



# SWANSEA COMMAND BUSINESS PLAN 2008 – 2009

## **Command Description:**

The command covers an area of 378 square kilometres (146 square miles), with a population of 224,600 (Mid Year Estimate, 2003). This represents 7.6% of the total population of Wales.

The command area extends, from Rhossilli Down at the western edge of the Gower Peninsula to Kilvey Hill. Crymlyn Bog and the slopes of the Drummau Mountain border with Neath Port Talbot: The Mumbles Head and the sweep of Swansea Bay in the south to the 1200ft ridge of Mynydd y Gwair overlooking the Amman Valley in the north

## **Resources:**

To protect the community the Fire Authority provides six Fire Stations, which are located at Pontardulais, Gorseinon, Reynoldstone, Swansea Central, Swansea West and Morriston.

## **Command Management Team**

The Command management team consists of a County Commander (Group Manager) and two Assistant County Commanders (Station Managers B). The Group Manager is also supported by a Senior Administration Officer.

One Assistant County Commander is responsible for Operations & Training the other for Community Risk Reduction (Fire Safety Inspection/Enforcement and Community Safety).

## **Operations**

Water Ladders, Rescue Tenders and Specialist Appliances are staffed by 132 firefighters 24 hours per day 365 days of the year with additional support staff based at Command headquarters who are responsible for management and logistical support for the command.

## **Legislative Fire Safety**

A team of 10 Fire Safety Specialists protects the safety of the Business community. The team handles approximately 4000 fire safety enquiries and inspections per year.



## **Community Safety**

The Community Safety team consists of 7 personnel providing advice, guidance and educational support to members of the public, schools and businesses on a variety of subjects ranging from Smoke Detector installation to Business Arson prevention.

Community safety delivery is further enhanced by a team of 4 Community Fire Firefighters currently based at Swansea Central Fire Station.

**Objectives.**

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**Customer.**

Trusted and respected  
by the people we serve.

Seen as more  
than an Emergency

Helping to save lives  
and protect communities.  
Service

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**Finance &  
Resources.**

Managing activity  
within budget.

Reducing costs  
Year on year.

Allocating  
Resources to  
priorities.

Supporting activity  
through alternative  
Funding & resources.

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**Business Process.**

Managing  
People.

Integrated Risk  
Management  
Planning.

Partnership  
Work.

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**Learning &  
Growth.**

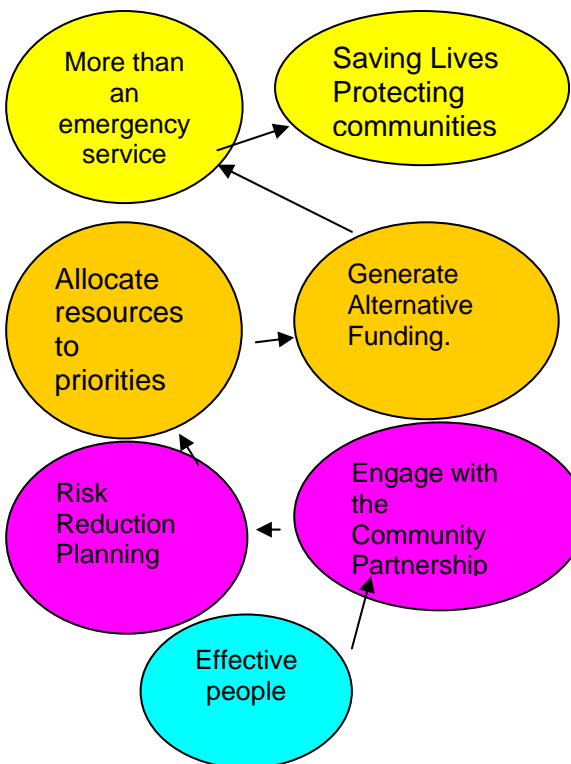
Effective  
People.

Empowered  
People.

### Where are we going?

A time, when our partners, and we work successfully for the public benefit to eliminate avoidable deaths, injuries, damage from fire and other emergencies and are highly respected for our safety and emergency services.

### Why are we here? TO BUILD SAFER COMMUNITIES.



Objective	Outcome	Outcome measure	Activity measure	Activity
More than an Emergency Service	High Community Demand for our Services	No of referrals Generated increased	Total number of <u>activities delivered</u> *100 forecast No.of Activities	<ul style="list-style-type: none"> <li>Advertise and sell our Services.</li> <li>Secure alternative funding</li> </ul>
Saving Lives & protecting communities	Fewer deaths And injuries in Fires and RTC's	Reduction in deaths & injury in Dwelling fires and RTC's (40% by 2010)	Number of Activities delivered	<ul style="list-style-type: none"> <li>HFSA's</li> <li>Youth Inclusion</li> <li>RTC Initiatives</li> <li>Education Programmes</li> </ul>
Resources to Priorities	Priorities identified Priorities drive budget	% resources allocated to priorities	% Objectives achieved with available	Integrate planning and budget processes
Generate Alternative Funding	Alternative funds Achieved. Resources managed within Budget	Number of new funds Achieved. Budget Reconciled	No of Successful Bids Submitted. Budget Monitoring Reports	Activities Delivered Within Budgets. Funding Sources Identified
Implement RRP Objectives	Risk to Community Reduced	Number of HFSC's Completed	% of objectives Completed against Target	Generate and Deliver HFSA's and provision of Education programmes
Partnership Working – engaging with the community	Effective engagement with Young and under represented groups	Reduction deliberate fires	Number of activities delivered	<ul style="list-style-type: none"> <li>Youth Inclusion</li> <li>Schools Arson Initiatives</li> <li>Partnerships Formed</li> </ul>
Effective people	All personnel to have required skills, motivation and competency	<ul style="list-style-type: none"> <li>% skills match to Skills Matrix</li> <li>Sickness Target</li> </ul>	<ul style="list-style-type: none"> <li>No of PDR's completed</li> <li>% of skills analysis completed</li> <li>No. of Exercises &amp; Debriefs</li> <li>% P12's match Sickness</li> </ul>	<ul style="list-style-type: none"> <li>PDRs Completed</li> <li>Skills Assessments Completed</li> <li>Command Exercises &amp; Debriefs</li> <li>Sickness Procedures</li> <li>JD Reveiws</li> <li>ARP Training Program</li> </ul>

**(COMMAND OR DEPARTMENT)  
BUSINESS PLAN FOR YEAR APRIL 2007 - MARCH 2008**

<b>Objective</b>	<b>Target Date</b>	<b>Interim Target</b>	<b>Outcome</b>	<b>Priority</b>	<b>Activities</b>	<b>Officer Responsible</b>	<b>Cost / Savings £</b>	<b>Budget/Funding Source</b>
SWA1 Effective people	31/3/09	Monthly	All departments to have personnel with the required Skills, Motivation and Competency	HIGH	<p><b>Activity 1:</b> All personnel to receive a PDR and their training requirements submitted on P42. <b>( Target 100%)</b></p> <p><b>Activity 2:</b> Heads of departments/watches to carryout skills assessments and adjust the relevant skills gap analysis. <b>(Target 100% of skill assessments complete).</b></p> <p><b>Activity 3:</b> Each Watch/RDS station must participate in <b>at least 2 practical exercises of 4 appliances or more. One Command Exercise of 8 appliances.</b> (Schedule of exercises to be followed)</p>	<p>Watch Managers</p> <p>Station Managers</p> <p>Stn M B Ops Trg</p> <p>County Commander</p>	N/A	N/A
SWA2 Effective people Corporate Health Indicator 12i	31/3/09	Monthly	Effective management of personnel leading to a more efficient workforce.	HIGH	<p>Activity 1: Line mangers, to proactively challenge sickness. All managers to carryout sickness monitoring to service policy. <b>(Target of 5.5)</b></p>	<p><b>CM</b> <b>WM</b> <b>SM</b> <b>GM</b></p>		

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SWA3 Effective People	31/3/09	Monthly	Effective management of personnel leading to a more efficient and empowered workforce.	Med	Activity 1 Review the Job specification and task alignment of personnel within the CRR department as part of the PPDR process. Target : 50% of dept staff by August 2009 100% of depart staff by December 2009	<b>SMA CRR</b>		

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<p>SWA4</p> <p>Being seen as more than an emergency Service</p> <p>Corporate Health Indicators 142ii – 1431ii 144, 146i, 146ii, 149-149iii, 206i – 209iii</p>	31/3/09	Monthly	<p>Continue and expand youth inclusion initiatives.</p> <p>Complete Schools Arson Vulnerability Surveys and reduce the occurrence and impact of Arson in schools.</p>	HIGH	<p>Activity 1: To maintain current YFF schemes and investigate sources of funding for <b>Target to secure at least one successful funding bid for each YFF unit.</b></p> <p>Activity 2: Liase with the LEA to complete surveys <b>at</b> most at risk schools within the Command Area. Target 4 schools</p> <p>Activity 3: Assist schools in securing funding for arson reduction work through the application for available funding sources. <b>Target 2 successful bids.</b></p>	Head of CRR		

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<p>SWA5</p> <p>Business Process</p> <p>Engaging with the Community, Partners &amp; Stakeholders</p> <p>Being seen as more than an emergency Service.</p> <p>Corporate Health Indicators 142ii – 1431ii 144,146i, 146ii, 149- 149iii, 206i – 209iii</p>	31/3/09	Monthly	<p>Provide a programmed work experience for school leavers</p> <p>Maintenance of Current Initiatives. To feed into the Children and Young Peoples Plan for the City and County of Swansea</p>	HIGH	<p>Activity 1: Provide job experience courses for the to promote the aspects of Fire and Rescue Service work: <b>Target 2 courses (12 young people)</b></p> <p>Activity 2: Continue to provide Pheonix Courses. <b>Target 8 courses.</b></p> <p>Activity 3: Continue to support the Youth Offending team secondment of one officer for <b>40% of their working availability.</b></p> <p><b>Activity 4</b> <b>To respond to 100% of requests for FACE referrals</b></p> <p>Activity 5: Complete school visits Target 89</p>	Head of CRR		

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SWA6 Effective People	31/3/09	Monthly	Completion of the RRP Objectives relating to Swansea Command.	HIGH	Activity 1: All watches and RDS stations to receive familiarisation training on the capabilities of the ARP and its working practices. <b>Target 100% of Watches and RDS station to receive appreciation/familiarisation of ARP capabilities.</b>  Target 25% by Sept 30 <sup>th</sup> 50% By Jan 30 <sup>th</sup> 2009 100% by March 30 <sup>th</sup> 2009	Station Commander  Assistant County Commander Ops/Trg  County Commander	.	
SWA7  Business Process  Engaging with the Community, Partners & Stakeholders  Being seen as more than an emergency Service  RRP 3	31/3/09	Monthly	40% Reduction in accidental dwelling fire deaths and injuries By 2010.	High	Action 1 HFSA's to be completed across the command area. <b>Target 5050</b>  S01 150 S02 150 S03 50 S04 WT 300/watch Ret 100 S05 200/watch S06 150/watch Gold Watch Resource 2000	Station Commanders  ACC CRR  CC		

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SWA8 Business Process  Saving Lives & Protecting the Community  RRAP 08 Page23	31/3/09	Monthly	Support RTC Strategy to achieve 40% Reduction by 2010	HIGH	<b>Target: Hold minimum of 6 RTC reduction events.</b>	ACC of CRR		

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SWA 9 Business Process  More than an emergency service  Saving Lives & [protecting the Community  Corporate Health Indicator 149i	31/3/09	Monthly	Reduce Risk in Non Domestic Property           Reduce the number of False Alarms caused by AFD equipment in Non domestic premises	HIGH	Activity1: Complete 100% of Building Regulation Applications within 14 Days.  Activity 2: Complete High Medium and Low risk premises inspections in line with the targets set by the Head of LFS  Activity 3: Complete 100% of licensing applications within 28days.  Activity 3. Premises to be allocated a dedicated visit to address any system failures of design 100% of the top twenty worst offenders Target: 5% reduction	ACC of CRR   ACC of CRR   ACC of CRR   Head of CRR		

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SWA 10 Allocate resources to priorities. Manage within Budgets Generate alternative funding	31/3/09	Monthly	Manage demands and resources effectively to achieve targets within the agreed budget levels.	HIGH	Target: To Complete Service Delivery within Budget.	CC  CC		

<b>ESTIMATED TOTAL COSTS</b>	<b>ESTIMATED TOTAL SAVINGS</b>