

# Cardiff Central Community Fire Station Service Plan 2009/2010

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<b>Date of Issue</b>	
<b>Approved By</b>	

**South Wales**  
Fire and Rescue Service



Gwasanaeth Tân ac Achub  
**De Cymru**

**Raising Awareness - Reducing Risk**

## **Introduction**

This business plan has been formulated to ensure the continual improvement of the service provided by all personnel at Cardiff Central Community Fire Station. This will ensure that the area served by Central Station will be as safe as possible for all people who live, work and visit here.

It is our intention to increase our Community Fire Safety Education Programme to embrace the whole local community and offer additional help and resources to the most vulnerable.

Our School Visit Programme will provide all children at Key Stage 1 & 2 level with Fire Safety Education in their preferred choice of language.

In striving to improve our operational competence it is intended that the Station personnel will target specific risks within the area and will carry out off station training at these locations. We will be aiming to include a Shipping Risk and a High Rise Risk in the exercise programme.

The gathering of operational intelligence is vitally important for both the safety and operational efficiency of Fire Fighters, and thus we will strive to ensure that this information is as update as possible by working closer with both our Fire safety Department and other partner agencies.

## **Monitoring of the Plan**

Progress against the activities specified in the plan will be monitored by holding regular progress meetings.

This plan is a living document and will be added to and amended as circumstances change. The Plan will be revisited as least quarterly and all revised versions of the plan will be made available via South Wales Fire & Rescue Service intranet site.

## **Station Overview**

Cardiff Central Community Fire Station serves the centre of the Capital City of Wales, a vibrant City that continues to be among the fastest growing cities in Europe. The estimated population within the station area is 63,000 with approximately 27,000 Domestic Dwellings and 6,000 Non-Domestic premises, and is expected to continue increasing due to a continuous development programme within the area.

The station covers an area of approximately 5 square miles, covering the communities of Pontcanna, Canton, Riverside, Grangetown, Butetown, Atlantic Wharf, City Centre, Cathays, Adamsdown, Splott and parts of Roath. The Southern side of the station is bordered by the Bristol Channel, which includes Cardiff Bay and the Docks. All areas suffer social deprivation, which are covered by Cardiff Communities First programme.

Cardiff has an ethnically and culturally diverse population, which includes large Somali, Asian, Chinese and Afro-Caribbean communities. In recent years there has also been a growth in the number of Eastern Europeans settling in Cardiff.

Approximately 8.5% of the population of Cardiff is made up off Black and Minority Ethnic groups.

**Approximately 2250 residential properties are classed as “well above average risk”, based on 2001 census data (without any attached intervention time).**

Cardiff University is situated in the city centre and has recently been voted 42nd best University in the world.

The university has over 26,000 students and 6,000 staff. Many of these students reside close to the city centre in 14 Halls of Residences and over 350 student houses.

The station area contains **64** 7.2.d. “risk premises”, including:-

The Wales Millennium Centre;

The Millennium Stadium, Cardiff Rugby Club & Cardiff City Football Club;

Welsh Assembly Building housing the Welsh Assembly Government (WAG);

Cardiff Royal Infirmary (CRI) and Glossop Geriatric Unit;

Large City Centre Shopping Complexes;

Cardiff Prison;

Cardiff Heliport;

University of Wales (numerous establishments);

Cardiff Docks, which includes a number of COMA sites including Texaco Chevron and Air Products, a steel works and the associated ship and port risks.

Major projects /developments.

The city centre is undergoing a major redevelopment as a result of the St David's 2 project. The 'St David's 2' development will bring new stores, cafes, bars, restaurants and luxury residential apartments to the heart of Cardiff, as well as enhanced public areas and facilities, a new central library and a modernisation of the existing St David's Shopping Centre.

The development represents a £675m investment in the city and encompasses not only the construction of new retail, but also several sub-projects including:

- Cardiff Central Library
- Improvements to the public realm
- John Lewis Department Store
- Modernisation of the existing St David's shopping Centre
- Residential Appatments

To ensure that crews are adequately prepared to respond any incidents at the St David's 2 project through out all stages of construction, each watch will have a

liaison officer appointed. This person will co-ordinate regular familiarisation visits to the site and update the operational intelligence held for this project.

Generic risks include:-

High-rise buildings, used as both offices and hotels;  
 Hotels, small guest houses, and hostel accommodation;  
 Entertainment venues, including theatres and multiplex cinemas;  
 Licensed premises varying in size and complexity;  
 Large retail outlets;  
 Small industrial units.  
 Large shopping Marls

The Fire Station, built in 1973, is situated in the centre of the City with easy access to all major roads. South Wales Fire and Rescue Service continually strive to improve its service delivery and a result in conjunction with the relocation of Head Quarters the station is due undergo major refurbishment or possible relocation within the near future.

The station is managed by a Station Commander, with four watches comprising:-

1 Watch Manager;  
 3 Crew Managers  
 12 Fire fighters.

The whole-time shift system provides twenty-four hour cover, with a minimum of eleven operational personnel on duty at all times, crewing two Water Tender Ladders and an Aerial Ladder Platform.

### **Emergency Calls**

Over the previous 12 months Fire Crews form Central responded to over 5,000 incidents. More than 2,000 of these occurred within the station area with the remainder supporting crews from other stations.

The incidents within the station area can be broken down into to the following categories:

Accidental fires (Primary Locations) FDR1	129
Deliberate Fires (Primary Locations) FDR1	80
Accidental Dwelling Fires	74
Deliberate Vehicle Fires	40
Automatic Fire Alarm Actuations	607
Deliberate False Alarms	127

Road Traffic Collisions	84
Special service Calls (non RTC)	235
Small/Rubbish Fires( Secondary Locations) FDR3	306

### **Station Performance 2008- 09**

The Station has had another successful year and has seen improvements in a number of key areas. As a result of the hard work and dedication of the personnel at Cardiff Central Fire Station there has been a reduction in the following:

- The number of deliberate fires (Primary Locations) FDR1 attended.
- The number of deliberate vehicle fire attended.
- The number of Small/Rubbish Fires(Secondary Locations) FDR3 attended.
- The number of Automatic Fire Alarm actuations attended.
- The number of Special service Calls (non RTC) attended.

During the forthcoming year personnel will strive to maintain these low levels while also trying to reverse the slight increase that has occurred in the following areas:

- The number of Accidental fires (Primary Locations) FDR1 attended
- The number of accidental Dwelling fires attended
- The number of Road Traffic Collisions attended

As well as responding to emergency calls Station personnel were also actively involved in the following activities/initiatives:

- Home Fire safety Checks
- School Education Visits
- Arson Vulnerability Assessments
- Duke of Edinburgh Awards
- Fire watch
- Recruitment
- Supporting cultural and religious events/festivals
- Youth Engagement programmes
- Young Fire Fighters Association
- The Dragon Project

## **Partnerships**

In order to provide the best possible service to our local community it is vital that effective and productive partnerships are developed and maintained with other local agencies.

- Cardiff Central Fire Station actively works with :
- Communities First Cardiff –(Butetown Area)
- Home Start Cardiff –(Butetown, Riverside and Grangetown Areas)
- The City Centre and Butetown neighbourhood management group.
- The Buzz Workshop -(Butetown, Riverside and Grangetown Areas)
- South Wales Police (Community Policing Teams)

## **Future Challenges**

The forthcoming year of 2009- 2010 presents the personnel of Central Fire station with a number of challenges and opportunities.

- The overall aim must be to reduce the risk to the local community from fire and other potential dangers. This will be predominately achieved through education, where we will continue to focus on two areas: Home Fire Safety Checks (HFSC's) and School Visits.
- We will aim to carry out 690HFSC's in the local community. These checks will target the most "at risk households" We also intend to increase the number of HFSC's carried out in Black and Minority Ethnic households, where ownership of smoke alarms is historically below the national average.
- It is our intention to improve the links that have already been made minority groups in the local area, where advice on safety and career opportunities in the Fire Service will be made available. As part of this process we are actively encouraging these groups to make use of the facilities and resources available at Central Fire station. To facilitate this the Community Room is now available for use. It is hoped that this will only be an interim measure and that the planned refurbishment or relocation of the station will provide better community facilities which will be accessible to all members of our community.
- As the student population grows ever bigger it is our intention liaise with this section of the community and provide them with safety advice and HFSC's as they move from Halls of Residence to alternative accommodation.

- Through our educational programmes and various other proactive initiatives we will continue with our efforts to drive down the number of emergency call we attend. In particular we will put in measures to reduce the number of automatic fire alarm actuations we attend, this will be done by continuing to target the worse offenders.
- The operational training programme for 2009 –10 will reflect the risk the crews are likely to face. Off station exercises will include ship fire fighting and high rise fire fighting scenarios.
- We aim to improve our operational intelligence by ensuring that 7:2d visits are carried out at all identified risk premises.

The overall objective of this plan is to ensure that Central Community Fire Station is placed at the heart of the local community, offering help, support, advice and protection to all local residents.

### **Equality and Diversity**

The station will continue to actively promote all elements of the diversity agenda and aim to embed it into our everyday operations.

We will achieve this by ensuring that each watch on a regular basis undertakes a programme of awareness raising sessions. This will help ensure that all Equality and Diversity issues are clearly understood and will also help to stimulate open and honest discussions on areas of concern.

The PDR process will be used to ensure that all members of staff understand the organisational values and conduct themselves in a manner that supports them.

## **Welsh Language**

The Station is dedicated to supporting the aims and objectives of the South Wales Fire and Rescue Service Welsh Language Scheme 2007-2010. In particular we will:

- Offer our educational school visits in the medium of both Welsh and English.
- Offer all Home Fire Safety Checks in the medium of both Welsh and English
- Offer all our Community safety advice in the medium of both Welsh and English
- Ensure that all personnel learning to speak Welsh are given the necessary help and support.
- Ensure that all signage at Cardiff Central Fire Station is Bi-lingual.
- Actively support and promote the South Wales Fire and Rescue Service Welsh Language Scheme.

## **Sustainable Development**

In discharging the Service's aims and objectives, consideration will be given to minimising the negative impact we have on our natural environment as a result of our activities.

Station personnel are fully committed to supporting sustainable development and in order to achieve this we will.

- Aim to reduce the amount of energy used on station by implementing measure to reduce the amount of gas and electricity used by 5%.
- Encourage personnel to recycle domestic waste as possible.
- Aim to reduce the number of unnecessary vehicle movements

Operationally we will:

- Gather information and train against known risks enabling us to deal with emergency situations more effectively.
- Actively seek to introduce measures that will mitigate the effect that our fire fighting operations have on the environment.
- Work closely with the Environment Agency at all operational incidents to minimise the effect on the environment.

To help progress the above aims each watch has appointed a "Green Champion". These personnel are listed below:

**Red Watch** - T/CM R Higson

**White Watch** - FF M Palmer

**Green Watch** - FF R Page

**Blue Watch** - T/Cm Redman

## **Approval of Plan**

Station plans are approved by the relevant Group Manager, Intervention and submitted to the Performance Management Unit for display on SWF&RS intranet site.

Progress in relation to station plans is reviewed at four-monthly intervals in accordance with our ISO 9001 requirements.

## **Corporate Objectives 2009/2010**

<b>Number</b>	<b>Theme</b>	<b>Objective</b>
1	Community Protection	Reduce deaths and injuries from fires and Road Traffic collisions (RTCs)
2	Attract and develop our people	Create an organisation that practices our values
3	Effective use of resources	Implement the Asset Management Plan
4	Organisational improvement	Re-engineer our business processes
5	Sustainability	Reduce environmental impact of operational activities

## Measuring Our Performance – Statutory Performance Indicators

Statutory Performance Indicators are not applicable to Station Service Plans and are captured automatically and reported at Directorate level.

## Local Performance Indicators

PI Ref	Link to Corporate Objective	Description	Performance					
			07/08 Actual		08/09 Target		08/09 Actual	
1(i)	2, 4	Reduce total number of WDS shifts lost to sickness by 5%	431		N/A		663	
			Current Performance 2009-2010					
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection
			630					
<b>Commentary on performance</b>								
Quarter 1								
Quarter 2								
Quarter 3								
Quarter 4								
1(ii)	2, 4	Reduce total of WDS shifts lost to certified sickness by 5%	259		N/A		451	
			Current Performance 2009-2010					
			Target	Apr - Jun	08/09 Target		08/09 Actual	
			428					
<b>Commentary on performance</b>								
Quarter 1								
Quarter 2								

PI Ref	Link to Corporate Objective	Description	Performance									
Quarter 3												
Quarter 4												
1(iii)	2, 4	Reduce number of WDS shifts lost to uncertificated sickness by 5%	07/08 Actual		08/09 Target		08/09 Actual					
			172		N/A		212					
			Current Performance 2009-2010									
			Target	Apr - Jun	08/09 Target		08/09 Actual					
			200									
<b>Commentary on performance</b>												
Quarter 1												
Quarter 2												
Quarter 3												
Quarter 4												
12(i)	1, 2	Number of HFRA's completed	07/08 Actual		08/09 Target		08/09 Actual					
			271		600		630					
			Current Performance 2009-2010									
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection				
			690									
<b>Commentary on performance</b>												
Quarter 1												
Quarter 2												
Quarter 3												
Quarter 4												
12(ii)	1, 2	Increase number of HFSC's in BME communities.	07/08 Actual		08/09 Target		08/09 Actual					
			33		80		146					
			Current Performance 2009-2010									
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection				

PI Ref	Link to Corporate Objective	Description	Performance							
			90							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										
16(i)	1, 2	Number of school KS1 visits completed	07/08 Actual		08/09 Target		08/09 Actual			
			21		21		19			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
			21							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										
16(ii)	1, 2	Number of school KS2 visits completed	07/08 Actual		08/09 Target		08/09 Actual			
			21		21		15			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
			21							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										

PI Ref	Link to Corporate Objective	Description	Performance					
			07/08 Actual		08/09 Target		08/09 Actual	
16(iii)	1, 2, 4	Number of arson vulnerability assessments completed	21		21		15	
			Current Performance 2009-2010					
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection
			21					
<b>Commentary on performance</b>								
Quarter 1								
Quarter 2								
Quarter 3								
Quarter 4								
16(iv)	1, 2	Number of school KS1 class visits completed	27		NA		NA	
			Current Performance 2009-2010					
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection
			42					
<b>Commentary on performance</b>								
Quarter 1								
Quarter 2								
Quarter 3								
Quarter 4								
16(v)	1, 2	Number of school KS2 class visits completed	07/08 Actual		08/09 Target		08/09 Actual	
			Current Performance 2009-2010					
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection

			42							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										
18	1, 5	Number of 7.2.d familiarisation visits completed	07/08 Actual		08/09 Target		08/09 Actual			
			53		60		75			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
			64							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										
19	1, 2, 4, 5	Number of off station exercises attended involving 3 or more pumping appliances	07/08 Actual		08/09 Target		08/09 Actual			
			39		24		43			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
			24							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										

24(i)	4, 5	Energy consumption - Gas	07/08 Actual		08/09 Target		08/09 Actual			
			11021		10470		11013			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										
24(ii)	4, 5	Energy consumption - Electricity	07/08 Actual		08/09 Target		08/09 Actual			
			9212		8751		9200			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										
25(i)	2	PDRs undertaken for Jos	07/08 Actual		08/09 Target		08/09 Actual			
			12		12		12			
			Current Performance 2009-2010							
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
<b>Commentary on performance</b>										

Quarter 1								
Quarter 2								
Quarter 3								
Quarter 4								
25(ii)	2	PDRs undertaken for FFs	07/08 Actual		08/09 Target	08/09 Actual		
			40		40			
			Current Performance 2009-2010					
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection
			40					
<b>Commentary on performance</b>								
Quarter 1								
Quarter 2								
Quarter 3								
Quarter 4								
32(i)	1, 2	No of new community groups using station facilities	07/08 Actual		08/09 Target	08/09 Actual		
			N/A		N/A	16		
			Current Performance 2009-2010					
			Target	Apr - Jun	Apr - Sept	Apr - Dec	Full year Actual	End of year projection
			16					
<b>Commentary on performance</b>								
Quarter 1								
Quarter 2								
Quarter 3								
Quarter 4								

32(ii)	1, 2	No of visits to Station by new Community groups or visits to new Community groups by Station staff	07/08 Actual		08/09 Target		08/09 Actual			
			N/A		N/A		58			
			Current Performance 2009-2010							
			Target		Apr - Jun Apr - Sept	Apr - Dec	Full year Actual	End of year projection		
			50							
<b>Commentary on performance</b>										
Quarter 1										
Quarter 2										
Quarter 3										
Quarter 4										

## Action Plan for Cardiff Central Fire Station

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
1	<b>Improve employee attendance levels</b>	<ol style="list-style-type: none"> <li>1. Ensure the Directorate's sickness absence plan is implemented.</li> <li>2. Manage Brigade Policy OPPD 22.</li> <li>3. Implement light duties procedure whenever possible.</li> <li>4. Carry out regular welfare visits.</li> <li>5. Carry out back to work interviews, completing P9s.</li> <li>6. Conduct early welfare visit in person and complete a P30.</li> <li>7. Encourage personnel to return to non-operational duties when unable to carry normal duties.</li> <li>8. Ensure that all personnel are aware of the facilities available via the Occupational Health unit and encourage early contact</li> </ol>	Station Commander + Watch Managers	Ongoing	A reduction of sickness and improved levels of attendance by employee's
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
Quarter 3					
Quarter 4					
2	<b>Carry out 690 Home Fire safety Checks</b>	<ol style="list-style-type: none"> <li>1. Ensure referrals are allocated to watches.</li> <li>2. Check that monthly targets are being achieved</li> <li>3. ensure adequate numbers of referrals are being received /generated.</li> <li>4. Identify high risk households</li> </ol>	Station Commander + Watch Managers	31 <sup>st</sup> March 2010	All HFSC's complete
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					
3	<b>Carry out a minimum of 90 HFSC are carried out in Black and Minority Households</b>	<ol style="list-style-type: none"> <li>1. Identify suitable BME household in the community.</li> <li>2. Liaise the local BMEgroups</li> <li>3. Seek assistance from diversity office</li> <li>4. Attend local religious/cultural events to promote community safety and generate referrals</li> </ol>	Station Commander + Watch Managers	31 <sup>st</sup> March 2010	Completion of 90 HFSC in Black and Minority Households
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
Quarter 2					
Quarter 3					
Quarter 4					
4	<p><b>To complete all key stage 1&amp; 2 school visits.</b></p> <p><b>To ensure that all schools receive an annual Arson Vulnerability Assessment</b></p>	<ol style="list-style-type: none"> <li>1. Identify all key stage 1 &amp;2 schools in the station area</li> <li>2. Identify any new schools in area</li> <li>3. Make early contact with each school</li> <li>4. Ensure monthly targets are being met</li> </ol>	Watch Managers	31 <sup>st</sup> March 2010	Completion of all Key stage 1&2 School visits
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					
5	<p><b>To visits to all premises that currently have a 72d risk card and update as necessary</b></p>	<ol style="list-style-type: none"> <li>1. To review all premises that currently have a 72d risk card</li> <li>2. Identify any new premises that a risk card</li> <li>3. Compile any new risk card or operational Tactical plan</li> <li>4. Ensure that all High risk premises receive an annual visit by all watches</li> <li>5. To visit all 72d risks- 64 premises</li> </ol>	Watch Manager White Watch	31 <sup>st</sup> March 2010	All visits completed and new Risk cards and OTP's complete

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					
6	<b>To ensure that the station exercise training programme reflects the station risk profile</b>	<ol style="list-style-type: none"> <li>1. Training to be carried out at identified 7:2d risk premises where possible.</li> <li>2. Each watch to participate in a ship fire fighting and a High Rise fire fighting exercise.</li> <li>3. Ensure all exercise Briefs, risk assessments and debriefs are recorded on station</li> <li>4. To carry out a minimum of 24 off station exercises</li> </ol>	Station Commander + Watch Managers	31 <sup>st</sup> March 2010	Training exercises carried at identified risk sites within station area
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
7	<b>To reduce the energy consumption in both gas and electricity by 5% and address Agenda 21 issues.</b>	<ol style="list-style-type: none"> <li>1. Identify proactive measures in relation to waste management and energy conservation.</li> <li>2. To comply with Agenda 21 and ensure the station is environmentally friendly and more energy efficient.</li> <li>3. Monitor energy usage via monthly readings.</li> <li>4. To appoint a Green Champion.</li> </ol>	Station Commander + Watch Managers + Station Personnel	31 <sup>st</sup> March 2010	A reduction in energy consumption
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
8	<b>Progress the requirements of the PDR system</b>	<ol style="list-style-type: none"> <li>1. Assist and support individuals seeking development.</li> <li>2. Complete 6 monthly reviews of Watch Officers PDR's</li> <li>3. All Watch Officers to attend PDR training events as required</li> <li>4. Ensure that the service core vales are embedded in the PDR process.</li> <li>5. Ensure that all personnel receive a PDR and review within the prescribed timescales</li> </ol>	Station Commander + Watch Managers + Crew Managers	31 <sup>st</sup> March 2010	Completion of all PDR's
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
9	<b>To improve links with local community groups</b>	<ol style="list-style-type: none"> <li>1. To identify local community groups</li> <li>2. To establish the needs of each group</li> <li>3. To encourage local groups to visit the station for advice/educational visits</li> <li>4. To offer greater support to these groups</li> <li>5. To increase the number of HFSC referrals in BME Households</li> </ol>	Station Commander + Watch Managers	Ongoing	<ul style="list-style-type: none"> <li>• An increase in the number of new local community groups visiting the station.</li> <li>• An increase in the number of HFSC referrals in BME Households</li> </ul>
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
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## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
10	<b>Reduce deaths and injuries from fire</b>	<ol style="list-style-type: none"> <li>1. Identify high risk areas</li> <li>2. Carry out 690 HFSC including 90 in BME households</li> <li>3. Develop systems to identify most at-risk households and re visit annually</li> <li>4. Increase liaison with existing partners.</li> <li>5. Establish new links with Minority Groups.</li> <li>6. All schools to receive their annual Key Stage 1 &amp; 2 educational visit. Each school to receive an Arson Vulnerability Assessment during the year.</li> <li>7. Participate in partnership work to make communities safer by taking part in joint initiatives</li> </ol>	Station Commander + Watch Managers	Ongoing	A reduction in deaths and injuries from fire

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
					On target
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					
11	<b>Reduce deaths and injuries from Road Traffic collisions</b>	<ol style="list-style-type: none"> <li>1. Fully support all RTC reduction initiatives in our area.</li> <li>2. Include RTC scenarios in the off-stn training programme.</li> <li>3. Appoint an RTC reduction advisor on each watch</li> </ol>	Station Commander + Watch Managers	Ongoing	A reduction in deaths and injuries from Road Traffic collisions.
<b>Commentary on performance</b>					On target
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					

Action Plan 2009/2010					
Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
12	<b>Reduce number of Unwanted fire Signals Attended</b>	<ol style="list-style-type: none"> <li>1. Identification and prioritisation of worst offenders</li> <li>2. Establishment link with the offender and liaise for reduction in calls</li> <li>3. Implement the Brigade new policy on risked based response to AFAs</li> </ol>	Watch Manger Red watch	Ongoing	A reduction in the number of Unwanted Fire Signals attended
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					
13	<b>Reduce the number of FDR3 Fires attended</b>	<ol style="list-style-type: none"> <li>1. Identify any hotspots /tends</li> <li>2. Encourage staff to use SEN 101 to report any fly tipping.</li> <li>3. Work with the Arson Reduction unit to reduce the potential for arson</li> <li>4. Forge closer links with Cardiff council waste managements</li> </ol>	Station Commander + Watch Managers	Ongoing	A reduction in the number of FDR3 Fires attended
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
Quarter 2					
Quarter 3					
Quarter 4					
14	<b>Create a culture which embraces service delivery and core values</b>	<ol style="list-style-type: none"> <li>1. Ensure Compliance with OPDD 6.</li> <li>2. Rigorously investigate any complaints and adopt a zero tolerance to non-compliance.</li> <li>3. Challenge unacceptable comments / behaviour.</li> <li>4. Create a culture by leading by example and creating debate and discussion on issues.</li> <li>5. Support staff that want access to Welsh Speaking Courses.</li> <li>6. Embed core vales in PDR Process.</li> <li>7. To increase awareness and participation in issues/events involving Equality And Diversity</li> </ol>	Station Commander + Watch Managers	Ongoing	<ul style="list-style-type: none"> <li>• The Number of visits by Station personnel to Minority Groups</li> <li>• The number of visits to station by minority groups</li> </ul>
<b>On target</b>					
Quarter 1					
Quarter 2					
Quarter 3					

## Action Plan 2009/2010

Ref.	Objective	Action	Lead Officer	Target Date	Measure of Success
Quarter 4					
15	<b>To ensure that sufficient numbers of Aerial Appliance operators are available on each Watch</b>	<ol style="list-style-type: none"> <li>1. Identify potential personnel to train as ALP operators.</li> <li>2. Arrange adequate numbers of training courses.</li> <li>3. Confirm the availability of on watch Instructors</li> <li>4. Monitor number of operators taking into account promotions and transfers</li> </ol>	Station Commander	Sept 09	Adequate numbers of Aerial Appliance operators on Station.
<b>Commentary on performance</b>					<b>On target</b>
Quarter 1					
Quarter 2					
Quarter 3					
Quarter 4					

## Other community activities at Cardiff Central Fire Station

Activity	Lead Officer
Fire Watch – Station personnel are in the process of establishing Fire Watch Schemes in Willows and Fitzalan High Schools	WM White WM Red
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
Activity	Lead Officer
Dragon Project – Station personnel are actively supporting the Dragon Project that is being run from Central Fire Station	Station Commander + Watch managers
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
Activity	Lead Officer
Young Fire Fighters Group -- Station personnel are actively supporting the YFF's Group that is being run from Central Fire Station	Station Commander + Watch managers
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
Activity	Lead Officer
CFS For Students – it is the intention of station personnel to target the large student population in the area for Community safety Advice, in particular for students moving from halls of Residence to private rented accommodation. This will be done by working with the local Student Housing Office and students Union.	Watch Manager Red Watch

Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
<b>Activity</b>	<b>Lead Officer</b>
CFS for Asylum Seekers – it is the intention of station personnel to develop the initiative to offer Community Fire Safety advice to this group particularly while they are in temporary accommodation	Watch Manager Green watch
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
<b>Activity</b>	<b>Lead Officer</b>
Increase the ownership of Smoke detectors in Black and Minority Households – personnel intend to expand the initiative for collecting HFSC referrals after prayers at the local Mosques	Station Commander + Watch managers
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
<b>Activity</b>	<b>Lead Officer</b>
Engagement with youths from local BME groups –in is the intention of station personnel to develop links with youths from the local MBE community with the aim of offering Fire safety Awareness and recruitment advice. This will be achieved through partnership work with the Butetown Youth Pavillion.	Station Commander + Watch managers
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	
<b>Activity</b>	<b>Lead Officer</b>
Home Start – To continue to support the Home Start initiatives which is an organisation that supports	Watch Manager White watch

families that are experiencing problems and have at least one child under 5 years of age	
Quarter 1 update:	
Quarter 2 update:	
Quarter 3 update:	
Quarter 4 update:	

## Risk Plan for Cardiff Central Fire Station

Wording Risks	Scoring Risks		
It is useful to think of risks in terms of “If ...then....” For example “If we do not review and manage our budget, then there is a risk that we will overspend”.	Likelihood of Occurrence x Potential Impact = Risk Score		
	High = 3	Medium = 2	Low = 1

Risk Plan 2009/2010											
Ref.	Risk Description	Inherent Risk			Controls in Place	Residual Risk			Action Planned	Target Date	Owner
		Likelihood	Impact	Score		Likelihood	Impact	Score			
1	Spate conditions – through grass fire season, flooding, & snow.	2	3	6	Education via schools, arson reduction campaigns, & partnership working.	1	3	3	Promote initiatives throughout the year to target relevant seasons, i.e. grass, flooding, bonfire etc.	Ongoing	Station Commander & Watch Officers
<b>Update report:</b>											
Quarter 1											
Quarter 2											

Risk Plan 2009/2010											
Ref.	Risk Description	Inherent Risk			Controls in Place	Residual Risk			Action Planned	Target Date	Owner
		Likelihood	Impact	Score		Likelihood	Impact	Score			
Quarter 3											
Quarter 4											
2	Unable to secure training courses required to develop station personnel	2	2	4	PDR's completed of all station personnel. PDR 5 form completed & forwarded to Intervention Management Team	1	1	2	Pursue courses inline with PDR, TNA, & station RRP.	August 09	Station Commander
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											
3	Insufficient funds to support initiatives	2	2	4	Budget management & monthly reviews	1	2	2	Effective planning of CFS budget. Seek to secure funding grants from other sources for initiatives.	Ongoing	Station Commander
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											

## Risk Plan 2009/2010

Ref.	Risk Description	Inherent Risk			Controls in Place	Residual Risk			Action Planned	Target Date	Owner
		Likelihood	Impact	Score		Likelihood	Impact	Score			
4	Due to the challenging targets set within the Business plan, there may be conflicting / competing priorities	2	2	4	Discuss and develop Station plan with Junior Officers to ensure feasibility & ownership of individual plans	1	2	2	Prioritise work loads and identify most important initiatives.	Ongoing	Station Commander
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											
5	Station personnel may become uncommitted to station objectives	2	3	6	Regular Station management meetings, watch meetings & dissemination of information from Commander meetings.	1	2	2	Utilise overtime budget to fund station management meetings to ensure good attendance at station meetings. Present views of station personnel at higher-level meetings.	Ongoing	Station Commander
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											

Risk Plan 2009/2010											
Ref.	Risk Description	Inherent Risk			Controls in Place	Residual Risk			Action Planned	Target Date	Owner
		Likelihood	Impact	Score		Likelihood	Impact	Score			
6	Loss of staff due to retirements, transfers, promotions, etc.	2	3	6	Transfer committee, ADC, sickness & welfare policy, continuation training, coaching, support & mentoring.	1	3	3	Anticipate staff loss & replacements required. Revise staff roles, responsibilities, & references.	Ongoing	Station Commander
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											
7	Lack of enthusiasm by station personnel due to uncertainty of the future of the station due to proposed sale / redevelopment of the site	2	3	6	Personnel to be kept informed of developments	1	3	3	Update from Intervention management team to be sort on regular basis	Ongoing	Station Commander
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											

Risk Plan 2009/2010											
Ref.	Risk Description	Inherent Risk			Controls in Place	Residual Risk			Action Planned	Target Date	Owner
		Likelihood	Impact	Score		Likelihood	Impact	Score			
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											
<b>Update report:</b>											
Quarter 1											
Quarter 2											
Quarter 3											
Quarter 4											