

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru



South Wales Fire and Rescue Service

Risk Reduction Action Plan

2012/2013

RAISING AWARENESS - RAISING AWARENESS

Risk Reduction Action Plan 2012/2013

Foreword by the Chairman and Chief Fire Officer



A handwritten signature in black ink, appearing to read 'Anthony Ernest'.

Cllr Anthony Ernest
Chairman South Wales Fire
and Rescue Authority



A handwritten signature in black ink, appearing to read 'Andy Marles'.

Andy Marles
Chief Fire Officer

Welcome to the latest Risk Reduction Action Plan, this document sets out for your consideration and comment how we intend to use our resources to maximum affect, enabling us to continue to deliver the vital services that we provide to you and the communities of South Wales.

In the current economic climate, we along with other public services face unprecedented challenges and we continue to look closely at the ways in which we deliver services to ensure we are doing so as efficiently and effectively as possible whilst making the most of opportunities to work with others in collaboration in order to reduce risk. As always, we remain committed to making sure we continue to give the best possible service to make our communities the safest places to live, work and visit.

We continue to build upon the successful feedback we have received from the Wales Audit Office, who stated in their Annual Improvement Report 'that effective leadership and robust corporate arrangements provide a sound foundation for improvement in performance'. In other words, they felt that we are likely to improve things for the people who live in our area because we have sound leadership and are well managed.

We have outlined in this plan the areas that we consider to be priorities for the following financial year 2012/2013 ensuring we fulfill our general duty to improve and where we intend to focus our resources. All our activities link into our five improvement objectives with the planning framework designed to ensure that in a time of limited resources, our money and energy are directed towards these strategic objectives.

Thank you for taking the time to read this plan, as in previous years we are genuinely interested in your views on our proposals for the years ahead and hope that you will take the time to have your say. All responses will be considered prior to publication of the final Risk Reduction Action Plan which will be combined with the annual Improvement Plan and published in October 2011.

Introduction

South Wales Fire and Rescue Service (SWFRS) covers an area of approximately 2,811 square kilometers (1,085 square miles) serving 10 Unitary Authorities. It is one of the largest fire and rescue services within the UK. The area includes the South Wales valleys, large areas of rural countryside, industrial and commercial premises, airports, docks and the two cities of Newport and Cardiff. Having a capital city within our area adds significant issues. Based on the latest available estimates 1,446,000 people live within our area in 605,000 households.

In 2010/2011 approximately 47,000 emergency calls were received, resulting in approximately 23,200 incidents attended. This is an increase of over 3,000 calls and 600 incidents attended on the previous year. Emergency calls are managed by the Service in our Fire Control based in Pontyclun.

We currently employ over 2,100 staff, consisting of whole time duty and retained duty fire fighters, fire control operators and support staff. The management is led by the Chief Fire Officer supported by four Directors and since 1996 has been under the direction of The Fire and Rescue Authority which consists of 24 elected Councillors, drawn from the ten local authorities we serve. We have 50 fire stations and deploy 64 front line fire engines plus a range of specialist vehicles to a wide range of emergency incidents.

This plan outlines the major challenges facing us as we continue to deliver high quality services that make a difference to our communities, whilst also ensuring that public money is well spent. It builds upon our original Risk Reduction Plan 'A Safer South Wales' published in 2007, and subsequent annual updates and actions plans published since then.





Corporate Risk

One of the highest risks on our Corporate Risk Register is that if we do not review our allocation and use of resources, (financial, people and assets) to ensure that they are utilised in the most efficient and effective manner and if budgets decline in real terms then there is a risk on service delivery to the public. This risk was first identified in 2009 and since then our Finance, Audit and Performance Management Committee has scrutinised budgets and a Finance Working Group has been established and made recommendations to the Fire Authority on how to mitigate this risk. Various strategies and plans are currently being implemented to ensure that key assets are prudently managed.

One such plan is the 2010-2014 Medium Term Financial Plan, which is the first financial plan of this type that we have produced. It was written in a period of financial uncertainty and turbulence, but against an assured background that funding for public services will be under severe pressure in the years to come. Against this backdrop medium term planning is even more essential than ever.

Due to financial pressures the budget set for 2011/2012 has seen a reduction of £1.1 million from the 2010/2011 budget, a saving of 1.5% compared to the Welsh average of a reduction of 1.4%. This sets the revenue budget for 2011/2012 at £71,157,615 and it is within these economic restraints that we must continue to plan for future years.

The capital budget for 2011/2012 has been set at £5,391,000; for a number of years the Authority has operated with a medium term (four year) plan for its capital investment. We have an aging building stock with a significant backlog of property maintenance requirements, and this, together with the scale of new investment needed is such that a fifteen year strategic plan has been deemed appropriate, together with a four year tactical, a more detailed plan to coincide with the period of the Medium Term Financial Plan. A strategic Asset Management Plan is in place and supporting management plans for vehicles and property have been implemented. Plans for the management of our plant and equipment, minor assets, ICT, fuel and personal issue equipment are being developed.

Community Risk

We recognise the diverse communities we serve and the range of risks they face; including commercial and business, residential, road traffic collisions and fire crime. In order to reduce these risks we have in place a range of targeted resources including the following.

- Legislative Fire Safety, through enforcement of the Regulatory Reform (Fire Safety) Order 2005. Teams target higher risk premises, especially those with sleeping accommodation, with the aim being in the first instance to educate people in fire prevention and reducing risk.
- Community Safety and Partnership working is central to our overall risk reduction work, the greater emphasis on community safety work has resulted in us engaging with local communities to effectively promote fire safety messages. Partnership working with other agencies enables all parties to achieve maximum use of resources and prevent duplication of effort. Work is concentrated on home safety through the provisions of free home fire safety checks; children services with educational products linked to the national curriculum; fire crime investigations and multi agency working to address deliberate fire setting incidents and youth services through targeted initiatives with Community Safety Partnerships and Youth Offending Services.
- Road traffic collision reduction has been a key target for risk reduction over recent years and a specialist road safety unit supports a network of road safety advisors and manages initiatives such as the 'Ride Out Ride Right' initiative, aimed at developing and upskilling specific at risk motorcycle groups to reduce deaths and injuries.

Firefighter Safety

We recognise that our Firefighters are responding to an increasingly diverse range of emergencies across the South Wales area. The risks they face at these incidents relate not only to the type of incident, but also to its location and to commercial processes or other hazards at the site.

In order to ensure that our Firefighters have the best available intelligence on these risks, we continue to invest time and resources in the production and development of:

- Standard Operating Procedures - for different incident types;
- Site Specific Information - key operational information on a wide range of sites;
- Operational Tactical Plans - more detailed action plans for identified higher risk sites.

We recognise that the raw information itself is only part of the solution. We also have to ensure that it is available to our Firefighters in a format that can be accessed and used quickly at an incident. Accordingly, our Operational Intelligence system includes gathering and processing information for use, maintaining it up-to-date, and streaming it to Mobile Data Terminals on front-line fire appliances.

Sadly our fire-fighters continue to encounter aggressive and sometimes violent anti-social behaviour whilst going about their duties. We take a very serious view of any incident of violence against our employees and have installed CCTV equipment on all front line appliances and issued spit kits to gather evidence which is reinforced through a memorandum of understanding with the police and Crown Prosecution Service who are also committed to enforcing prosecutions against any perpetrators of violence.

We continue through targeted research and development to ensure a co-ordinated and needs based approach to continuous improvement in the provision of operational equipment such as control room and incident ground command and communication systems in order to mobilise and manage incidents.

Firelink has delivered a new single digital wide-area communication system enabling firefighters to communicate across Fire and Rescue Service boundaries and with other blue lights services. With control room functionality, a set of strategic goals were defined that supported an intention to increase resilience, capacity and collaborative working in the Welsh Fire and Rescue Service with the minimum of disruption to the existing control room structures.

Due to the complex and varied nature of the role of operational crews the maintenance of a skilled, competent and knowledgeable workforce is one that the Service needs to maintain. This will continue to be achieved through on-watch training, core skills development and specialist training being delivered locally and through the Training and Development Centre at Cardiff Gate. The Service has a programme of Personal Development Reviews, this with agreed training programmes will ensure that we have the right people with the right skills in the right place at the right time to serve the communities of South Wales.



**FIRE
INVESTIGATION**

Improvement Objectives 2012/2013

Each year we set ourselves improvement objectives to identify the priorities for reducing risk to the communities we serve in South Wales. All of the proposed actions outlined in our risk reduction planning and our performance management framework directly link to the achievement of these objectives, ensuring that our efforts are focused on maximising our opportunities to continually make improvements and protect the communities we serve.

The following table outlines the types of incidents we have attended over the last two years.¹

Incident Type	2008/2009	2009/2010	2010/2011
Fire	10,741	10,683	11,556
False Alarm	9,300	8,331	8,548
Non fire related emergencies	4,012	3,606	3,120
Total	24,053	22,620	23,224

We recognise the importance of preventative activities and over the last year alone our stations have undertaken over 26,000 home safety visits, helping householders to identify risks, installing free smoke detectors and giving advice on how to make their homes safer. In 2010/2011 we attended 752 accidental dwelling fires a low figure that we aim to continue to drive down in order to protect lives.

Road safety also continues to be a key priority; whilst it is not a statutory duty we continue to work in collaboration with other agencies to improve safety on our roads. In 2010/2011 we attended 1,079 road traffic incidents of which 253 involved the extrication of people; this compares to 1,427 in 2009/2010 with 301 extrications.

The following are our improvement objectives for 2012/2013; these are the strategic aims that we set for ourselves over the coming year. When setting these objectives we take into account what we have achieved in previous years and how we feel we can make a positive difference to our communities by identifying the impact of our activities upon them. Detailed actions setting out how each area of the organisation will work towards these objectives will be contained in our service plans and summarised in our Improvement Plan, together with details of how well we have performed, our targets for the future and how we compare with other fire and rescue authorities; this plan will be published in October.

¹At the time of writing, the number of incidents for 2010/11 could be slightly understated awaiting complete information.

Our Communities

To reassure, educate and protect our Community from the effects of fire, road traffic collisions and other emergencies as they occur.

We propose to do this through:

- Continuing to work proactively both individually and in collaboration with other organisations to deliver both fire prevention and road safety education, focusing on high risk groups.
- Ensuring the right people are at the right place at the right time with the right skills, whilst providing the appropriate appliances at the most appropriate locations enabling us to respond to emergency incidents swiftly and effectively.

Our People

To continue to develop a responsive and creative workforce who practice our values.

We propose to do this through:

- Ensuring we have a professional and competent workforce that deliver and support our operational and business requirements.
- Implementing the people strategy to provide an overarching approach to how people are deployed, managed and developed within the organisation and how they will be expected to behave.

Our Resources

To ensure that our resources and assets are utilised efficiently and effectively to support service delivery.

We propose to do this through:

- Ensuring that the location and crewing arrangements for each fire and rescue station meets the current and anticipated future needs of the community it serves.
- Implementing the management plans highlighted in the Asset Management Strategy.

Our Organisation

To improve internal business processes to ensure the most efficient and effective use of both financial and people resources.

We propose to do this through:

- Undertaking a structured systems thinking approach to business processes to eliminate waste and streamline systems.
- Integrating the core ICT systems across the organisation so that all departments can more easily share information and communicate more effectively.

Sustainability

To promote a sustainable organisation that contributes to sustainable local communities.

We propose to do this through:

- Expanding community education initiatives to reduce the impact of deliberately set fires on our natural and built environment.
- Implementing our land and buildings management plan so that fire and rescue stations are safe and sustainable places to work and in appropriate locations provide a facility for the community.



Risk Reduction Plan Projects

Our Risk Reduction Plan 2011/2012 outlined nine key projects which we felt would enable us to continuously improve the ways in which we work and maintaining our high standard of service delivery whilst taking into account the financial challenges the organisation faces. We undertook a rigorous consultation exercise with our communities, stakeholders and employees on those proposed projects and as a result of listening carefully to the views expressed changes were made.

We have an ongoing commitment to delivering outcomes against these projects and as such, particularly with the current constraints on resources and budgets we have decided to continue to focus on successfully completing these existing projects and not to introduce anything new at this stage. Therefore, the following table outlines each project summarising what we originally said we were going to achieve, the progress we have made to date and the position going forward.

As the projects are on-going, proposals and recommendations will be made when a full review has been completed by each of the programme boards. Any proposals and recommendations will only be implemented following a full consultation and negotiation process.

Project	This is what we said we would do	Progress to date	Position for 2012/2013
Flexible Rostering	<p>The original proposal to change the way three wholetime stations were crewed to a self rostering system. Following feedback received via the consultation process this was changed to a flexible crewing system encompassing all 20 wholetime stations.</p> <p>The benefits included no reduction in the level of service to the public and a significant contribution towards achieving the efficiency savings outlined in the Medium Term Financial Plan.</p>	<p>Following successful negotiations with the representative bodies, flexible rostering was implemented in April 2011.</p> <p>A reduction in the annual salary budget of £1,465,000 will be achieved by 2014/2015.</p>	<p>This project has been implemented and continues to be monitored and reviewed.</p> <p>Project should be fully achieved by 2014/2015 at current retirement rates.</p>
Fire Cover	<p>This complex review is considering the contributions to the public and to firefighter safety by each fire and rescue station.</p>	<p>Research continuing</p>	<p>A longer term project dependent on the outcomes and any proposed changes from other projects, therefore this work is on-going.</p> <p>Completion anticipated in 2012/2013.</p>

Project	This is what we said we would do	Progress to date	Position for 2012/2013
Second Pumping Appliance	Explore the contribution to public and firefighter safety and cost effectiveness of each second pumping appliance including the location, incident data, call rates and crewing arrangements.	<p>The research has shown that set against the existing standards, the locations of the second pumping appliances meet the current needs of the service and the public.</p> <p>The review has identified some anomalies of crewing second pumping appliances across the Service.</p>	<p>Work relating to this project is continuing. The crewing anomalies will be reviewed and appropriate recommendations made.</p> <p>Completion anticipated in 2012/2013.</p>
Special Appliances	Explore the contribution and cost effectiveness of each special appliance including the location, incident data, call rates and crewing arrangements.	Various options for removal or relocation of the more commonly used special appliances including rescue tenders, aerials and water bowsers are being researched and modeled.	<p>Work relating to this project will continue.</p> <p>Completion anticipated in 2012/2013.</p>

Project	This is what we said we would do	Progress to date	Position for 2012/2013
Provision of Operational Tactical Managers	To ensure that the appropriate number of managers with the appropriate command competencies or specialist skills arrive at an incident within a suitable period to ensure that it is brought to a safe and satisfactory conclusion.	Historical data has been analysed together with profiling of large scale incidents to identify anticipated future requirements. Following workforce consultation and negotiation it has been agreed that five Group Manager posts are removed and changes to training protocols implemented to increase the operational competence of uniformed managers at all levels. This project makes an annual saving of £325,000.	Five posts will be removed from the structure in 2011/2012 with the training recommendations to be implemented in 2012/2013.
Middle Managers and Day Duty Uniformed Structure	A review of organisational structures incorporating operational and non-operational middle managers across the whole service to ensure they are designed to deliver efficient and effective services to the public.	Savings have been identified and implemented. Six non uniformed middle manager posts have been removed from the establishment. This project provides an annual saving of £220,000. The day duty review project seeks to match resources to activity, whilst allowing personnel to work in a flexible manner.	This project will be expanded to also look at supervisory manager posts across the organisation. Completion anticipated 2012/2013.

Project	This is what we said we would do	Progress to date	Position for 2012/2013
Organisational Structures	<p>To identify improvements in those business processes which support core business activities. The review will identify the potential opportunity to realise efficiency savings and inform potential changes to organisational structures. Also achieving further improvements in the vital relationship between support functions and front line service delivery.</p>	<p>This is a long term project which has set up the principles for all process reviews. The project team have undertaken a redesign of the sickness absence process realising savings in time taken to record and monitor absences.</p> <p>A network of staff has been set up so each department can undertake their own reviews.</p>	<p>Work relating to this project will continue and the principles will continue to be implemented across the whole organisation.</p> <p>There is no end date to this project as the service will look at all processes in time.</p>
Overtime and Out of Hours Allowance	<p>Consideration of a range of options and recommendations for managing activities differently ensuring that overtime and out of hours allowances are applied consistently and only when necessary according to identified business need.</p>	<p>Elements of overtime that can be controlled have been identified, the payment of out of hours allowances have also been analysed. The project team has focused on developing strategies for reducing controllable overtime. Further work is being scrutinised by the Finance Working Group on the range of allowances paid.</p> <p>Scope extended to look at all allowances.</p>	<p>Work relating to this project will continue. £100,000 to be saved in 2011/2012.</p>

Project	This is what we said we would do	Progress to date	Position for 2012/2013
I.C.T. Systems	<p>Review the core ICT systems to identify a common infrastructure with common standards and capabilities that can be implemented across the whole organisation to integrate departments and remove the need for duplicate data entry, improve communications and ensure data is held more efficiently.</p>	<p>Research has been completed on the current ICT software, hardware and licensing costs, functionality and future requirements which will inform the business case.</p> <p>The long term ICT strategy has been reviewed and options such as collaboration, purchase own system, purchasing a 'best of breed' hybrid system or joining up existing systems have been researched.</p>	<p>This project is still in the scoping stage and will continue into 2012/2013.</p>

Feedback

Without your feedback we are unable to fully consider the interests of the public, partner agencies and our workforce.

We invite you to consider both our improvement objectives and our project proposals and let us have your thoughts and opinions on their value and importance.

Each and every response will be considered by the South Wales Fire and Rescue Service Authority and our Senior Management Team prior to the adoption of our Improvement Plan 2012/2013 in October 2011.

The formal consultation period runs from May 23rd to August 15th.

Please respond back to the Deputy Chief Fire Officer Huw Jakeway during this consultation period by:



South Wales Fire and Rescue Service Headquarters,
Forest View Business Park, Llantrisant, CF72 8LX



consultation@southwales-fire.gov.uk

Question 1

	Agree	Disagree	No View
This plan was easy to read and understand			

For each of the following statements please select the most appropriate answer for each area using the following scale 1 to 5.

- 1 = Extremely important
- 2 = Very important
- 3 = Important
- 4 = Fairly important
- 5 = Not important
- N/A = No view

Question 2

'My view on the importance of each of the five Improvement Objectives shown below is as follows.'

Improvement Objective	1	2	3	4	5	N/A
	Extremely Important	Very Important	Important	Fairly Important	Not Important	No View
To reassure, educate and protect our Community from the effects of fire, road traffic collisions and other emergencies as they occur.						
To continue to develop a responsive and creative workforce who practice our values.						
To ensure that our resources and assets are utilised efficiently and effectively to support service delivery.						
To improve internal business processes to ensure the most efficient and effective use of both financial and people resources.						
To promote a sustainable organization that contributes to sustainable local communities.						



Question 3

'My view on the importance of each of the projects as shown below is as follows'

Improvement Objective	1	2	3	4	5	N/A
	Extremely Important	Very Important	Important	Fairly Important	Not Important	No View
Fire Cover						
Second Pumping Appliance						
Special Appliances						
Middle Managers and Day Duty Uniformed Structure						
Organisational Structures						
Overtime and Out of Hours Allowance						
I.C.T. Systems						

Please make any additional comments or suggestions for improvement in the following appropriate box. If the allocated space is not enough please feel free to use a continuation sheet.

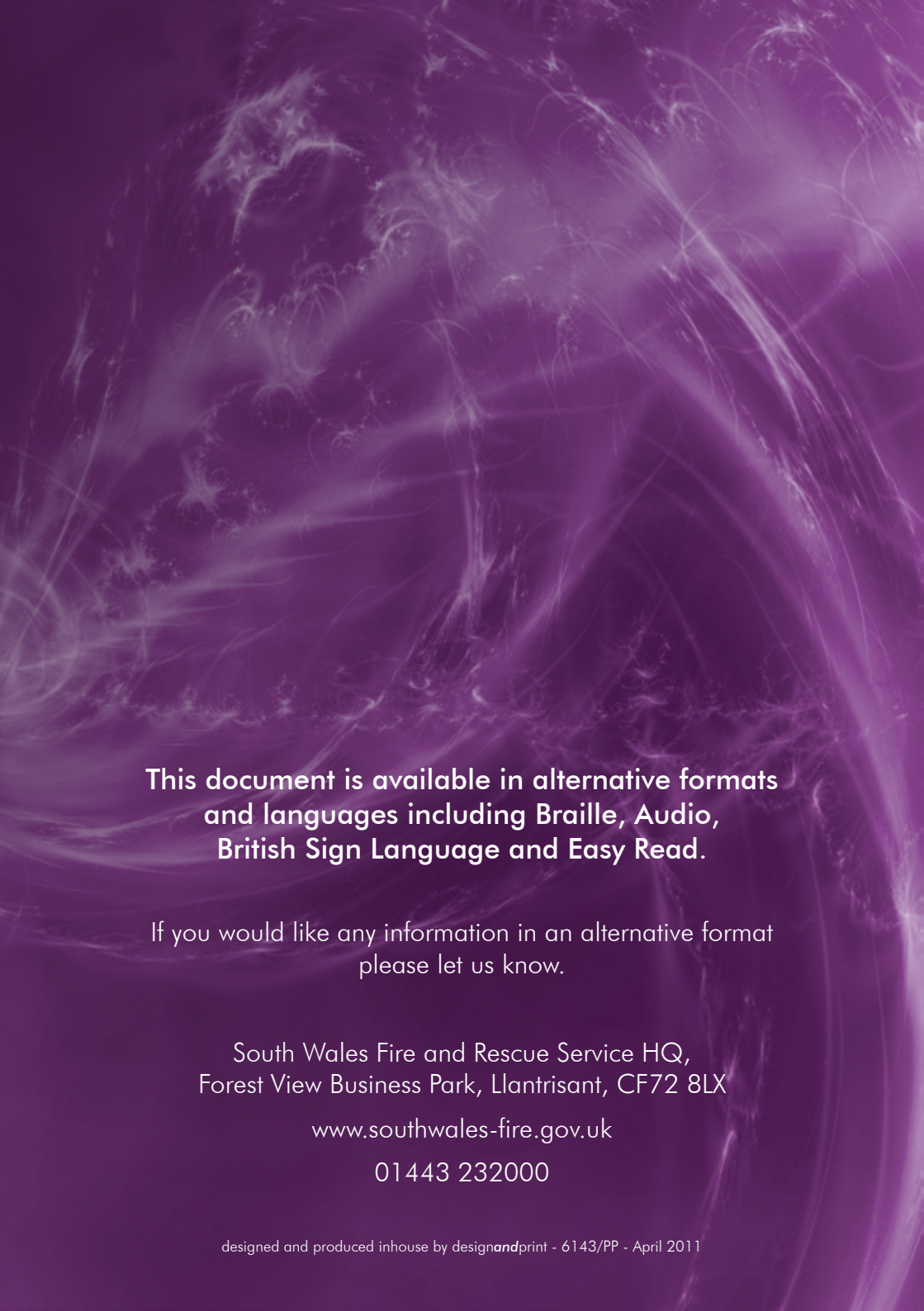
Improvement Objectives

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Projects

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Thank you for taking the time to complete this survey, your input is greatly appreciated and will be used to help us continue to improve services to our communities.



**This document is available in alternative formats
and languages including Braille, Audio,
British Sign Language and Easy Read.**

If you would like any information in an alternative format
please let us know.

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