climate change effects are already with us. These need to be clearly and explicitly acknowledged in your plan. An intention to respond as a Fire Service to other plans and strategies, to alert service managers, planners, etc to fire risk and fire safety precautions needed at locational/spatial level and to press for relocation of at risk services, should be part of your strategy.

### **Email and Letter correspondence consultation responses.**

**Email received 03.11.2020.**

Thank you very much for the opportunity to respond to this consultation.

Unfortunately, I could not get the questionnaire monkey response form on your website to work for me. Here are the [REDACTED] comments.

It is noted that the Fire Service has attended 1,719 flooding incidents 01/04/2015 to 31/03/2020. This Authority would welcome opportunities to seek the Service's views on development proposals that may lead to additional difficulties in areas at flood risk.

I thought it would be helpful to also highlight the work of the Pembrokeshire Wildfire Group which you are party to and this very welcome by this Authority. The Group has been small in membership but has made a positive contribution to wildfire reduction in Pembrokeshire over the past 8 years. We look forward to continue working with you.

**Email received 29 September.**

Thank you for your draft Corporate Plan for 2021 – 2026.

Is it true that there are talks and consultations to take place regarding incorporating your Authority with The Police and Crime Panel, as has happened in England?

I write this as the [REDACTED] and this subject has cropped up on more than one occasion.

Look after yourselves and stay safe.

**– Letter received via email 08 October.**

Thank you for sharing the Mid and West Wales Fire and Rescue Authority Draft Corporate Plan 2021 – 2026 with us. I hope you don't mind me replying by email rather than through your questionnaire.





- A longer plan as the English/Welsh have been split in to two documents and is now 90 pages long. Understanding why we have split the language into 2 documents and does this fit with Welsh Language Standards?
- 5 references to COVID in the document but in terms of pictures but they are all pre Covid, nothing visual to suggest that we have reacted COVID.
- Many references to Future Generations Act. Our people text not really clear.
- Huge improvement this year on reporting and where department link in.
- Looks better and clearer to read.  
Possibly include an executive summary at the beginning.
- Social media - all to promote the consultation via online platforms.
- confirmation that the Plan pays cognisance to the NPT PSB Engagement Strategy.

████████████████████ – Email received 17 November 2020.

Many thanks for your email of 5<sup>th</sup> November. I have studied the Authorities Corporate Plan which would appear to me to be wholly acceptable. I can make no relevant comments which will assist in its improvement.

████████████████████ Email received 04 December 2020.

Thank you for the opportunity to provide feedback on the MAWWFRS draft Corporate Plan 2021-2026.

Covid 19 has impacted on all aspects of people's lives but many public services including those provided by Fire have continued to operate and provide comfort and support when required to local communities and people. It is clear that the fire and rescue service will continue to be an important part of services needed by people across the whole of the ██████████ and wider regional area. Please find below some detailed feedback on the draft Plan:

**Page 12 - Our Budget** – There is no avoiding the fact that the financial climate the fire service is currently operating in will continue to place additional pressures on the levels of service provided, as resources are stretched even further. The challenge is how to make better use of capacity and resources to deliver essential services but at the right cost to the council taxpayer and via the precept levied on the 6 Constituent Local Authorities. We look forward to working with the Fire Authority to benefit from service improvements and financial savings.

**Page 29 – Collaboration** – The commitment to working in partnership which is echoed throughout the draft Plan is welcomed. However, there is no reference to individual partnerships and the contribution the Fire Service will continue to make to the work of those partnerships. For example, the commitment and contribution to the



Gwasanaeth Tân Ac Achub  
Canolbarth a Gorllewin Cymru  
Mid and West Wales  
Fire and Rescue Service

work of the [REDACTED] and the [REDACTED] on developing a clear sense of the wellbeing and community safety profile of the area and then working together with partners to make an impact on those priorities.

I hope the above feedback is helpful in finalising your Plan for 2021-2026. If you have any queries on the above please do not hesitate to contact me.

[REDACTED] – Email received 04 December 2020.

[REDACTED] would like to provide the following feedback on the draft Corporate Plan document that was circulated recently.

'Firstly, [REDACTED] would like to commend the actions of our local fire service who are always of the highest standard.

We have read your plan and would like you to consider the following.

This year we had very bad floods and so we would like the Crickhowell Fire Station to be upgraded to a **Wading** station. This would give extra training to the officers and allow them to enter the water to reach people who need their help.

Secondly, as you know, the station officers have received training and are already on call for cardiac arrests etc. as well as RTC's Fires and Rescues. With the ambulance response times in the area being slow at times, it would be of benefit if the station were made a **First Responder** station. We would be grateful if both of these could be considered and feedback given.



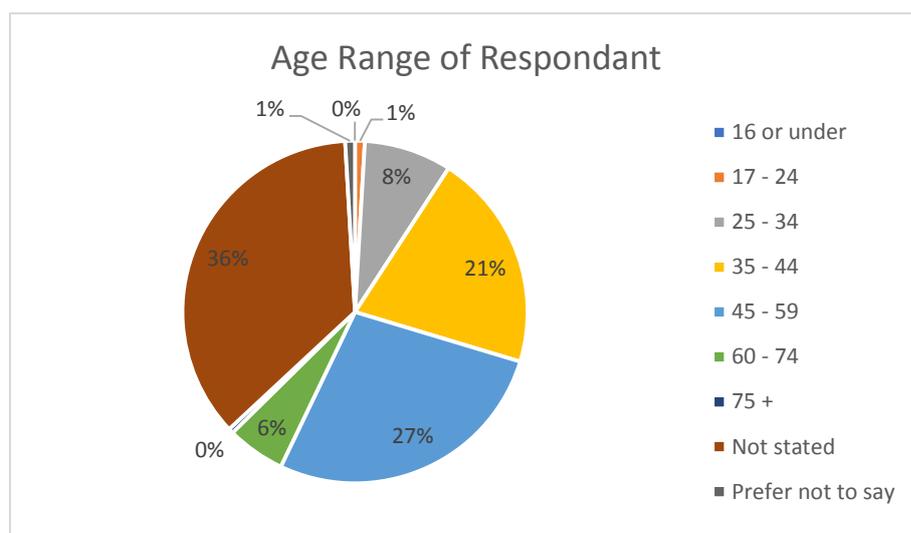
## Equality Monitoring

We are firmly committed to ensuring that equality and diversity is a key component of our Corporate Strategy and we have policies of Equal Opportunity for all members, employees, and prospective employees.

Our strategy will not tolerate processes, attitudes and behaviours that amount to discrimination, including harassment and bullying through prejudice, ignorance, thoughtlessness and stereotyping.

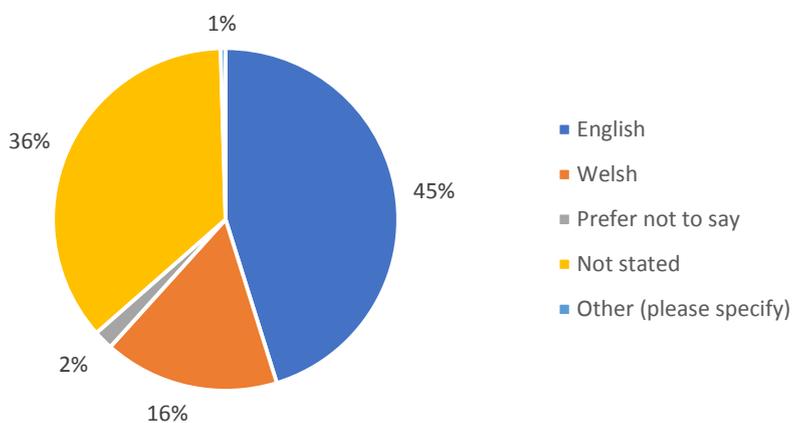
We are working towards an environment that gives everyone an equal chance to work, learn and live, free from discrimination and prejudice.

The information in the graphs below identifies the level of response from our resident populations.

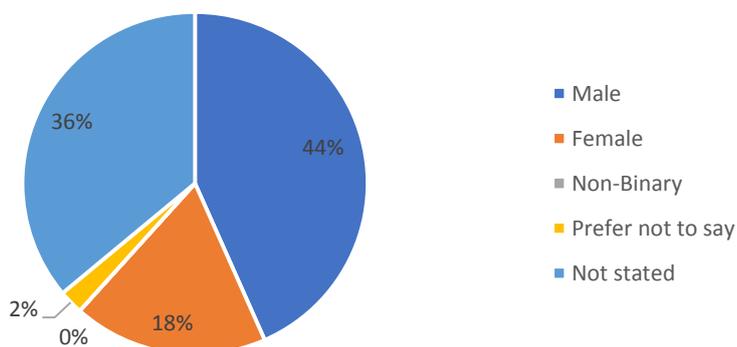




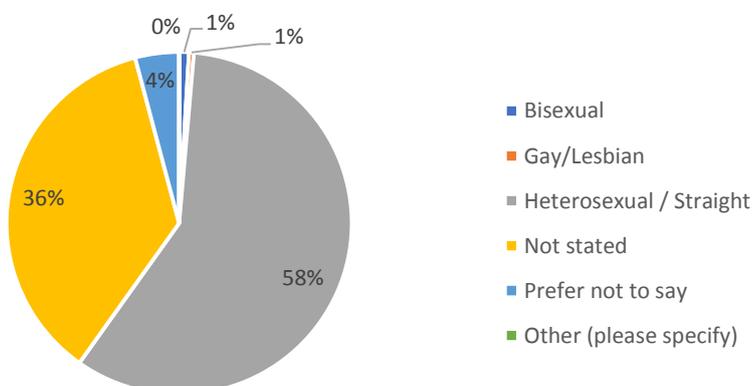
### First Language of Respondant

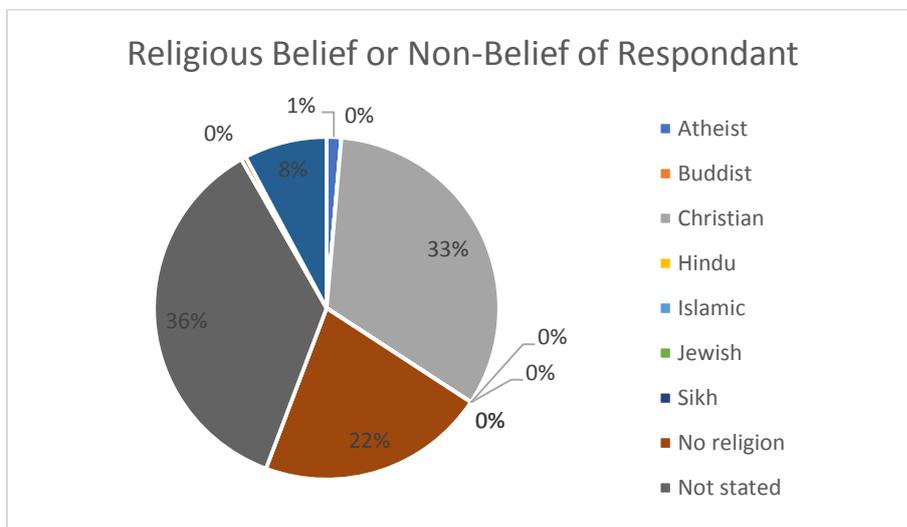
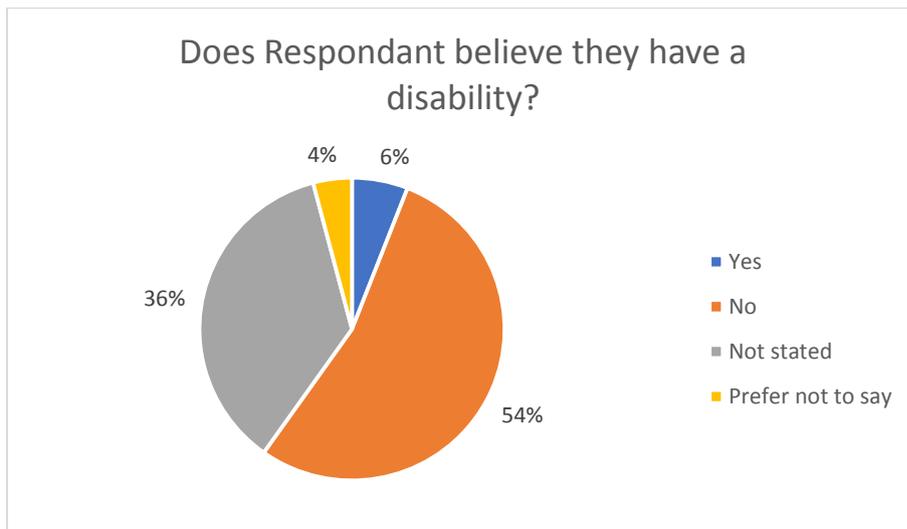
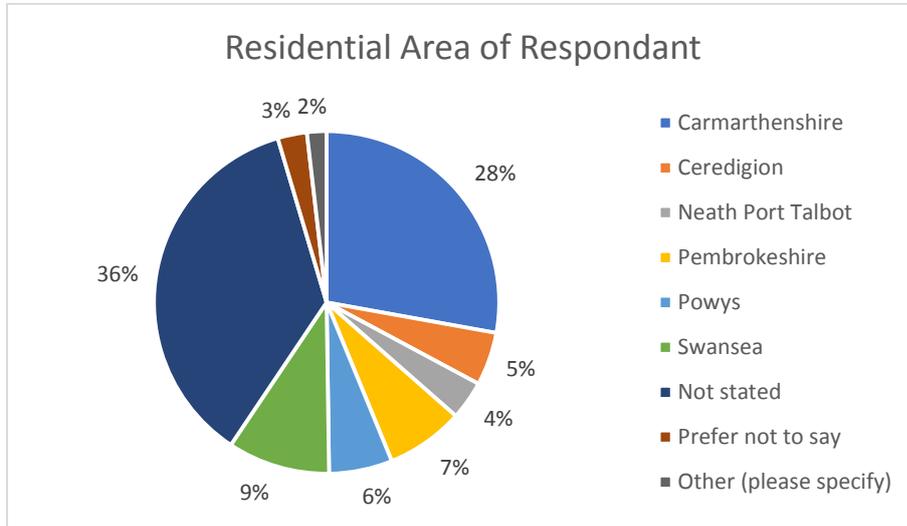


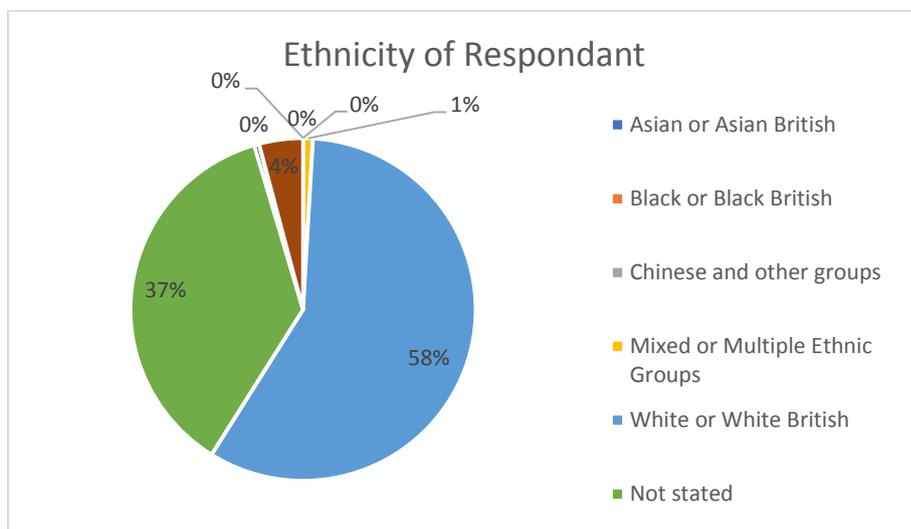
### Gender Identity of Respondant



### Sexual Orientation of Respondant







## Conclusion

The 10-week consultation provided our staff and stakeholders with an opportunity to shape our Draft Corporate Plan 2021-2026 and its associated Strategic Aims and Improvement and Well-being Objectives.

The Fire Authority will use the feedback received to refine the final Corporate Plan 2021-2026 to meet the expectations of our stakeholders.

## Did we reach the right target audience?

Whilst we recognise that we were limited on how we could engage with members of the public this year due to the Covid-19 pandemic, we ensured that we utilised several forms of digital engagement.

The consultation was widely marketed in accordance with the Communication, Consultation and Engagement Plan, via the Service website, partner organisations, Public Services Boards and social media. Information about the consultation was published daily on our social media sites in order to encourage public engagement.

In order to encourage responses to the consultation, we hosted a Survey Poll on our Twitter and Instagram pages. The responses received from the Twitter and Instagram Polls were extremely encouraging.

Several press releases, emails and Deputy Chief Fire Officer Memoranda were circulated to the media and press contacts and stakeholders held by the Service. We further utilised external channels of communication by advertising on the external website, as well as internal communication channels, using the Service's internal



intranet sites @Work and Connect@Work, Facebook Workplace, Calon Tân magazine and the Service's weekly highlights emails amongst all Service personnel.

The Draft Corporate Plan 2021-2026 was circulated to over 900 contacts and stakeholders. These included Public Services Boards, Heads of Departments and Heads of Response, Dyfed Powys Local Resilience Forum, Strategic Arson Reduction Board, Joint Arson Group, Trade Unions, Fire Authority Members, Stakeholders list and Press Contacts.

We emailed each Local Authority and enquired if it would be possible to share information about our Draft Corporate Plan 2021-2026 and its consultation amongst their staff and on their social media pages. Our Directors also promoted the consultation at the meetings of Public Services Boards and other forums.

The number of responses received this year at **219** was considerably higher than that of previous years, we acknowledge that we would still like to encourage more responses for all our future consultations and will continually look at alternative opportunities and methods, to ensure that engagement with our communities and stakeholders is as effective as possible.

## **Did we achieve our consultation objectives?**

The consultation questionnaire was updated from last year and asked two questions per Draft Strategic Aim, which covered if the Strategic Aim was something the organisation should be aiming to achieve, and if they had the right Improvement and Well-being Objectives for to deliver the Strategic Aim. Each question allowed for a yes, no and don't know answer.

There was also a free text box, which asked if there were any further comments or observations for each of the Draft Strategic Aims and Improvement and Well-being Objectives, which allowed respondents to provide unsolicited qualitative information, and/or explain their answer further.

Each Draft Strategic Aim and Improvement and Well-being Objective received answers to most questions, and there were also a large number of comments from respondents via the free text fields. Therefore, the objectives of the consultation were achieved.

## **What did we learn?**

Overall, respondents have been supportive of the Draft Strategic Aims and Improvement and Well-being Objectives in the Draft Corporate Plan 2021-2026. Furthermore, the feedback from most respondents indicated that they were satisfied that the Draft Strategic Aims and Improvement and Well-being Objectives were



something the organisation should be looking to achieve and that they had the right Improvement and Well-being Objectives to deliver the Strategic Aims.

However, there were Draft Strategic Aims and Improvement and Well-being Objectives that respondents had stated that they did not agree or did not know if the Draft Strategic Aim was something our organisation should be aiming to achieve and that the Improvement and Well-being Objectives were the right ones for the Draft Strategic Aim. It is recommended that we continue to ensure that we work on making the information contained within our Draft Corporate Plan easy to understand and continue to reduce the level of jargon used.

The feedback received in relation to the Draft Strategic Aims and Improvement and Well-being Objectives was noted and fed back to the Strategic Aim owners for further consideration.

## **Lessons learnt for Future Consultations.**

We made a conscious effort to ensure that each of the Draft Strategic Aims and Improvement and Well-being Objectives were articulated in a way that members of the public would understand and made every effort to write them in plain English and use as little jargon as possible. We kept the questionnaire to a minimum, including some key questions which would provide us with information that would inform the Service as to whether the public agreed with what we were planning to do over the next year. Those interested were signposted to the website which contained much more information on each Draft Strategic Aim and Improvement and Well-being Objective.

The response from employees of the Service was far greater than that of previous years, which could be largely due to the internal promotion and webinars hosted by the Deputy Chief Fire Officer. However, this number could still be improved upon and we will therefore continue to have a focus on greater staff involvement in the consultation process to ensure staff inclusion and increased participation.

6 responses were received in the Welsh Language; we acknowledge that this figure is considerably lower than previous years, this reduction could be attributed to our inability to undertake face to face engagement with stakeholders and members of the public, through our consultation roadshows and face to face engagement events. We will therefore continue to work hard in order to encourage responses through the medium of Welsh, as well as liaise with the Service's Welsh Language Officer for input. The Service will also maintain work on the external website and stakeholders list, which should further our reach and participation in future consultations.

Mid and West Wales Fire and Rescue Authority is extremely grateful to all those who took the time and effort to comment and is very pleased to report on these



responses. This report outlines how the responses have been considered and how the information will influence the Draft Strategic Aims and Improvement and Well-being Objectives for 2021-2026.

## Ideas for future consultations.

- Review and update the prize draw in order to maintain engagement and encourage responses.
- Hold internal Webinars with Station personnel on their respective drill nights and duty days and ensure that the calendar invitations are sent to each Watch member as opposed to the Station account.
- Roadshows venues to include: Supermarkets / Shopping centres. Royal Welsh Show / Winter Fair, local events, community events and meetings.
- Liaise with the Service's Community Safety and Business Fire Safety departments to promote the consultation during Community Safety and Business Fire Safety events and visits.
- Include information relating to the Corporate Plan consultation with correspondence from the Service's Stations, Commands and Departments to members of the public.
- Hold 'Ask Me Anything' (AMA) sessions. The sessions would be held in a town hall format, with invited guest experts from different parts of the organisations. The sessions take place as an online meeting and are streamed via social media, allowing individuals to put a question to the panel.
- Explore the creation of alternative versions of the Corporate Plan to include a shorter "at a glance" version and also an electronic version on Microsoft Sway.
- Develop a Corporate Plan animated video.
- Hold a "Like, Share and Comment" competition on our social media pages, with prizes for entries.
- Liaise with Fire Authority Members to gather ideas for promoting the consultation within their constituent authorities. Liaise with Members to attend Roadshows in their local areas to encourage engagement with local residents.



- Utilise local community groups and networks to engage with and promote the consultation on the Draft Corporate Plan.
- Utilise volunteer groups and networks to engage with and promote the consultation on the Draft Corporate Plan.

## Recommendations

Based on the feedback from our stakeholders, it is recommended that:

- The content of all four Draft Strategic Aims and Improvement and Well-being Objectives is reviewed by each Strategic Aim owner and amended accordingly if necessary, to reflect the feedback received.
- We consider reviewing the use of the word “co-production” based on the feedback received.
- We continue to ensure that all of our Strategic Aims and Improvement and Well-being Objectives are clear and easy to understand and are written in “plain English”.
- We continue to work collaboratively with all our partners and stakeholders.
- We continue to ensure that the Public Service Boards Objectives are incorporated within the ethos of the services we provide as set out in the Well-being of Future Generations (Wales) Act 2015.
- We continue to utilise our social media channels to inform and educate the public about each of our Strategic Aims and Improvement and Well-being Objectives throughout 2021-2026.
- We continue to operate in an open and transparent manner.
- We continue to ensure that we are a listening organisation and encourage views and feedback from our staff, partner organisations and stakeholders in order to continue shaping the future of Mid and West Wales Fire and Rescue Service.
- We continue to promote the work of the Service with our stakeholders and local communities.



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## Find out more

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

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

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

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

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



## **Social media campaign – Appendix 1**

In addition to the roadshows, the Service utilised its social media channels (shown below) to widen the reach of messages promoting the consultation. The Service's Facebook page currently has 8,101 followers who 'like' it and receive updates, 15k people follow the Service's Twitter feed and 1,325 followers on Instagram.

### **Social Media**

The Service made use of its Facebook, Twitter and Instagram accounts to raise awareness of the consultation and promote the roadshows that were held in each of the locations across Mid & West Wales.

The tables below list the recordable content of all consultations posts on the Service's Facebook and Twitter Social Media pages.

### **Facebook**

#### **Reach (Total)**

Impressions occur when the post renders on a user's screen.

#### **Clicks**

The number of clicks anywhere in your post. Clicks generating stories are also included in "Other Clicks.

#### **Engaged Users**

The number of unique people who engaged with this post (i.e. commented, liked).

### **Twitter**

#### **Number of likes**

This is the number of likes this post has received.

#### **Number of retweets**

This is the number of retweets this post has received.



Mae'n wythnos 1 (Mae'n wythnos olaf) ein hymgyngoriad; rydym yn croesawu eich adborth a byddem wrth ein bodd yn clywed gennych. Llenwch ein harolwg a gallech fod â siawns o ennill taleb gwerth £25. Cyhoeddir yr enillydd ddydd Gwener am hanner dydd!

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Its week 1 (It's the last week) of our consultation, we welcome your feedback and would love to hear from you. Fill in our survey and you could be in with a chance to win a £25 gift voucher. Winner will be announced this Friday at 12 midday!

<b>Facebook</b>													
Week 1							Week 10						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
28/09/20	875		54		52		30/11/20	333		13		15	
29/09/20	451		24		25		01/12/20	281		8		10	
30/11/20	360		20		18		02/12/20	202		12		12	
<b>Twitter</b>													
Week 1							Week 10						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
28/09/20	0	5	0	3	0	8	30/11/20	1	1	1	1	2	2
29/09/20	0	3	0	2	0	5	01/12/20	0	0	0	0	0	0
30/11/20	0	0	0	0	0	0	02/12/20	0	1	0	0	0	1
<b>Videos Facebook</b>													
Week 1							Week 10						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
	W	E	W	E	W	E		W	E	W	E	W	E
01/10/20	923	1556	27	119	29	127	04/12/20	366	687	3	24	5	32



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Videos Twitter													
Week 1							Week 10						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
01/10/20	0	3	0	3	0	6	04/12/20	0	0	0	0	0	0

Rydym hanner ffordd trwy ein hymgyngoriad. Dweud eich Dweud 2021 - 2026

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We are halfway through our consultation. Get involved and Have your say 2021 - 2026

Video Facebook				Video Twitter			
Date	Total Reach	Clicks	Engaged Users	Date	Likes	ReTweet	Engage
06/11/20	449	42	46	06/11/20	0	0	46

Wythnos 2 (6) o'n hymgyngoriad, ac rydym yn canolbwyntio ar **Ein Pobl**. Cliciwch ar y ddolen i fod â siawns o ennill taleb gwerth £25. Cyhoeddir yr enillydd ddydd Gwener am hanner dydd!  
<https://bit.ly/3l4pSc1> #Cystadleuaeth #Ymgynghoriad

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Week 2 (6) of our consultation, and we are focusing on **Our People**, click the link to be in with a chance to win a £25 gift voucher. Winner will be announced this Friday at 12 midday!  
<https://bit.ly/3jk4bnX> #Competition #Consultation



<b>Facebook</b>													
Week 2							Week 6						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
05/10/20	650		25		29		02/11/20	262		26		26	
06/10/20	302		26		26		03/11/20	243		22		22	
07/10/20	337		31		32		04/11/20	197		12		13	
<b>Twitter</b>													
Week 2							Week 6						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
05/10/20	0	0	0	1	0	1	02/11/20	2	2	2	3	4	5
06/10/20	1	1	0	0	1	1	03/11/20	0	0	0	0	0	0
07/10/20	0	0	0	1	0	1	04/11/20	0	3	0	1	0	4
<b>Videos Facebook</b>													
Week 2							Week 6						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
	W	E	W	E	W	E		W	E	W	E	W	E
08/10/20	955	1107	127	78	123	86	05/11/20	546	1140	34	87	33	87
<b>Videos Twitter</b>													
Week 1							Week 10						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
08/10/20	1	9	2	7	3	16	05/11/20	0	1	0	1	0	2

**Ein Cymunedau** yw ein ffocws ar gyfer Wythnos 3 (7) o'n hymgyngoriad. Cliciwch ar y ddolen i fod â siawns o ennill taleb gwerth £25. Cyhoeddir yr enillydd ddydd Gwener am hanner dydd!  
<https://bit.ly/3l4pSc1> #Cystadleuaeth #Ymgynghoriad



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**Our Communities** is our focus for Week 3 (7) of our consultation, click the link to be in with a chance to win a £25 gift voucher. Winner will be announced this Friday at 12 midday! <https://bit.ly/3jk4bnX>  
#Competition #Consultation

<b>Facebook</b>													
Week 3							Week 7						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
12/10/20	448		25		27		09/11/12	164		10		12	
13/10/20	425		34		32		10/11/12	389		14		14	
14/10/20	326		27		29		11/11/12	206		15		16	
<b>Twitter</b>													
Week 3							Week 7						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
12/10/20	2	4	1	5	3	9	09/11/12	0	1	0	1	0	2
13/10/20	0	0	2	2	2	2	10/11/12	0	0	0	0	0	0
14/10/20	1	3	0	1	1	4	11/11/12	0	0	0	0	0	0
<b>Videos Facebook</b>													
Week 3							Week 7						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
	W	E	W	E	W	E		W	E	W	E	W	E
15/10/20	540	267	46	36	48	35	12/11/20	271	121 1	7	55	9	57
<b>Videos Twitter</b>													
Week 3							Week 7						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
15/10/20	2	2	0	0	2	2	12/11/20	1	2	0	0	1	2



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**Ein Hamgylchedd** yw'r pwnc dan sylw ar gyfer Wythnos 4 (8) o'n hymgyngoriad. Rydym yn gwerthfawrogi ac yn croesawu eich barn. Cliciwch ar y ddolen i lenwi'r arolwg ac i fod â siawns o ennill taleb gwerth £25. Cyhoeddir yr enillydd ddydd Gwener am hanner dydd! <https://bit.ly/3l4pSc1> #Cystadleuaeth #Ymgynghoriad

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**Our Environment** is on topic for discussion for Week 4 (8) of our consultation. We value and welcome your views, please click on the link to complete a survey and be in with a chance to win a £25 gift voucher. Winner will be announced this Friday at midday! <https://bit.ly/3jk4bnX> #Competition #Consultation



Facebook													
Week 4							Week 8						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
19/10/20	291		34		35		16/11/20	245		14		17	
20/10/20	290		32		32		17/11/20	346		10		11	
21/10/20	278		24		26		18/11/20	241		6		7	
Twitter													
Week 4							Week 8						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
19/10/20	0	0	0	0	0	0	16/11/20	0	0	0	0	0	0
20/10/20	0	0	0	0	0	0	17/11/20	0	0	0	0	0	0
21/10/20	1	5	0	1	1	6	18/11/20	0	0	0	0	0	0
Videos Facebook													
Week 4							Week 8						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
	W	E	W	E	W	E		W	E	W	E	W	E
22/10/20	512	654	42	78	47	81	19/11/20	347	898	12	45	13	50
Videos Twitter													
Week 4							Week 8						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
22/10/20	2	6	0	1	2	7	19/11/20	0	0	0	0	0	0

Wythnos 5 (9) byddwn yn ffocysu ar **Ein Dysgu**. Rydym wir am glywed eich barn a'ch safbwyntiau. Dilynwch y ddolen i lenwi arolwg a bod â siawns o ennill taleb gwerth £25. Cyhoeddir yr enillydd ddydd Gwener am hanner dydd! <https://bit.ly/3l4pSc1> #Cystadleuaeth #Ymgynghoriad

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Week 5 (9) is the focus for **Our Learning**, we really want your opinion and views, please follow the link to complete a survey and be in with a chance to win a £25 gift voucher. Winner will be announced this Friday at 12 midday! <https://bit.ly/3jk4bnX> #Competition #Consultation

<b>Facebook</b>													
Week 5							Week 9						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
26/10/20	481		33		35		23/11/20	403		6		7	
27/10/20	294		36		36		24/11/20	185		13		16	
28/10/20	317		20		20		25/11/20	227		11		13	
<b>Twitter</b>													
Week 5							Week 9						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
26/10/20	2	1	0	1	2	2	23/11/20	1	1	1	1	2	2
27/10/20	1	1	0	0	1	1	24/11/20	0	0	0	0	0	0
28/10/20	1	2	0	1	1	3	25/11/20	0	0	0	0	0	0
<b>Videos Facebook</b>													
Week 5							Week 9						
Date	Total Reach		Clicks		Engaged Users		Date	Total Reach		Clicks		Engaged Users	
	W	E	W	E	W	E		W	E	W	E	W	E
29/10/20	164	1103	115	55	117	57	26/11/20	360	751	16	30	16	32
	5												
<b>Videos Twitter</b>													
Week 5							Week 9						
Date	Likes		ReTweet		Engage		Date	Likes		ReTweet		Engage	
	W	E	W	E	W	E		W	E	W	E	W	E
29/10/20	3	5	0	2	3	7	26/11/20	0	1	0	0	0	1



## Competition Engagement Figures

Dydd GWENER ... mae'n bryd cyhoeddi ein henillydd ar gyfer Wythnos 1(to -10) o'n hymgyngoriad. Yr wythnos yma, yr enillydd yw ..... Dydy hi ddim ar ben eto, gallech o hyd fod â siawns o ennill yr wythnos nesaf. Cadwch olwg am ragor o fanylion ddydd Llun!

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Friday FRIYAY... it's time to announce our winner of Week 1 (to- 10)of our consultation. This week's winner is .... . It's not over yet, you could still be in with a chance to win next week. Look out for more details on Monday!

Facebook						
Date	Total Reach		Clicks		Engaged Users	
02/10/20	451		8		9	
09/10/20	290		21		24	
18/10/20	750		26		29	
23/10/10	307		22		23	
30/10/20	495		23		26	
06/11/20	414		19		21	
13/11/20	316		9		11	
20/11/20	619		15		15	
27/11/20	349		7		8	
04/12/20	411		1		3	
Twitter						
Date	Likes		ReTweet		Engagement	
	Welsh	English	Welsh	English	Welsh	English
02/10/20	0	0	0	0	0	0
09/10/20	0	0	0	0	0	0
18/10/20	0	5	0	0	5	0
23/10/10	1	2	0	0	1	2
30/10/20	2	2	1	1	3	3
06/11/20	1	2	0	0	1	2
13/11/20	1	1	0	0	1	1
20/11/20	0	0	0	0	0	0
27/11/20	0	0	0	0	0	0
04/12/20	2	2	0	0	2	2



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Peidiwch â phoeni os nad ydych wedi ennill ein cystadleuaeth yr wythnos yma, bydd cyfle arall i ennill yr wythnos nesaf! <https://bit.ly/3l4pSc1> #Cystadleuaeth #Ymgynghoriad

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Don't worry if you haven't won this week's draw, there is still a chance to win next week!  
<https://bit.ly/3jk4bnX> #Competition #Consultation

<b>Facebook</b>			
<b>Date</b>	<b>Total Reach</b>	<b>Clicks</b>	<b>Engaged Users</b>
04/10/20	484	37	37
11/10/20	522	26	29
18/10/20	475	29	30
25/10/20	409	34	34
01/11/20	556	34	36
08/11/20	395	28	30
15/11/20	506	19	21
22/11/20	411	18	18
29/11/20	583	20	21

<b>Twitter</b>			
<b>Date</b>	<b>Likes</b>	<b>ReTweet</b>	<b>Engagement</b>
04/10/20	0	0	0
11/10/20	0	0	0
18/10/20	0	0	0
25/10/20	2	0	2
01/11/20	3	1	4
08/11/20	0	0	0
15/11/20	1	0	1
22/11/20	1	0	1
29/11/20	1	0	1



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### External Live Webinar

Byddwn yn cynnal gweminar gyda'n Dirprwy Brif Swyddog Tân, Roger Thomas, a hynny ar 9 Tachwedd, am 19:00, a byddem wrth ein bodd pe byddech yn ymuno. Bydd manylion ar sut i ymuno yn cael eu cylchredeg yn agosach at y dyddiad, ond mae croeso i chi gyflwyno unrhyw gwestiynau neu arsylwadau ar ein Cynllun Corfforaethol Drafft 2021-2026 cyn 9 Tachwedd, a hynny trwy anfon neges e-bost i [haveyoursay@mawwfire.gov.uk](mailto:haveyoursay@mawwfire.gov.uk)

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We are holding a webinar with our DCFO, Roger Thomas on the 9th November at 19:00pm and we would love you to join in. Details of how to join will be circulated closer to the date, but please feel free to submit any questions or observations on our Draft Corporate Plan 2021 – 2026 prior to the 9th Nov, by emailing [haveyoursay@mawwfire.gov.uk](mailto:haveyoursay@mawwfire.gov.uk)

Facebook						
Date	Total Reach		Clicks		Engaged Users	
19/10/20	313		22		26	
21/10/20	321		20		20	
24/10/20	273		23		23	
26/10/20	296		24		25	
28/10/20	271		21		23	
31/10/20	261		30		30	

Twitter						
Date	Likes		ReTweet		Engagement	
	Welsh	English	Welsh	English	Welsh	English
19/10/20	1	3	1	4	4	15
21/10/20	0	1	1	1	4	9
24/10/20	1	7	0	8	4	48
26/10/20	2	4	1	1	12	8



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28/10/20	2	6	0	1	8	16
31/10/20	1	3	0	2	7	12

Peidiwch ag anghofio bod ein gweminar fyw gyda'r Dirprwy Brif Swyddog Tân Thomas yn cael ei chynnal ar 9 Tachwedd am 19:00, a byddem wrth ein bodd pe byddech yn ymuno a dweud eich dweud ar ein Cynllun Corfforaethol Drafft 2021-2026. Gallwch anfon eich cwestiynau mewn neges e-bost i [haveyoursay@mawwfire.gov.uk](mailto:haveyoursay@mawwfire.gov.uk)

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Don't forget our live webinar with DCFO Thomas takes place on the 9th November at 19:00, we would love you to join and have your say on your Draft Corporate Plan 2021 – 2026. You can email your questions to [haveyoursay@mawwfire.gov.uk](mailto:haveyoursay@mawwfire.gov.uk)

Facebook						
Date	Total Reach		Clicks		Engaged Users	
02/11/20	561		1		3	
03/11/20	390		1		3	
04/11/20	379		1		3	
05/11/20	346		0		1	
06/11/20	508		1		4	
07/11/20	433		0		1	
08/11/20	480		1		4	
Twitter						
Date	Likes		ReTweet		Engagement	
	Welsh	English	Welsh	English	Welsh	English
02/11/20	1	7	2	4	7	31
03/11/20	0	0	0	0	3	4
04/11/20	1	3	1	1	2	9
05/11/20	0	4	0	3	15	22



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06/11/20	0	0	0	0	2	1
07/11/20	0	0	0	0	6	1
08/11/20	1	3	1	3	11	28

DCFO Thomas will be live at 19:00 tonight to talk to you about our Draft Corporate Plan 2021 – 2026. Not too late to join in, please follow this link... <https://bit.ly/2HiriL5>

<b>Facebook</b>			
<b>Date</b>	<b>Total Reach</b>	<b>Clicks</b>	<b>Engaged Users</b>
09/11/20	561	1	3
<b>Twitter</b>			
<b>Date</b>	<b>Likes</b>	<b>ReTweet</b>	<b>Engagement</b>
09/11/20	1	0	12

Bydd y Dirprwy Brif Swyddog Tân Thomas yn fyw am 19:00 heno i siarad â chi am ein Cynllun Corfforaethol Drafft 2021-2026. Dyw hi ddim 'rhy hwyr i ymuno, dilynwch y ddolen yma <https://bit.ly/2HiriL5>

<b>Facebook</b>			
<b>Date</b>	<b>Total Reach</b>	<b>Clicks</b>	<b>Engaged Users</b>
09/11/20	504	21	22
<b>Twitter</b>			
<b>Date</b>	<b>Likes</b>	<b>ReTweet</b>	<b>Engagement</b>
9/11/20	1	0	8