

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

South Wales Fire and Rescue Service

Risk Reduction Plan 2010 - 2011



RAISING AWARENESS - REDUCING RISK

Chairman's Foreword




On behalf of the South Wales Fire and Rescue Authority I would like to invite you to consider the strategic aims of this service which are outlined in this draft Risk Reduction Plan for 2010-11.

The environment in which we have to plan and budget is particularly volatile and as such makes long term planning extraordinarily difficult. What is clear is that we will need to seek new and innovative ways of working in order to maintain our high standards of service delivery.

I am confident that we will be able to rise to the challenges that face us as a publicly funded Service, and that we can build on the success of the past by working in partnership with our workforce and other key stakeholders across Wales.

South Wales Fire and Rescue Service has built a reputation of excellence in delivering a wide variety of citizen centred services, from our traditional response to emergency incidents to our imaginative development of arson reduction initiatives.

This plan identifies the challenges that we face in the near future and details what we will do to maintain the high standards that the public have come to associate with South Wales Fire and Rescue Service.



Anthony M. Ernest

Chairman of South Wales Fire and Rescue Authority

Chief Fire Officer's Introduction



South Wales Fire and Rescue Service has achieved so much in recent years. Amongst our successes are, most notably, the staggering reduction in the number of domestic fires here in South Wales. The number of fires in the home have fallen by over 30% since 2003. Our firefighters are now safer than ever before with the lowest number of reported firefighter injuries since our creation in 1996.

Both these statistics show very clearly that our commitment to a wide range of community safety activities and the investment in our training facilities, both at fire stations and at our Cardiff Gate Centre, are paying very pleasing dividends.

We are committed to continuing to seek further reductions in the number and severity of fires of all kinds across South Wales. We are equally committed to making further improvements to firefighter safety by supporting the professional development of our staff and improving, still further, the personal protective equipment we supply to our operational staff. These challenges are nothing new to us, but what are new are the financial conditions which face us in the coming years.

It is now time for South Wales Fire and Rescue Service to seek new ways of working which not only offer better value to the public, but offer our staff a choice of working patterns. We need to ensure that our business processes are as streamlined as possible and that all our community safety initiatives undergo rigorous evaluation.

This draft Risk Reduction Plan outlines just how we intend to meet the challenges of the future. Please take some time to consider our proposals and to respond to this consultation document. We look forward to receiving your comments.



Andy Marles

Chief Fire Officer South Wales Fire and Rescue Service

Chapter 1. About this Plan

This document is the South Wales Fire and Rescue Authority's draft Risk Reduction Plan for 2010-2011.

The plan outlines the major strategic challenges facing the Authority in delivering its statutory duty. It builds on and complements the first Risk Reduction Plan in 2007, 'A Safer South Wales', and its subsequent Action Plans.

The consultation process, outlined in the Risk Reduction Planning Guidance 2006, issued by the Welsh Assembly Government, allows all stakeholders the opportunity to review and comment on the aims and objectives of each Fire and Rescue Authority in Wales.

South Wales Fire and Rescue Authority welcomes your views and can assure you that each and every response will receive the highest level of attention by your Authority members and the senior management team of the Fire and Rescue Service.

All Fires / Holi Danau

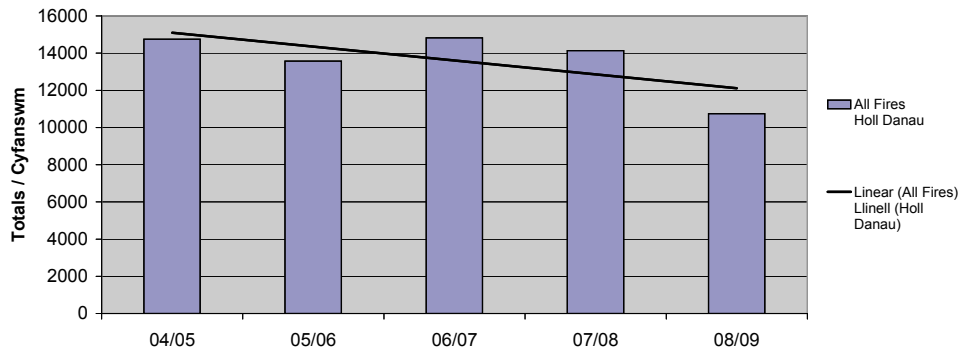


Figure 1 above illustrates the dramatic reduction of incidence of fires across South Wales since 2004.



Chapter 2. Reducing risk in the community

Legislative Fire Safety

Our Legislative Fire Safety Department enforces the Regulatory Reform (Fire Safety) Order 2005. The legislation covers a wide range of premises (other than single private dwellings) predominantly from the commercial and business sector. Compliance with the legislation rests with the responsible person(s) and in most circumstances this will be the employer, owner or occupier.

Fire Safety officers work in geographical teams that are coterminous with the Unitary Authority areas of South Wales. This enables team members to build excellent working relationships with key stakeholders, including Building Control, Licensing, Environmental Health and Local Education authorities. The 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. Only if education fails or if the risk is deemed unacceptable will enforcement action be taken.

In addition to the geographical teams, we have specialist teams that have particular areas of responsibility, such as healthcare premises, schools, etc.

These teams operate across the whole of the South Wales Fire and Rescue Service's area and five National Health Service Trusts. Healthcare premises accommodate some of the most vulnerable groups of people in our society. Some of the agencies we liaise with on a regular basis are:

- Care and Social Services Inspectorate for Wales to ensure that all registered establishments comply with the Care Standards Act 2000.
- Welsh Health Estates in relation to fire safety matters within the NHS Trust property portfolio throughout Wales.
- Health Inspectorate Wales who inspect all independent healthcare premises and agencies that administer healthcare in Wales.

Our Fire Engineering team has the technical knowledge and experience to manage ongoing major developments within the area of South Wales, within the discipline of fire engineering principles. The team liaises closely with planners, developers, building control, architects and designers on projects that continually push the boundaries of the ever changing and demanding built environment. The team also supplements the work of the geographical teams by carrying out work primarily relating to complex buildings and major developments.

Typical premises that the engineering team are responsible for are:

- Premises where fixed suppression and or smoke control systems are key to the means of escape solution, in large or complex buildings.
- Premises where computer modelling is used to confirm the means of escape strategy is satisfactory.
- Major premises and premises of special risk such as petro-chemical sites.
- Large enclosed shopping centres (e.g. the St. David's 2 development).

Another small team is responsible for the preparation of

prosecution cases, the support and training of fire safety officers under the Regulatory Reform (Fire Safety) Order 2005, and the monitoring of premises subject to prohibition notices issued under Article 31 of the Regulations.

Fair and effective prosecution forms a legitimate part of the Fire and Rescue Authority's strategy to reduce the risk of death and injury in premises by the enforcement of fire safety legislation.

We do not take the decision to prosecute lightly and any prosecution can have serious implications for all involved, including the person prosecuted, witnesses and our own staff. Unfortunately, there are a limited number of those in the community who have scant regard for the safety of their employees or of the public who resort to their premises. Contraventions are punishable by a fine of £5000 per offence in a Magistrates Court and with an unlimited fine and/or two years imprisonment in a Crown Court.

It is our policy that all serious breaches of fire safety legislation, for which sufficient admissible evidence exists, shall be prosecuted. Whilst minor infringements will not be subject to prosecution on their own, they will be included with serious breaches in the same premises.

We will only consider prosecution when:

- A fire occurs within a premises that involves injury or death to any relevant person,
- There is a failure to comply with the requirements of an alteration, enforcement or prohibition notice, or
- Following a fire safety compliance audit where there are failures that place relevant person(s) at risk of death or serious injury from fire.

Legislative Fire Safety continued

We will continue to strive to improve the methods in which we provide advice to businesses and the community. This information is available via our external web-site www.southwales-fire.gov.uk under the heading "Business Fire Safety".

We will continue to liaise directly with the community to meet the fire safety awareness need in activities such as:

- Business Advice open day – complying with a request from our partners in Business Link and Her Majesty's Revenue and Customs to provide fire safety knowledge to responsible persons in medium/small businesses
- The Landlords forum – providing advice to landlords on fire safety in houses in multiple occupation
- Leading initiatives in disability, religious diversity and Islamic awareness to build knowledge of ethnic groups and forge links with them in the community.

Sustainable Buildings

The Service fully endorses and supports the need for sustainable buildings and this is why we continue to recommend the installation of water sprinklers in all new buildings and those undergoing major refurbishment. This includes supporting the Local Competence Order on the installation of sprinklers in domestic premises.

Care for the environment

Our Fire Safety Department has recently introduced an agile working system which enables remote access to electronic data held on premises and significantly reduces travelling requirements of our auditing staff. There are two major benefits; one through improved efficiency of less travel time and therefore more premises audited; the other, a significant reduction in our carbon footprint. Early indications are that over 200,000 fewer miles will be travelled per year by staff within the department.



Community Safety and Partnerships (CS&P)

The role of the Community Safety and Partnerships (CS&P) function is central to our overall Risk Reduction Plan.

Partnership working with other agencies involved in the broad community safety agenda enables all parties to achieve maximum use of resources and prevents duplication of effort. We have learnt that the client groups of other agencies are the same groups of people that we traditionally have found difficult to reach and influence. We cannot work alone in reducing societal risk.

The main areas on which the CS&P Department will concentrate its efforts are:

- Home Safety - that includes free home smoke alarm installation and home fire safety risk assessments.
- Children Services - that includes extensive education packages on fire safety issues.
- Fire Crime - that includes the reduction in deliberate fire setting and fire related anti-social behaviour.
- Road Traffic Collision Reduction - that includes linkage to all key agencies active within the road safety arena.
- Youth Services - that includes active support and linkage to the Unitary Authority based youth programmes.

Home Safety

The Service delivers 25,000 home fire safety checks every year. However, we will ensure that this provision is provided primarily to those most at risk. The charity 'Firebrake' is a key partner in helping us to target and access these particular groups. Strategies were established in 2009 to partner with Care and Repair (that have a client base of 45,000), Age Concern and the Smoke Free Homes initiative and Wales Deaf Association. An examination of UK-wide statistics reveals

that 47% of deaths and serious injuries resulting from fire were experienced by those known to mental health support agencies. We will work with other social care agencies such as MIND to ensure this vulnerable group is provided a free home fire safety check.

In short, we will move from providing 1000's of requested home safety checks to those that ask for one, to providing 1000's of home fire safety checks for those that would benefit most, with a view to substantially reducing the number of deaths and injuries resulting from fire.

We will use the best data sets available to us, such as FSEC and MOSAIC software systems, as well as data from other agencies to target and access those most at risk. We will also use 'Firebrake' as the key broker in creating partnerships and maintaining ongoing mutually beneficial relationships between the Fire and Rescue Service and other Social Care providers.

Childrens' Services

All of our schools' education products are linked to the National Curriculum and access a large number of children of school age. Moreover our commitment to the equalities agenda is addressed by dedicated Welsh Language speakers and products tailored to meet the needs of those with special and additional educational needs. We will continue to work closely with all Education Authorities to ensure our products and services are the best they can be.

The impact of the new Independent Safeguarding Authority regulations and the need for child safeguarding will take primacy within this function of CS&P. Our own safeguarding team will be extended and developed to ensure we maintain a child centred approach in our day to day activities.

We will evaluate our own older persons and younger persons' strategies to ensure our 'Sure Start', 'Flying start' and 'Keep well this winter' campaigns are targeted, effective and well

resourced.

In 2010 will see the introduction of our own "Staywise Cymru" website that will act as an Emergency Services' education portal for all education and school based programmes. This product will be extensively promoted and marketed as a Welsh specific education tool.

We will also create specific products and services for those not in education, employment or training (NEETS).

Fire Crime

The Fire Crime Unit acts as the intelligence cell within CS&P, working alongside the Service's own statistics and performance management department. We will use information from our own control and mobilising system, FSEC, performance indicators, MOSAIC and linkage to the South Wales-wide single non-emergency number, to ensure hot spots of fire related crime are quickly identified and actions are devised to tackle the issues.

Arson related incidents continue to be the highest cause of fire and is prolific in respect of grass arson. Formal partnerships and days of action with a whole host of agencies, including the Forestry Commission, South Wales and Gwent Police Forces, Trading Standards, Local Authority Waste Disposal and the Environment Agency, have seen immediate and tangible results. We will continue with these partnership arrangements and extend these arrangements to areas where we see the most arson-related incidents, which is key in addressing this particular form of anti-social behaviour.

The Fire Crime Unit also leads on Fire Investigation for the Service. The network of Fire Investigation staff will be reviewed and developed with a view to them reaching high level qualifications and developing their already extensive and widely recognised experience base.

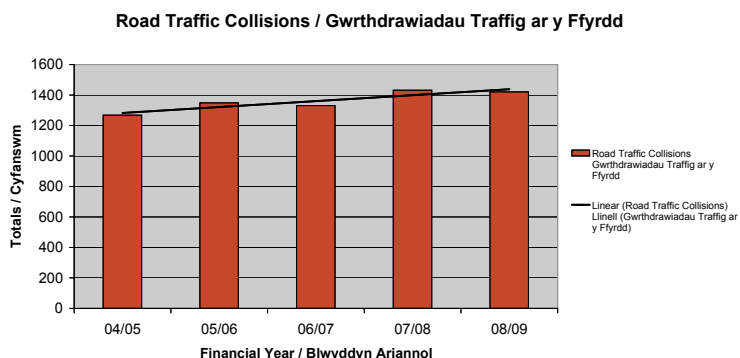
Social Marketing Pilot

Social Marketing concepts will also be applied to our work with a view to reducing the number of grass arson related incidents. In 2009 a Social Marketing pilot was established in the Rhondda Cynon Taff Local Authority area. We will evaluate this pilot and apply that learning to all other Unitary Authorities blighted by grass arson.

Road Traffic Collision Reduction

Ambitious targets have been set for the reduction of those killed and seriously injured on the roads of South Wales. We will rise to this challenge. In 2009 we created a network of 120 station-based 'road safety advisors' and equipped them with a toolkit of education tools with current data sets of road traffic collision (RTC) trends in their local area. The centralised road safety unit within CS&P will continue to support this network and be at the centre of creating new and innovative methods of reducing road related deaths and injuries. We will work with road safety professionals including the Police, Welsh Assembly and Road Safety Wales.

We will evaluate and develop our centrally managed initiatives such as 'Operation Options', 'Drive to Arrive', 'Domino Effect' and 'Operation Cruise'. We will use our own unique geo coded and police provided 'stats 19' data



from attendance at incidents, in new and innovative ways in order to effectively target our resources.

Youth Services

2009 saw the creation of an evaluation report of all Welsh Assembly Government sponsored youth initiatives and proposals for their continuation. We will examine and consider this report and determine the associated revenue and capital costs in mainstreaming these activities.

We will ensure that our partnership arrangements within the statutory Community Safety Partnerships, Youth Offending Services and synergy with the Youth Justice system, is robust and ensures our youth products and services are available to the right young people at the right time.

Our own Young Firefighter (YFF) Schemes will be developed to engender positive citizenship for the 13 to 17 year olds that attend our 10 YFF Schemes. Proposals will also be made to grow the schemes in terms of contact hours and the number of schemes in operation.

Equality and Diversity strategy

South Wales Fire and Resue Service is committed to making sure that it provides high quality, easily accessible services to all the citizens in the communities it serves, irrespective of their individual needs and differences. With this aim in mind, we have identified key stakeholders including community groups, with expertise that spans the seven strands of equality, who are currently working in partnership with us to make our vision a reality.

The Welsh Assembly Government (WAG) has made clear its intentions with regard to the mainstreaming of equalities into the core business of Public Services in Wales, through documents such as the Equality Improvement Framework Welsh Local Government Association (WLGA 2008),

Single Equality Scheme (WAG 2009) and Iaith Pawb (WAG 2003). South Wales Fire and Rescue Service is working to ensure that the core principles of these policies, and others that encompass equality and diversity, are embedded into business planning across the whole organisation.

The Fire and Rescue National Framework for Wales recognises that the Service has a role to play in the cultural development of the communities it serves by ensuring that it operates bi-lingually and is reflective of the diversity in Wales. The Service seeks to maximise this role by providing effective equality, diversity and Welsh language awareness training to its all staff, to equip them with the skills to design and deliver socially inclusive services today and into the future.

We have actioned our commitment to the Equality Agenda by undertaking a rigorous internal equality and diversity audit and putting in place a series of initiatives to address its findings. This includes a dedicated cross-departmental working group who are responsible for monitoring and driving the recommendations during the lifespan of this Plan. We have also taken the innovative approach of creating a forum which engages across our community partners to facilitate real and meaningful change.



Chapter 3. Improving the effectiveness of our emergency response.

During 2009 we increased the capacity of our Operational Planning, Development and Support Directorate. This decision created much needed capacity to support a wide range of projects designed to improve the effectiveness of our emergency response. In this section we outline what will be delivered in the year ahead.

Operational Intelligence Project

The Operational Intelligence project has a number of key elements:

Standard Operational Procedures (SOPs)

We intend to review existing policies and procedures that provide operational crews with safe systems of work. The revised suite SOPs will be produced to a standard format allowing crews easy access to essential information at emergency operational incidents.

Site specific plans for high-risk sites

We intend to collate risk critical information on sites that are designated 'high risk'. This information will be used to develop site-specific plans to assist operational crews to safely and effectively resolve emergency incidents at such sites.

Heritage sites

Tourism is a key component of the South Wales economy. As such, we will identify sites of high heritage value and risk and in consultation with our partners, develop site-specific plans to resolve incidents in such premises.

The Environment

Environmental protection is a priority for the Service and we will improve the information available to crews with the aim of improving service delivery and reducing the effect that incidents have on the natural environment.

Mobile Data Terminals (MDTs)

Operational intelligence will be available to operational crews via the mobile data terminals fitted to front line appliances. The information will be collated and presented in a user-friendly format that allows personnel to easily navigate and find the data required to safely resolve emergency incidents.

New ways of responding to small fires

Targeted Response Vehicle (TRV)

Research has shown us that a large number of small fires occur between 2pm and 11pm each day, especially within the city of Cardiff. We believe that we can respond more appropriately to this type of incident by using new vehicle technology. Small fires account for approximately 40% of all incidents within the city of Cardiff and responding to these incidents with our main structural firefighting appliances means that they are not available to respond to more serious fires, and other life threatening emergencies.

Consequently, we are proposing to use a Targeted Response Vehicle (TRV) as an extra resource at specified times and locations in Cardiff. The vehicle will be crewed by staff who are employed on a Strategic Reserve Contract. We intend to operate a TRV in conjunction with our existing fleet of

appliances; which will mean that we can provide a better service for our communities.



Wildfire

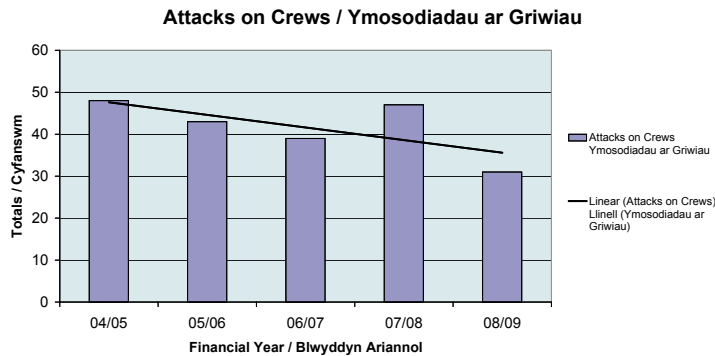
South Wales Fire and Rescue Service already has high tech equipment that fire crews use to fight the huge number of wildfires that traditionally scar the South Wales Valleys every spring, and cost the taxpayer around £9 million per year.

Brand new vehicles and equipment, including four all-terrain Argo Cats, complete with fogging systems, specialist fire crime vans, fire shelters and all terrain mountain bikes, will be deployed in the coming year as part of the South Wales Fire and Rescue Service's 'wildfire' project. This is a new, multi-pronged approach to the way Firefighters tackle grass, forestry and mountain fires. As well as using new firefighting equipment and clothing, the project is developing new techniques in education, enforcement, operational tactics, training and partnership working.

Chapter 4. Improving firefighter safety

Violence at work

Sadly, our firefighters encounter aggressive and sometimes violent anti-social behaviour. We take a very serious view of any incident of violence against our employees and through positive engagement with the Police Services across Wales, Crown Prosecution Service and the Welsh Assembly Government we are striving to collectively develop workable solutions. The Welsh Assembly Government has supported a business case as a pilot to install four CCTV camera sets into strategically placed fire appliances across the service to assist with potential prosecutions in its bid for a zero tolerance approach.



Health and safety

The Fire and Rescue Service faces unusual problems of risk management as, due to circumstances, it can exercise only limited control over the workplace where the most hazardous aspects of our work are undertaken, i.e. the fire or incident ground. Some control can be exercised in certain circumstances through the enforcement of fire safety legislation and information gathering. However, due to the diversity of workplaces and hazards, the emphasis for us is

very much on providing the 'safe person' albeit in conjunction with the more difficult task of providing the safe workplace. Specific training is provided to all our staff on this process and each trainee receives a personal issue of a guidance booklet.

As a result of health and safety audit, a health and safety education strategy was developed and implemented. This ensures that relevant managers and supervisory staff receive specific accredited health and safety training in line with their particular role and responsibility this assists them in managing the health and safety of themselves and their crews to a high degree.

Health and Safety induction training is provided to operational trainees prior to them starting work. This training outlines policies, procedures, risk-assessment and safe systems of work.

Systematic examinations of working processes that identify hazards and specify work methods, generally known as a risk assessment, have been carried out as far as is practicable for all operations that may pose a significant risk to firefighters. A safe system of work is then developed which is designed either to eliminate the hazards or controls and minimises the relevant risks. Standard Operating Procedures (SOP's) are an example of these safe systems of work.

Collaboration enables Fire and Rescue Services to share safety critical information e.g. on identified risks and safe systems of work. The Health and Safety Advisors of the three Welsh Fire and Rescue Services will continue with their Safety Practitioners Forum to meet and discuss relevant health and safety matters. The group continues to collaborate and consolidate the work being done by each Fire and Rescue Service and standardise, where possible, systems for good health and safety management.



Consultation with our staff has indicated the need for additional specific training for Crew/Watch Managers in two areas – risk assessment and accident investigation/reporting. As a result, a training programme has been developed and will be delivered to all our staff.

Targeted research and development

With the increase in personnel in the Operational Planning, Development and Support Directorate, a revised research and development programme will ensure a co-ordinated and targeted approach to continuous improvement.



This programme will place workforce engagement at the heart of continuous improvement and promote our personnel to engage in and drive areas of improvement.

Specific areas of improvement include:

Breathing Apparatus Sets

Our current Breathing Apparatus (BA) set provision is approaching the end of its life and as such a replacement project is currently underway. A full consultation process has been conducted involving manufacturers, operational personnel and other Fire and Rescue Services. The outcome of this consultation has been used to produce an equipment specification that will be used to procure replacement equipment that provides the best possible protection to Firefighters whilst also being economically prudent.

Firefighter location systems

In addition to the development of the next generation BA set we are also looking to develop a system to identify where firefighters are in a risk area. It is envisaged that this will enhance the safety of personnel committed to high-risk areas.

Incident ground communications

Effective communications are central to the successful resolution to any emergency situation. With our current provision of incident ground communications approaching their end of life we are looking to improve in this area by taking advantage of new technology. Incident ground communications will be trialled to ensure they are fully integrated with the next generation BA set and furthermore, that they are effective in the range of environments where emergencies occur i.e. in extreme heat, at height, below ground level, in complex buildings and ships.

Microdrone

In 2008 the Welsh Assembly Government funded a cutting edge initiative of the Microdrone. The Microdrone is a lightweight remotely operated airborne vehicle. The Microdrone is the 'eye in the sky' that is used at pre-operational incidents for site-specific intelligence and for risk reduction and prevention initiatives. The Microdrone is also used at operational incidents so that a full overhead reconnaissance is utilised to develop a tactical plan that safely resolves the incident. The Microdrone will be deployed to take aerial photography that includes still images, video footage and even thermal imaging that can show the extent of fire spread. This will provide incident commanders with vital information.

Remotely Operated Vehicles (ROV's)

It is our intention to trial a range of remotely operated vehicles to improve the quality of emergency response that we provide. It is envisaged that through the use of ROV's we can use more aggressive firefighting tactics to resolve incidents and reduce the impacts of fires and explosions at a range of premises. Such vehicles can be manoeuvred remotely into positions deemed too hazardous for firefighters.



Chapter 5. Resilience and planning

To discharge the requirements of the Civil Contingencies Act 2004 (CCA), we will continue to support both the Gwent and South Wales Local Resilience Forums and various sub structures that exist. This multi-agency working has resulted in the production and publication of both the Gwent and South Wales Community Risk Registers. The Service is now in the process of supporting the development and review of a range of multi-agency emergency plans, including Flooding response plans, Chemical, Biological, Radiological and Nuclear (CBRN) response plans and major incident plans.

A key duty of Category one responders is to ensure that suitable and sufficient business continuity arrangements exist so that the organisation can continue to deliver critical services following a major disruptive event. We have already developed a Business Continuity Framework and are supporting this with relevant Business Continuity Plans. This framework will be further underpinned by business continuity training for managers and a complete exercise programme.

Water supplies

There are approximately 39,000 hydrants within the South Wales area. Ensuring that all of these are fully operational and ready for immediate use is a significant challenge. Given the age of the water network within the area there are significant mains replacement projects planned. We are working in conjunction with the water undertakers to ensure that replacement mains are located in the right place and provide sufficient water for firefighting. Furthermore, we are

actively rationalising the number of hydrants located on replacement mains schemes to ensure that the long-term cost of maintaining hydrants is aligned to risk. To provide an additional supply of water in the event of larger fires, we are also investing in additional bulk water carriers.

Vehicle developments

To continuously improve the quality of service we provide to the communities of South Wales and the safety of our staff, we are developing our fleet of emergency vehicles. The following additions to the vehicles we have at our disposals will be:

Welfare vehicle

To comply with the requirements of the Workplace Health, Safety and Welfare Regulations 1992 we are required to provide appropriate welfare facilities for our staff. Providing such facilities at incidents, often remote from the built environment, has proved extremely difficult. We therefore intend to develop a self-contained appliance to provide this essential facility.

Aerial Appliances

Following an extensive research and development project a user specification has been developed. This user specification will be utilised to procure suitable next generation aerial appliances. These appliances allow operational crews to rescue people from height and provide a water tower at larger types of incidents. The design of this next generation aerial appliance will utilise advancing technology to ensure that state of the art technology is exploited.



Chapter 6. Organisational Efficiency

In February 2009 we moved into our New Headquarters in Forest View, Llantrisant.

For the first time since the Service was created in 1996 we have brought together all our departments under one roof. We have already redesigned our departmental structures, which has resulted in internal efficiency gains. In 2010 we will initiate a further efficiency review to identify and remove layers of bureaucracy that do not add value to the services we supply to the people of South Wales.

Asset management

The location and condition of our building assets is critical to our ability to deliver an effective and efficient community based service to the public we serve. Our long term aim is to develop all our Fire and Rescue stations to enable us to deliver a 21st Century Fire and Rescue Service.

We recognise that this will take time and significant investment, we therefore are beginning a fundamental review our building assets and will create an Asset Management Plan that meets the needs of the organisation. This plan will be influenced by a stock condition survey of our premises and the strategic objectives for our service in the future.

New ways of working for our senior management team

We will consider the merits of remodelling our current departmental structures and seek to introduce a flatter senior management team structure.

We believe that this will not only reduce costs but also significantly improve the communications between departments.

We will also combine our top tier management teams to further reduce the barriers to effective communications and citizen centred decision making.

New ways of working for our Whole-time Station based staff

In previous Risk Reduction Plans we stated that we would review and monitor the effectiveness of the changing work patterns that have been introduced in many Fire and Rescue Services throughout the UK.

In reviewing the various crewing systems that have now been in place for some time, we have seen that there are elements of each system that produce significant efficiency savings. We have also entered into informal discussions with our workforce to capture their views on the changes that have taken place across the country.

We believe that we can develop a system that incorporates the most cost effective elements of modern crewing arrangements but maintains the current shift arrangements that are favoured by the majority of our workforce.

The changes we will introduce will include.

- An amendment to the routine working arrangements on station. This will increase the potential productivity of every operational firefighter by 3 hours per day to support additional risk reduction activities and practical skills based training.
- An amendment to the ridership factor we use to calculate the number of shift based staff from the current 1.41 to a slightly reduced factor of 1.36.

This will create the capacity to further support community safety initiatives designed to raise awareness and reduce risk.

- The amendment to the ridership factor will not reduce appliance availability or reduce the number of firefighters available to respond to emergency incidents.
- The introduction of a Strategic Reserve Contract, which will allow greater flexibility in supporting our crewing arrangements and increase the earning potential of the staff that wish to take up a contract.

New ways of working for our technical support and administrative staff

To ensure that we can deliver our services in a way that meets the needs of a 24 hour society and to introduce working arrangements that meet the needs of our staff, we will introduce a system of flexible working which will replace our current day duty systems.

The principle will be based on a basic working week of 37 hours which can be worked in a way which offers a new way of working for our staff and meets the needs of the organisation.

Day duty staff will be contracted to a new flexible working system but will negotiate their individual working arrangements with their team leader.

We will enter into negotiations with our staff representative bodies at the earliest opportunity, as we recognise that their involvement in delivering the efficiency savings will be vital if we are to successfully improve our service.

New ways of dealing with unwanted fire signals (UWFS)

Responding to UWFS is both potentially hazardous and wasteful:

- it means we are not available for genuine emergencies
- it puts the lives of our staff and the public at more risk as we respond under blue light conditions
- it wastes time and money as firefighters often have to stop their community safety work to respond
- it means that vital risk related training is disrupted
- it disrupts the work of local businesses

Furthermore, the vast majority of the calls from automatic fire detection systems, some 98%, are due to either system failure, malicious or accidental actuation. The fires that do occur are generally very small incidents, relatively minor in nature and dealt with by using low pressure hose reels. Although clearly the Service recognises that some alarm systems have helped to ensure a prompt response to potentially significant fires, the growing number of systems in South Wales makes our continued response to faulty systems unsustainable.

As part of the ongoing drive to reduce the impact on our service, we will research experiences from elsewhere and examine the risks and issues involved in implementing a more robust policy. We will ensure that we inform and involve businesses and other key stakeholders as we develop the new policy and procedures.

New ways of supporting leave arrangements

Currently, our firefighters have four guaranteed periods of annual leave per year, amounting to five weeks free from duty. In addition, each firefighter has 11 single days leave, allocated in compensation for working on bank holidays

throughout the year.

To date this leave has been allocated between March and December each year. The effect of this practice is to place extreme pressure on crewing arrangements during this 10 month leave period. We propose extending the leave period to incorporate the whole year and, in addition, grant one extra guaranteed leave period to be made up of four of the 11 single leave days.

The changes will result in firefighters receiving six weeks leave per year and an additional seven single days leave to be taken at their request, where spare capacity exists throughout the year.

Benefits from our Annual Leave proposals are to:

- Provide watch personnel with more flexibility when booking annual leave.
- Provide watch personnel with an extra guaranteed week of annual leave.
- Reduce the number of requests for single day leave to the central staffing office thereby reducing the workload especially during peak periods.
- Reduce the number of refusals for time off and may improve morale.
- Provide a greater degree of control and predictability when managing crewing numbers across the service.

Looking to the future

We will continue to research alternative crewing arrangements which will provide the appropriate level of response to emergencies within the community.

The financial pressures that we are experiencing will require us to seek cost effective solutions to providing a high quality service. These solutions will undoubtedly need the support of our staff in the development of flexible working arrangements. We will seek every opportunity to work with

the representative bodies in designing new crewing options. We will undertake a feasibility study in to the merits of establishing a volunteer network across South Wales, to support the work of the Service in the field of community safety. Initial research has shown that a volunteer network would create significant additional capacity within the organisation and give people an opportunity to use existing skills and experiences, as well as gaining new ones.

We recognise consultation is at the very heart of continuous service improvement and we recognise the importance of engaging both users and potential users of our Service. We intend to strengthen our consultation processes by setting up public meetings where people can express their views on all aspects of our Service such as formulation of our annual corporate objectives. If you would like to contribute to and be a part of this process, please e-mail performance@southwales-fire.gov.uk.



Chapter 7. Our Learning and Development Strategy

Since the publication of our first Risk Reduction Plan in 2007 our Learning and Development Strategy has delivered extensive improvements in the professional development of our staff. We intend to continue this approach and will look to improve on the training courses we provide and the many other learning activities our staff undertake in the year ahead.

This section details our operational development programmes designed to equip our firefighters with the high levels of technical knowledge and practical skills required to work effectively at operational incidents and in leadership roles. It also outlines the learning and development programmes in place to enhance non-operational skills both for uniformed personnel and support staff within the Directorate.

All firefighters will receive input on the Safe Person Concept, Dynamic Risk Assessment Process and the Incident Command System as it applies to their role. Their development will continue on station as they work towards gaining competency through a nationally recognised National Vocational Qualification programme matched against National Occupational Standards. Maintenance of skills will continue through implementation of a station based training programme aligned to generic risk assessments, individual needs and the risk profile of individual Station areas.

Central Training will enhance firefighter safety by facilitating a number of courses aimed at maintaining and improving their skills, knowledge and understanding to enable them to undertake their role effectively and safely. In support of this, firefighters will regularly attend operational based training activities in areas such as: Incident Command; Breathing Apparatus; Tactical Ventilation (including use of Positive Pressure Ventilation); Rescue from Road

Traffic Collisions; Response Driving; Water Safety; Rope Access/Rescue (including use of the Ladder Rescue System); Large Animal Rescue; and Trauma Care (including use of Automated External Defibrillators).

Firefighters who show potential to become Supervisory Managers following success in the Assessment Development Centre will undertake formal development modules at Cardiff Gate Training and Development Centre. Subject areas are linked to the South Wales Fire and Rescue Service Incident Command System and generic risk assessments. The Incident Command System module focuses on operational command and includes subject areas such as risk assessment, risk management, dynamic and analytical risk assessment and the 'safe person concept'. Potential Supervisory Managers will complete a two week Management Development Programme which includes the 'Institution of Occupational Safety and Health Managing Safely' qualification and 'Institute of Leadership Management Level 3 Certificate in Management' (including subjects such as Coaching and Developing Your Team; Grievance and Discipline; Problem Solving). This Management Development programme is also open to support staff operating at supervisory management level.

Management Development Programmes for both supervisory and middle management level will be focused on developing managerial, non-operational skills and will be accessible to both uniformed and support staff. The knowledge, skills and attitudes developed through these programmes will be related to generic management skills whilst taking into account service needs.

Middle managers will receive further training to ensure their preparedness for the management of larger incidents and will focus on the skills required as a tactical manager. During these events there is a greater emphasis on the non-technical skills needed to implement the Incident Command System that are assessed through realistic scenarios.



To support the ongoing development of Incident Managers, learning resources such as Vector and a Hydra/Minerva simulation suite will be used in developing Incident Commanders at all levels.

Current and potential middle managers will be able to access Management Development at Post Graduate level to enhance both their existing skills and develop their skills at a strategic management level.

An e-learning package will be introduced across the service to provide valuable support to learning and development of individuals. This e-learning will support not only learning and development needs identified through the Personal Development Review process but also act as a resource to support learning for current and future students (for example, individuals producing assignments for University). The e-learning will enable a more flexible approach to learning to be adopted, allowing individuals to work at their own pace.



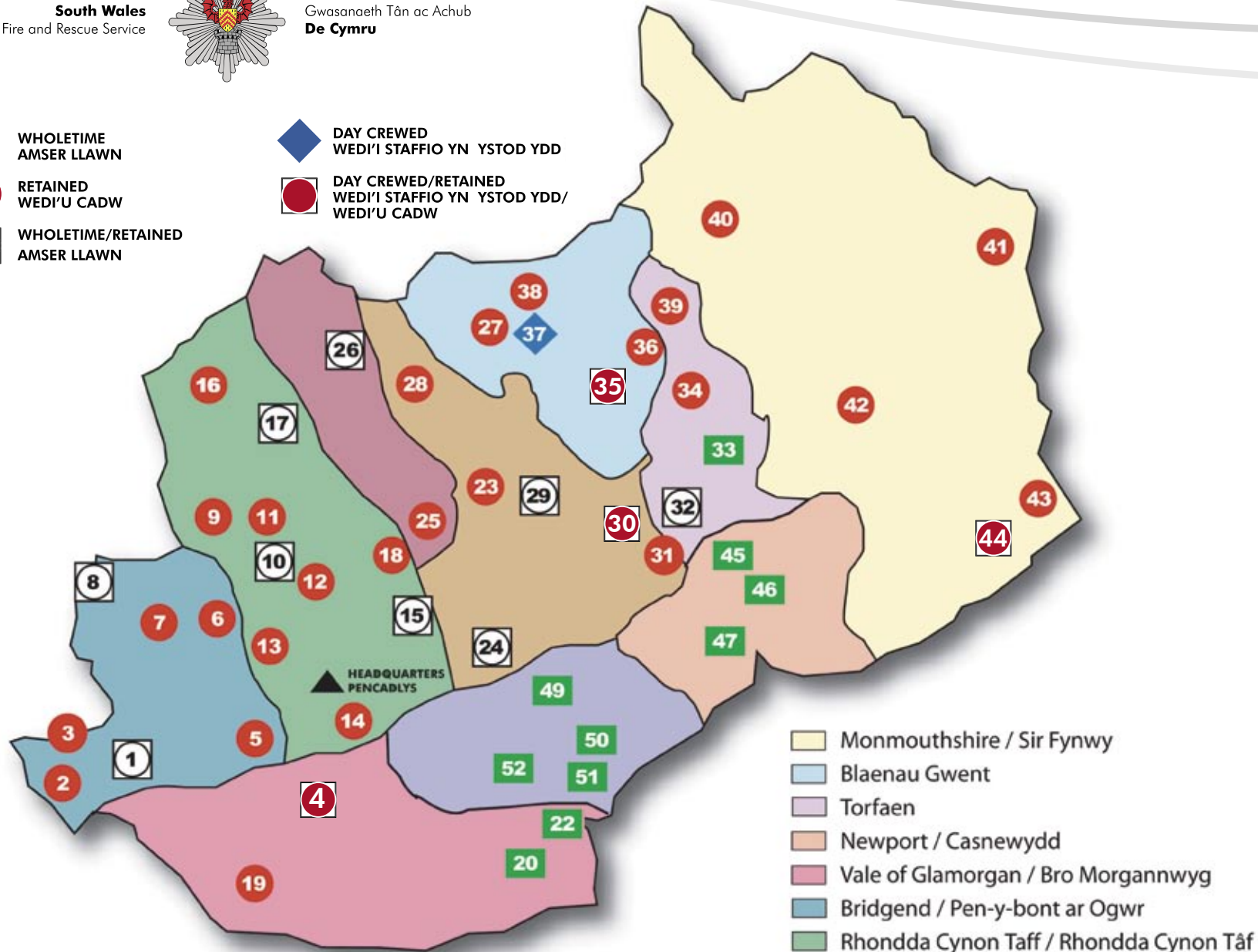
South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

- WHOLETIME
AMSER LLAWN
- RETAINED
WEDI'U CADW
- WHOLETIME/RETAINED
AMSER LLAWN

- ◆ DAY CREWED
WEDI'I STAFFIO YN YSTOD YDD
- DAY CREWED/RETAINED
WEDI'I STAFFIO YN YSTOD YDD/
WEDI'U CADW



- Monmouthshire / Sir Fynwy
- Blaenau Gwent
- Torfaen
- Newport / Casnewydd
- Vale of Glamorgan / Bro Morgannwg
- Bridgend / Pen-y-bont ar Ogwr
- Rhondda Cynon Taff / Rhondda Cynon Tâf
- Merthyr Tydfil / Merthyr Tudful
- Caerphilly / Caerffili
- Cardiff / Caerdydd

Wholetime and Day Crewed Amser Llawn ac Wedi'i Staffio yn Ystod y Dydd

- 01, Bridgend / Pen-y-bont ar Ogwr
- 08, Maesteg / Maesteg
- 10, Tonypany / Tonypany
- 15, Pontypridd / Pontypridd
- 17, Aberdare / Aberdâr
- 20, Barry / Y Barri
- 22, Penarth / Penarth
- 24, Caerphilly / Caerffili
- 26, Merthyr Tydfil / Merthyr Tudful
- 29, Cefn Fforest / Cefn Fforest
- 32, Cwmbran / Cwmbrân
- 33, New Inn / New Inn
- 37, Ebbw Vale / Glyn Ebwy
- 45, Malpas / Malpas
- 46, Maindee / Maendy
- 47, Duffryn / Dyffryn
- 49, Whitchurch / Yr Eglwys Newydd
- 50, Roath / Y Rhath
- 51, Cardiff Central / Canol Caerdydd
- 52, Ely / Trelái

Retained/Wedi'u Cadw

- 02, Porthcawl / Porthcawl
- 03, Kenfig Hill / Mynydd Cynffig
- 05, Pencoed / Pencoed
- 06, Ogmore Vale / Bro Ogwr
- 07, Pontycymer / Pontycymer
- 09, Treorchy / Treorci
- 11, Ferndale / Glyn Rhedynog
- 12, Porth / Porth
- 13, Gilfach Goch / Gilfach Goch
- 14, Pontyclun / Pont-y-clun
- 16, Hirwaun / Hirwaun
- 18, Abercynon / Abercynon
- 19, Llantwit Major / Llanilltud Fawr
- 23, Bargoed / Bargoed
- 25, Treharris / Treharris
- 27, Tredegar / Tredegar
- 28, Rhymney / Rhymni
- 31, Risca / Rhisga
- 34, Abersychan / Abersychan
- 36, Blaina / Blaenau
- 38, Brynmawr / Brynmawr
- 39, Blaenavan / Blaenafon
- 40, Abergavenny / Y Fenni
- 41, Monmouth / Trefynwy
- 42, Usk / Brynbuga
- 43, Chepstow / Cas-gwent

Day Crewed/Retained Wedi'i staffio yn ystod ydd/ Wedi'u Cadw

- 04, Cowbridge / Y Bont-faen
- 30, Abercarn / Aber-carn
- 35, Abertillery / Abertyleri
- 44, Caldicot / Caldicot

FREE HOME FIRE SAFETY CHECK

South Wales Fire and Rescue Service is offering you the opportunity to have a **FREE Fire Safety Check** of your home, carried out by Firefighters from your local Fire Station.

During the Check, Firefighters will look at all areas of fire risk within your home and will advise you on the installation and maintenance of smoke alarms.

Where necessary, they will even supply and fit at least one smoke alarm in your home free of charge.

To arrange your **FREE** check, phone **FREE** on: **0800 169 1234**

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

Raising Awareness - Reducing Risk