



**Mid & West Wales Fire and Rescue Authority**

# **MAKING OUR COMMUNITY SAFER**

**Integrated Risk Management Plan**

**2005 / 2006**

**GWASANAETH TÂN AC ACHUB**  
Canolbarth a Gorllewin Cymru



**Mid and West Wales  
FIRE AND RESCUE SERVICE**

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*adeiladu cymunedau mwy diogel • building safer communities*

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## **FOREWORD BY THE CHAIR OF THE FIRE AND RESCUE AUTHORITY**

On behalf of the Mid and West Wales Fire and Rescue Authority, I have great pleasure in presenting our 2005/06 Integrated Risk Management Plan.

This plan has been finalised and agreed following the consultation process of the Draft Plan published on the 9<sup>th</sup> August 2004.

The Fire and Rescue Authority has agreed a number of changes in the way in which we provide our service. We are confident that these changes will enable the Mid and West Wales Fire and Rescue Service to maintain a first class emergency response, whilst enabling an even higher emphasis to be placed on the important tasks of Community Fire Safety, Anti-Arson initiatives, Road Safety Partnerships and other such community safety work.

The Fire and Rescue Authority emphasise that this plan does not close any fire stations within our service area, and that it is intended to increase its ability to deal with the ever expanding role of the Fire and Rescue Service in Wales.

To this end the Authority has agreed a substantial investment to upgrade frontline appliances with specialist rescue equipment. This will further improve our response to non-fire emergencies.

The Fire and Rescue Authority is proud that this plan, whilst involving reallocation of resources, will not result in any redundancies of our highly trained and valued staff.

The Authority believe that the plan will assist the Mid and West Wales Fire and Rescue Service in aligning its activities to meet the aims and objectives of the Fire and Rescue National Framework for Wales and result in an improved service for the people of Mid and West Wales.

B.J.Hall  
Chair of the Fire Authority

## **FOREWORD BY THE CHIEF FIRE OFFICER**

This document lays out the intentions of the Fire Authority to drive down risk in our communities and to work to meet the Welsh Assembly Government's challenging targets for reducing deaths in fires and in working with other agencies to reduce deaths and injuries in road traffic collisions.

At the heart of the plan sits an ambitious programme of home fire safety assessments, reaching to those communities and individuals most at risk within our many and diverse communities. The Authority has determined that, in addition to the programme already in place, an additional 10,000 of these assessments will be undertaken each year over the years to come. This programme will ensure that those homes without smoke alarms installed will be fitted with smoke alarms, and that any particular high risk activity or equipment is removed or replaced (e.g. ageing and defective electric blankets).

In addition to this significant investment in reducing risk and saving lives, the Authority has determined to significantly upgrade the specialist rescue equipment carried on frontline fire engines. This equipment is designed to deal with a wide range of non-fire rescue situations, in particular extrication from road traffic collisions, which now forms a significant element of the Service's work. As a result of the Fire and Rescue Services Act 2004, such work has also become a statutory responsibility of the Service. The Authority has, as a result, approved a significant investment in this area.

This requires a re-allocation of resources internally to achieve our objectives. The level of fire and emergency services that our communities will receive in the future

will continue to be of the highest and most professional quality, in line with the Authority's commitment to reducing risk and saving lives. It will also allow the significant investment in educational, prevention, and emergency intervention work that is outlined in this plan.

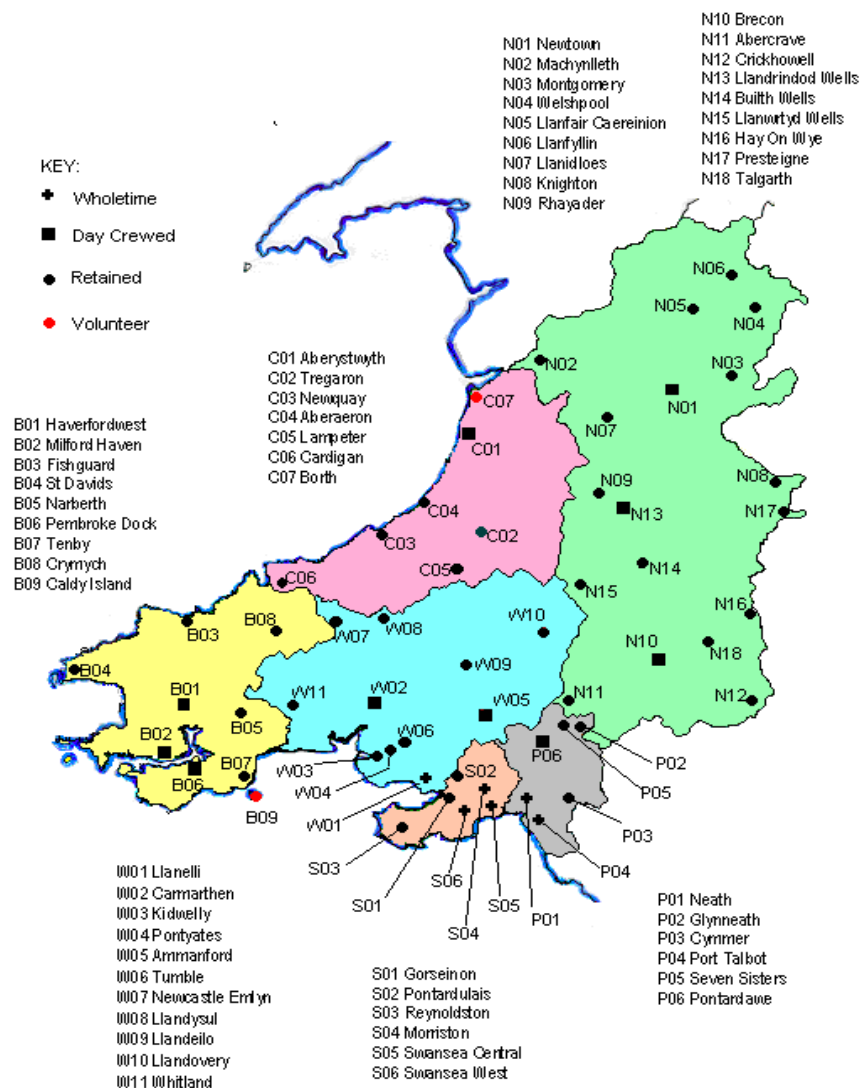
The Mid and West Wales Fire and Rescue Service will work tirelessly to protect the communities that we serve; to continue to reduce the numbers of people that die or are seriously injured in fires and other emergencies. This plan is designed to achieve that objective.

D Mackay  
Chief Fire Officer

## MID & WEST WALES FIRE & RESCUE SERVICE

The Mid and West Wales Fire & Rescue Service covers some 4,500 square miles (1,165,495 hectares) and makes-up almost two thirds of the landmass of Wales. There are 57 fire stations within the Service area. They are strategically sited and provide emergency cover for over 857,300 people. The Service has 1,203 operational staff, consisting of a range of full time and part-time members. 36 Control staff members support the operational staff along with 152 non-uniformed support staff. There are 119 operational fire appliances

### Mid & West Wales Fire & Rescue Service Stations and Command Areas



**Note:** The implementation of proposals to move from Wholetime to Day Crewed at Haverfordwest and Pontardawe are to be deferred at the Welsh Assembly Government's request. (See page 31)

## **VISION**

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

## **Mission**

To build safer communities

## INTRODUCTION

In October 2003, Mid and West Wales Fire Authority drew up its first draft Integrated Risk Management Plan (IRMP) entitled 'Making our Community Safer', which examined how the Authority's Fire and Rescue Service could most effectively use its resources, reduce fires and save lives.

This plan outlined some new ways of working, designed to shift the emphasis and resources towards preventing fires and other emergencies, whilst still maintaining efficient emergency response arrangements. Following extensive public consultation, the Authority formally adopted the plan in April 2004 and will build on its core concepts over a number of years.

The fire and rescue service is about keeping people safe in their homes and at work and about rescuing them when accidents occur. However, we don't just wait for things to happen. An increasing part of our business is preventing accidental fires from starting and making sure that if they do, people know what to do to save themselves.

The Authority wants to bring about a dramatic fall in the numbers of deaths and injuries resulting from fires and road traffic collisions in line with the targets set by the Welsh Assembly Government. These reductions will be largely due to our risk reduction campaigns and in home fire safety education and fire prevention.

Our staff:

- Visit schools to explain to children the dangers of fires in the home.
- Undertake free home fire safety checks and install smoke alarms in houses where people are most at risk.
- Help people spot the risks in their own homes and learn how to evacuate their families if there is a fire and
- Work with other agencies to improve community safety.

We are proud of these successes and want to build on them by putting more resources into this work.

A lot of our data shows that we achieve more in terms of saving lives through preventative work than we do from responding to emergencies. It makes sense to us, to move resources gradually from response to prevention, but we need to approach this carefully. Certain changes detailed in our 2004/2005 plan allowed us to do this and proposals within this plan will allow us to do more. We believe that, no matter how good our preventative and educational activities are, there will still be fires and other emergencies. We will need to maintain the capacity to respond effectively and get the balance right.

But there are other key issues:

- About two-thirds of the fires in the area are started deliberately, when rubbish, abandoned cars, trees or grassland are set alight. This damages the environment and community life and can be dangerous. The Authority is working with local councils and the police to cut down these numbers, both by reducing the opportunities for fire setting and dealing with offenders.
- We also respond to over five thousand false alarms a year and are looking at ways of reducing these demands without affecting public safety. Last year, we started this process by altering our response to automatic calls, which are statistically shown to be false alarms. A revised national policy has been compiled by the Chief Fire Officers Association (CFOA) on attendance at alarms calls and recommendations contained in the policy are being considered by the Authority.
- The Fire and Rescue Service is increasingly called upon to attend non fire emergency calls such as Road Traffic Collisions (RTCs). We intend to enhance our ability to respond effectively to such demands by equipping most front line appliances with additional equipment. This provision will enable local crews to deal with a far greater range of rescue scenarios without reliance upon specialist rescue tenders travelling long distances to reach an incident. This reduces the overall time taken to extricate casualties.

Our systems are designed to give the nearest available response that can deal with the problem, whatever it is. This doesn't always mean from the nearest fire station and we already move fire engines and crews around to maintain the level of cover, especially at busy times. The analysis of risks and the information that we have about past events, tell us that, without changing these basic principles, we could make better use of our resources. We want to reduce the number of times the public needs to make emergency calls, to reduce injuries and losses and to make the best response when accidents or disasters do happen. As an example, during the last year we have relocated some of our specialist rescue vehicles to better match the risk.

As well as front-line fire-fighters, we need a supporting structure of officers and managers that can provide management support to the front-line service and develop new policies and directions for the service, this is addressed in our review of day duty staff and officer cover.

We have looked at ways in which we crew some of our fire stations and we believe that this could be done in different ways. This will ensure we can provide an equally efficient operational response, whilst at the same time releasing some resources for use in other service priority areas. We have also looked at the shift patterns on some of our stations and we believe we can make improvements in the shift to better-match risk and activity levels.

Two thirds of our emergency cover in Mid and West Wales is provided by retained fire fighters. These are men and women, whose primary employment is elsewhere, but who give a commitment of time to the Fire and Rescue Service and are alerted by pager to respond to emergencies. They are a vital part of the way we deal with risk in our area and a number of critical issues currently affect them. During the course of 2004/2005 we carried out a comprehensive review of our retained service, which has concluded that we need to make some changes to the way in which we recruit, train, support and pay our retained staff. Some of the proposals, specifically for a retained salary scheme were not adopted following responses to the consultation on the draft plan.

These changes, we believe, will assist us to attract and retain the best people and deliver an even better service across our area.

**These changes will be made gradually and do not involve closing fire stations.** There will be no reduction in the standards of service delivery visible to the community, but improvements through greater emphasis on prevention.

**The Fire Authority has also given a commitment to ensure that these changes will not result in redundancies.**

Put simply, we intend to concentrate on stopping emergencies from happening in the first place, whilst retaining effective measures to deal with them when they do occur. Changes will only be made if there is enough evidence to support their contribution to maintaining or improving community safety.

## **BACKGROUND TO THIS PLAN**

This plan is the product of the Draft Integrated Risk Management Plan dated the 9<sup>th</sup> August 2004 and the consultation period that followed. This plan should be read in conjunction with the draft plan.

This Plan for 2005/2006 outlines some further changes we can make to the way in which we use our resources and deliver our services, which will build on the improvements we have already made as a result of our 2004/2005 plan.

To enable this plan to be finalised, the Fire Authority has consulted on the options and proposals, in compliance with the guidance set out for the consultation process. The consultation process was completed on the 5<sup>th</sup> November 2004 and the Fire Authority approved the actions arising from the consultation on the draft plan at an open meeting on the 6<sup>th</sup> December 2004.

Some of the proposals and options of the draft plan have been changed or removed from the final plan as a direct result of the consultation process.

## SERVICE DELIVERY OBJECTIVES

### COMMUNITY FIRE SAFETY

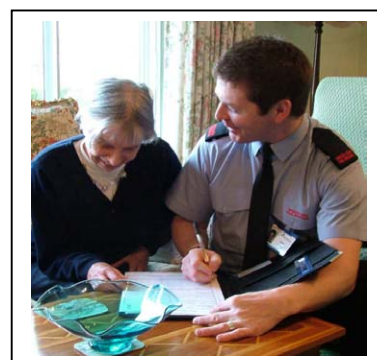
**Service Delivery Objective 1:** To undertake a minimum of 10,000 HFSA's per year in households within communities with high levels of fire activity, and in other high-risk households elsewhere. The implementation programme will be phased in tandem with resources released via other components of the IRMP.

*(Draft Plan Proposal Page 21) (Linked to Expenditure Effect No 1)*

With the ability to reallocate resources to focus on the preventative work of the service, we propose to visit (high risk) households within identified high risk areas to offer the occupier a Home Fire Safety Audit (HFSA).

Our target will be, to carry out 30,000 HFSA's in the areas determined as high risk over a three year period.

This work will be carried out predominantly by operational firefighters and monitored on a regular basis. The results from this monitoring will form part of the Service's performance management arrangements.



To ensure effective, local targeting, these areas are based on the smallest possible areas for which we currently hold robust data (Census Ward areas) and have been identified by assessing the numbers of accidental fires per ten thousand dwellings. This measure is currently used as a national Performance Indicator and allows us to compare areas of the Service with other fire authorities.

An initial assessment of these targets shows that there will be areas of the Service where we cannot meet the target number of HFSA's within three years if we use only the available resources from the nearest fire station. We will, therefore, need to divert considerable resources from other areas to ensure we meet these targets.

There will be areas of the service which have not been identified as high risk. HFSA's will be carried out in these areas after all the high-risk areas have been targeted. Initially, resources from these lower risk areas will be utilised in the high-risk areas to carry out HFSA's.

By examining the ways in which we deliver Community Fire Safety, we will be able to best align the working practices and times to ensure that the service delivery demands can be met in the most economic and efficient ways.

This will mean changes to the duty system in some cases in order to meet the targets set for community fire safety initiatives, such as the 10,000 home fire safety audits.



**Service Delivery Objective 2:**

Conduct assessments into the best way of providing productive time for Community Fire Safety and other activities, by personnel conditioned to the whole-time shift duty system. Implement changes required to provide necessary input from whole-time shift personnel to community fire safety work.

*(Link to proposal page 21 and the proposal on whole-time shift Duty System, Draft Plan page 40)*

**Service Delivery Objective 3:**

Change day crewed duty times at all the 'two watch' day crewed stations to match local need, i.e. activity and most effective HFSA delivery times.

*(Link to proposal page 21 and the Proposal on Whole-time shift Duty System, Draft Plan page 40)*

**Service Delivery Objective 4:**

Additional Community Fire Safety resources will be provided in the Swansea Command, consisting of four fire-fighter posts working a duty system best suited to the needs of the communities. Fire-fighters will form an enhanced complement at Swansea Central Fire Station to fill these posts on a three-monthly rotational basis.

*(Link to wholetime Crewed Stations with High Activity proposal, page 37 Draft Plan and Improvement 1)  
(Linked to Expenditure Effect No5)*

It has been established that the Swansea Central area of the service needs additional resources to carry out the community fire safety work in the area and to meet the targets set.

The best way to resource this work has been examined and it has been agreed that the most efficient way to complete community safety work in this area is to supply extra personnel to further focus on the needs of the community.

By relocating resources from other areas of lower activity and increasing the station's establishment by four personnel, dedicated specifically to community fire safety work, it is believed that this can be satisfactorily achieved.

## PARTNERSHIP WORKING

The formulation of bids to enable the continuance of community fire safety initiatives and partnerships will be fully explored. This will further enhance the level of partnership working that has already been established in Mid and West Wales and support the aim of the Home Fire Safety Audits and the wider general aim of achieving safer communities.

### **Service Delivery Objective 5:**

The Welsh Assembly Government (WAG) has a nominal CFS budget of £5M for Wales for 2005/06 and will provide grant aid to FRS for specific activities. The Service has to date secured £642,000 of WAG funding for Community Safety activities. Further opportunities to secure funding will be constantly reviewed.

*(Linked to proposal 7 page 24 of Draft Plan)*

This year, partnership schemes such as the Business Arson Warden have passed from the Office of the Deputy Prime Minister (ODPM) to the Welsh Assembly Government (WAG).

The objective is to reduce the number of deliberately set fires attended in and around business premises throughout Swansea and Neath & Port Talbot county areas.

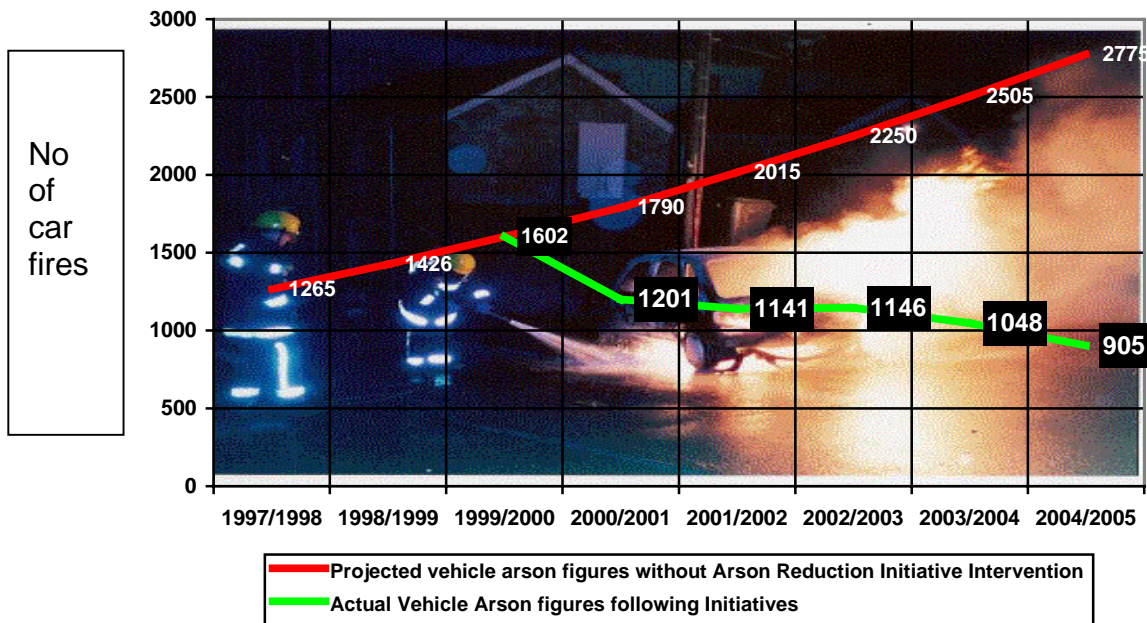
Our Arson Warden is working closely with other agencies to target businesses considered at risk, or vulnerable, to assist in combating the opportunist type of arson involving skips, refuse bins and rubbish. Projects also include working with colleagues and leading gas companies regarding the retrieval of abandoned gas cylinders.



Other partnerships such as the Vehicle Arson Reduction Initiative is well established and in its sixth year of operation. This year, due to devolution, funding, as with the Business Arson Warden has passed from the ODPM to the Welsh Assembly Government.

The 40% reduction in vehicle arson achieved to date (as shown in the chart below) will ensure that we exceed local, regional and national targets and maintain our best-practice status conferred by the ODPM.

## Vehicle Arson Swansea Bay



The Arson Reduction Team was established in January 2005 and is a Welsh Assembly Government funded initiative that will serve the Swansea and Neath and Port Talbot Areas over the next three years.

The Team is staffed using a unique partnership combining staff from the Police and Fire and Rescue Service. Initiatives and strategies will be developed and underpinned by the sharing of data and formulation of protocols between the Police and Fire and Rescue Service.



The profile of arson, along with its consequences for these communities, will be raised by combining a highly visible presence in areas of concern with the initiation and development of problem orientated partnerships.

The Mid and West Wales Fire and Rescue Service will also maintain its commitment to supporting the young people of the service area, by providing staff and facilities to enable the continuance of the Young Fire Fighter schemes in partnership with local community stakeholders, and 'Communities First' initiatives.

We currently have schemes in Morrision, Seven Sisters and Ammanford and will be further expanding the scheme to areas in Powys and Pembrokeshire.



## DATA CAPTURE AND RESPONSE PLANNING

### **Service Delivery Objective 6:**

The Authority will continue with the review of its risk area to determine the resources, crewing arrangements and local response standards required to meet the identified risk and the continuous improvement of service delivery. This objective will take into account guidance and expectations of the Welsh Assembly Government.

The Strategic Planning and Performance Department will be responsible for the provision of data, performance, strategic planning, IRMP, the Fire Service Emergency Cover process (FSEC), audit, review and quality.

*(Linked to planning objective 1, Page 41 of the Draft Plan)*

Response planning will be achieved by employing robust systems to enable us to monitor our performance in terms of how we respond to incidents.

Changes have been made to our organisational structure to accommodate the integrated risk management process into our core business.



### **Service Delivery Objective 7:**

Review of high resource, low activity stations (next phase).

*(Linked to Planning Objective, Page 48 of the Draft Plan)*

The review of high resource, low activity stations will continue using comparison with activity levels at other stations, results from data analysis and use of the Fire Service Emergency Cover (FSEC) model.

The FSEC model was provided to the Authority by the Office of the Deputy Prime Minister in March 2004. FSEC is a recording tool and management system, which is designed to assist Fire Authorities to make strategic planning decisions in conjunction with other data and geographic considerations.

A programme of work is underway to capture, cleanse and integrate the necessary data sets. Much work has been completed on the re-alignment of incident data following the cleansing exercise. Work is currently underway to verify road network systems, data collection for other buildings and non fire emergency call models.

Data has been entered into the dwelling model allowing preliminary results to be gained using this system. The model will be used to:

- Record and analyse all aspects of Community Risk
- Review fire station locations
- Review emergency resources of all types to include vehicles
- Review operational response and standards
- Identify areas for targeted prevention work
- Assess the effect of any proposals for change

**Service Delivery Objective 8:**

We will continue with the analysis and improved data collation. New systems have been introduced to capture and integrate data, building on the work carried out in 2004/2005

*(Linked to planning objective 2, Page 41 of the Draft Plan)*

The information available through development of inter-departmental and inter-agency contacts will be used to better target our resources in a pro-active way.

**Service Delivery Objective 9:**

IRMP proposals, in terms of data capture, may have an effect on administration requirements on Officers-in Charge of retained stations after incidents. The Service needs to be alert to this potential additional requirement, which may necessitate additional payments to personnel.

This will be implemented only when resources released by efficiency gains arising from other proposals within the IRMP are realised.

*(Linked to Proposal 8, Page 24 of the Draft Plan) (Linked to Expenditure Effect No3)*

This will enable us to further identify areas of the service which need additional resources, and initiatives to assist in the reduction of fires and other emergencies.

The information gained will also assist in our emergency response planning, and will help to provide the FSEC Model with the data required for it's calculations to be robust.

## PHASED ALERTING

**Service Delivery Objective10:**

Phased alerting will be implemented across the Service area as soon as practicable. New arrangements will maintain response capability.

*(Linked to Proposal 1, Page 33 of the Draft Plan)*

*(Linked to Expenditure Effect No 9)*

Currently the Service operates phased alerting at one of its stations, which has been implemented on a trial basis for a new co-responder scheme.

Phased alerting is a system whereby only selected personnel are alerted to carry out particular tasks, without the need to mobilise the full station compliment of personnel.

Co-responder is a partnership with the Ambulance Trust whereby a small number of fire service personnel are mobilised in conjunction with the Ambulance Service to non fire emergency life threatening calls, if the fire service response will get there quicker than an ambulance.

In the event of a call at other stations, all personnel are alerted irrespective of the number of personnel actually required. This leads to a situation, whereby many more personnel than required are alerted. This can be particularly disruptive if only two personnel are required for a single special appliance, such as a rescue tender or co-responder vehicle. This is both wasteful of financial resources, disruptive to employees and their family life and exposes personnel responding to stations and other road users to unnecessary risk.

A simple phased alert pattern, whereby a smaller number of personnel are alerted will resolve this. This will be put into place at appropriate stations, and will reduce risk and provide a better work/life balance for personnel.

New operational schemes will be subject to consideration for the most appropriate way of mobilisation. An action plan has been drawn up to evaluate the current phased alert scheme along with an implementation programme for other stations.

## LEGISLATIVE FIRE SAFETY

### **Service Delivery Objective 11:**

We will introduce new policies, procedures, guidance and training to cater for the impending Fire Safety Legislative changes. We will review the current risk-based inspection programme and protocols with other enforcement agencies, in order to assist in prioritising workload and improve integration between fire safety database information and operational mobilisation systems.

*(Linked to Page 19 of the Draft Plan)*

The Westminster Government's rationalisation of fire safety law by removing multiple and overlapping fire safety provisions, will require changes to the way in which we deliver our legislative fire safety service. Preparatory work is in hand and we are introducing new policies, procedures, guidance and training to cater for the legislative changes. We are reviewing the current risk-based inspection programme and protocols with other enforcement agencies, in order to assist in prioritising workload and improve integration between fire safety database information and operational mobilisation systems.

This work will link with the project undertaken on the emergency response planning models of the FSEC process.

## RETAINED RECRUITMENT AND SUPPORT

Of the 57 stations in the Mid and West Wales Fire and Rescue Service, thirty nine fire stations are crewed entirely by retained fire-fighters. Currently 8 stations (10 on implementation of this plan) operate on a day crewed system, where staff are on duty at the station during the daytime, but the station operates on a retained basis at night and, on some of our stations, over the weekend.

Retained staff undertake an essential role in the provision of Fire and Rescue work in the Service area. The Fire Authority recognises the need to further develop the management structure and communication systems to better support this section of the workforce.

### **Service Delivery Objective 12:**

Retained recruitment will continue to take place at local level. County Commanders and Supervisory Officers will take a more pro-active role in supporting local retained stations.

*(Linked to Proposal 1, Page 24 of the Draft Plan)*

### **Service Delivery Objective 13:**

We have established a position on the Policy and Performance Board of Senior Retained Liaison Officer. This position will be assumed by the County Commander for Ceredigion

*(Linked to Proposal 4, Page 24 of the Draft Plan)*

### **Service Delivery Objective 14:**

The position of Retained Liaison Officer will be consolidated within each command to specifically look after the needs and demands of the retained service.

*(Linked to Proposal 5, Page 24 of the Draft Plan)*

### **Service Delivery Objective 15:**

We will set up a structured retained liaison forum within Commands with a clearly defined remit to champion retained issues. These groups should meet regularly perhaps tied to a standing agenda item on the Policy and Performance Board

*(Linked to Proposal 6, Page 24 of the Draft Plan)*

*(Linked to expenditure Effect No 2)*

By being pro-active in responding to the needs of a modern society and in particular, the needs of the retained service, it is the aim of the Fire and Rescue Authority to facilitate improvements in the recruitment, retention, training and deployment of retained personnel to be able to best serve a modern fire and rescue service. The proposal to migrate to a system of static salary and the introduction of a banding system for retained personnel was the subject of opposition from a number of staff, Assembly Members, Authority Members and representative bodies.

**The Fire and Rescue Authority therefore took note of the opposition to the scheme and rejected the proposal at this time.**

There are some areas of the retained salary scheme that have support from interested parties. The Fire and Rescue Authority will therefore revisit this at an appropriate time in the future and examine the benefits to the Service and all its stakeholders. Consideration will be given to the recently published ODPM report entitled 'The Fire and Rescue Service Retained Duty System' along with WAG guidance during the future appraisal of this matter.

The proposal to provide additional payments for community fire safety work at retained stations was directly linked to the adoption of the static salary system. This will not, however prevent retained personnel from carrying out future community fire safety work; this will now need to be funded from other savings in the IRMP and current budget arrangements.

## SPECIAL APPLIANCE PROVISION

### **Service Delivery Objective 16:**

The Fire Authority have accepted the outcomes of the review into the way in which high reach capability is provided - i.e. replace dedicated aerial appliances with vehicles that combine front line fire-fighting/rescue equipment with aerial capability.

*(Linked to Proposal, Page 39 of the Draft Plan)(Linked to Expenditure Effect No 11)*

A Best Value Review of Aerial Appliances was completed in 2001 and one of the main conclusions was that *'there is no over provision of aerial appliances in the Brigade'*. Therefore, the Fire Authority will not be changing the aerial appliance capability or locations currently provided at this time.

Two of the Authority's Turntable Ladders (TTLs) are due for renewal. These will be replaced by two Combination Appliances, which will maintain the current aerial capability combined with provision of the front-line fire appliance.



### **Service Delivery Objective 17:**

We will make further improvements to the rescue capability of the service. Additional rescue equipment of the latest specification will be supplied to the majority of front line appliances.

*(Linked to the outcomes of the Special Appliance Review Proposal, Page 39 of the Draft Plan)  
(Linked to Expenditure Effect No8 + No14)*



The above objective will be achieved by the re-allocation of finances as a result of not replacing two rescue tenders on the fleet replacement programme.

This will enable local crews to deal with a far greater range of rescue scenarios with more efficiency with less reliance upon the attendance of specialist rescue tenders. This will help in reducing the overall time it takes to extricate casualties from Road Traffic Collisions.

**Service Delivery Objective 18:**

The review of Special Appliances concluded that one water carrier is surplus to requirements and will be removed from the vehicle fleet.

*(Linked to the outcomes of the Special Appliance Review Proposal, Page 39 of the Draft Plan)*  
*(Linked to Expenditure Effect No12)*

We have also undertaken a comprehensive review into the need, usage, type and crewing of all special appliances. The review concluded that one water carrier is surplus to requirements and will now be removed from the vehicle fleet.

A high volume pump has been supplied to the Mid and West Wales Fire and Rescue Authority under the New Dimensions initiative. This appliance has also been made available to the Service for use at ordinary incidents needing high volumes of water delivery or pumping.

The need to invest in additional training and development, to allow some personnel to receive further training on special appliances will be implemented as part of the overall strategy for special appliance provision.

## DAY DUTY STAFFING AND OFFICER COVER

To ensure that the service is utilising its highly skilled human resources in a most effective and efficient way, a number of improvements will be made to optimise the work patterns of our staff, to better enable them to carry out the important roles they play in achieving the core aims of the service.

### **Service Delivery Objective 19:**

We aim to maximise the use of staff conditioned to the day duty system.

This will be managed locally, by line managers within Commands and Departments, to direct resources toward duties associated with retained support, community safety or other departmental priorities.

*(Linked to Proposal 1, Page 38 of the Draft Plan)*

The aim of this is to ensure that personnel can be used as flexibly and fully as possible to carry out the increased workloads that this plan will generate.

### **Service Delivery Objective 20:**

Some staff on the day duty system are currently paid an additional ten percent allowance.

An examination of affected posts will be undertaken and the allowance removed where it cannot be justified by reference to job content. Appropriate protection arrangements will be negotiated in individual cases, should this be necessary.

*(Linked to Proposal 2, Page 38 of the Draft Plan)*

*(Linked to Expenditure Effect No10)*

This will ensure that the Fire Authority are paying staff in the most appropriate and fairest way. It will ensure that new pay agreements can be utilised to pay staff for additional duties that they may adopt, outside the normal shift working patterns and times and appropriately reward their flexibility.

## REVIEW OF FLEXIBLE DUTY ROTA SYSTEM

In 2002, the provision of operational cover by officers was reviewed and changes were made to both the numbers of officers and their working / rota patterns.

The above review is in the process of being re-addressed with the aim of providing the following improvements to the flexible duty system:

- Maximise the weekday 'desk time' of officers whilst still maintaining suitable cover arrangements to support the Incident Command System (ICS).
- Provide a more flexible approach to officer cover, independent of Command boundaries.
- Realign roles to ensure that where possible, officers across the service, in similar posts, are fulfilling similar roles
- Standardise the working patterns of officers to ensure a balance of specialist officers such as Hazardous Materials Advisers and Fire Investigation Officers across the rota.
- Deliver efficiency savings where possible.
- Carry out a Rank to Role evaluation to ensure appropriate responsibility levels are allocated to officers.

### **Service Delivery Objective 21:**

The outcomes of the 2002 Best Value Review into Officer Cover will now be re-appraised to ensure that the arrangements in place provide maximum, weekday 'desk time', whilst maintaining the optimum level of officer cover to support the Incident Command System (ICS).

*(Linked to Proposal on Page 39 of the Draft Plan)*

*(Linked to Expenditure Effect No 4)*

## RE-ALIGNMENT OF SUPPORT STAFF

The re-alignment of roles and responsibilities within the Operational Risk Management Department, has resulted in two support posts becoming supernumerary. Consequently, with some minor re-allocation of responsibilities, two senior grade posts have been replaced with two lower grade positions.

**Service Delivery Objective 22:**

Two senior grade posts have been replaced with two lower grade positions to support newly restructured Service Headquarters arrangements.

*(Linked to Proposal on Page 40)(Linked to Expenditure Effect No 15)*

## DAY/NUCLEUS CREWED STATIONS

In order to make better use of our current resources, duty patterns and shift times, day crewed stations have been reviewed in order to better match risk.

It is important to stress that this review has not considered the justification as to whether the station concerned should or should not be day/nucleus crewed. It has considered only how better to use the current resources under a day/nucleus crewed arrangement.

Existing data has been used to undertake a risk analysis to ensure that the allocation at existing day/nucleus stations is appropriate.

### 'Two Watch' Day crewed stations

The Fire & Rescue Service currently has 'two watch' Day crewed stations at the following locations:

- Aberystwyth
- Milford Haven
- Pembroke Dock
- Carmarthen
- Ammanford

**Service Delivery Objective 3:** (Duplicate entry from Page 12)

Change day crewed duty times at all the 'two watch' day crewed stations to match local need, i.e. activity and most effective HFSA delivery times.

*(Linked to Proposals on Page 21 and Proposal 2 on Page 33 of the Draft Plan)*

A change to the crewing shift pattern at 'two watch' day crewed stations was proposed in the draft plan (Proposal 2 Page 33). As a result of the consultation process the above improvement was agreed to ensure that the shift patterns worked coincide with the times of peak activity.

**Service Delivery Objective 24:**

Ensure an average of 42 hours per week is worked at all 'two watch' day crewed stations, using standby time at start or end of shift where appropriate.

*(Linked to Proposals on Page 21 and Proposal 2 of Page 33 of the Draft Plan))*

Service Delivery Objective 24 will maintain a similar structure and allow better use of resources to enable more efficient matching of resources with the work patterns employed. The above objectives will assist in the delivery of community safety and will support the retained establishment functions.

**Service Delivery Objective 25:**

We will release one person per watch at Aberystwyth, Carmarthen, Milford Haven and Pembroke Dock.

*(Linked to Proposals on Page 21 and Proposal 2 of Page 33 of the Draft Plan)*

*(Linked to Expenditure Effect No16)*

County Commanders will be responsible for developing the most appropriate systems and shift times for their Command Area in consultation with staff and representative bodies.

## Powys Stations

At the Powys day crewed stations (Newtown, Llandrindod Wells and Brecon) staff work a five-day week, Monday to Friday.

**Service Delivery Objective 26:**

We will introduce flexible working arrangements at the three day-crewed stations in Powys to ensure that resources directly match activity times and provide enhanced CFS capability.

Staff will be deployed flexibly to provide both preventive fire safety services and operational response. An average of 42 hours per week will be achieved, using standby time at start or end of shift where appropriate.

The existing establishment levels will be maintained pending consideration and consultation on the Fire and Rescue Service Retained Duty System, given the heavy reliance on retained staff in Powys and the absence of significant numbers of whole time firefighters in the Command area.

*(Linked to Proposal 3, Page 33 of the Draft Plan)*

The Powys County Commander will be responsible for ensuring that this improvement is implemented.

## HIGH RESOURCE, LOW ACTIVITY STATIONS

A fundamental objective of the 2005/2006 IRMP Action Plan has been to examine options for crewing. The review has taken into account data currently available, to enable evidenced and risk-based professional judgements to be made regarding future provision. All the data used has been averaged over the last five-year period.

The scope was to review all wholetime and day crewed station activity relating to attendance at incidents and standby at other stations. The appraisal used comprehensive data already in the Authority's possession. Comparison with activity levels at other wholetime and day crewed stations, analysis of localised risk, analysis of call patterns by time of day and the likely impact of a slightly increased mobilisation time at night when call patterns for certain stations are very low, was undertaken.

The draft plan outlined these activity comparisons and highlighted areas that could be more efficiently serviced and allow resources to be reallocated to important preventative and educational community work.

### Haverfordwest Fire Station

**Service Delivery Objective 27:**

We have designated Haverfordwest Fire Station as a Day Crewed station and will adopt staffing arrangements similar to those in operation at stations of similar activity levels in other areas of the service. This will allow the release of resources to enable the core aims of this plan to be achieved.

*(Linked to the Proposal on Page 37 of the Draft Plan)  
(Linked to Expenditure Effect No7 +No17)*

Changes will be in two phases. Phase one will result in the reduction of crewing levels to 7 personnel per watch on the existing shift pattern. This will require a more flexible approach to the crewing of special appliances and will release 12 posts. It is anticipated that this phase will be completed by the end of 2005.

Phase two will see a change in the shift pattern to that of the day crewed system in line with the other day crewed stations. This phase will allow an additional 14 posts to be released and complete the transition to the day crewing system. It is anticipated that this phase will be complete by the end of 2007.

## Pontardawe Fire Station

### **Service Delivery Objective 28:**

Pontardawe Fire Station has been designated a Day Crewed station and we will adopt staffing arrangements similar to those in operation at stations of similar activity levels in other areas of the service.

*(Linked to the Proposal on Page 37 of the Draft Plan)  
(Linked to Expenditure Effect No6 +No18)*

A suitable action plan detailing the phasing and alignment of recruitment, training and development of a retained complement, along with the relocation of some members of staff is being developed.

Once a retained crew is recruited and trained the transition to a day crewed system can be achieved. It is anticipated that the transition at Pontardawe will take approximately two years to complete.

The above changes at Pontardawe and Haverfordwest, will take into account the need to relocate some members of staff to other sections of the Service, allowing effective management of these changes.

**Note:** At the request of the Welsh Assembly Government , the Fire and Rescue Authority has agreed to defer the implementation of two specific proposals in the plan pending the expected publication of Welsh Assembly Government guidance on Integrated Risk Management planning. The specific proposals referred to are the plans to re-designate the crewing arrangements at Pontardawe and Haverfordwest Fire Stations to a day crewed arrangement from the current shift system. The deferment will also allow the plan to be run against the Fire Service's Emergency Cover (FSEC) model and for the Service to discuss the financial implications of deferment with the Welsh Assembly Government. Changes to the way in which special appliances are crewed at Haverfordwest, including a reduction in the overall watch size from ten to seven personnel, will continue as planned.

## REVIEW OF WHOLETIME SHIFT CREWED WORKING TIME

**Service Delivery Objective 29:**

We will conduct an assessment into the best way of providing productive time for Community Fire Safety and other activities by personnel conditioned to the wholetime shift duty system.

*(Linked to Proposal on Page 40 of the Draft Plan)*

An assessment will be made into the best way of providing productive time for Community Fire Safety and other activities, by personnel conditioned to the wholetime shift duty system. This will include proposals, where deemed necessary, for changes to the duty system in order to meet our targets for Home Fire Safety Audits. (See Service Delivery Objective1).

## EXPENDITURE EFFECT SUMMARY.

Expenditure Effect No	1.Service Objectives requiring additional investment	Revenue Cost (2005/06)	Revenue Cost (2006/07)
No 1	Increased CFS work including Home Fire Safety Audits	£190,000	£190,000
2	Retained Liaison Forum	£7,500	£7,500
3	Data Capture at Retained Stations	£50,000	£50,000
4	Review of Officer Cover	£7,000	£7,000
5	Increase Staffing Levels Swansea Central - CFS work	£112,000	£112,000
6	Designate Pontardawe Day Crewed - Retained recruitment and training	£150,000	£75,000
7	Additional retained payments at Haverfordwest	£0	£55,000
8	Enhanced rescue equipment on fire appliances - capital investment of £300k p.a. in 05/06 and 06/07	£37,500	£37,500
	Sub-Total - A	<b>£554,000</b>	<b>£534,000</b>
	<b>2.Funding requirements to meet Service Delivery Objectives</b>	<b>Reduction (2005/06)</b>	<b>Reduction (2006/07)</b>
9	Retained Phased Alerting	£98,000	£150,000
10	Removal of 10% allowance for training dept. staff	£0	£3,000
11	Combined Aerial Platforms	£24,000	£24,000
12	Reduced Water Carrier	£18,000	£18,000
13	Review of Officer Cover	£0	£21,000
14	Non-replacement of ET's in lieu of enhanced rescue equipment on fire appliances	£37,500	£37,500
15	Support Staff Reductions	£22,000	£22,000
16	Reduce Day Crewed Staff at 4 Stations	£224,000	£224,000
17	Designate Haverfordwest as Day Crewed - Phase 1 - Reduce watch strength to 7 per watch Phase 2 - Introduce day-crewing system commencing 06/07 end 07/08	£140,000 £0	£336,000 £196,000
18	Designate Pontardawe as Day Crewed (Assuming commencement of day crewing system in 2006/07, phased over two years)	£0	£196,000
	Sub-Total - B	<b>£563,500</b>	<b>£1,227,500</b>
	Less Budget reduction	<b>-£300,000</b>	<b>-£600,000</b>
	<b>Available for redistribution - C</b>	£263,500	£627,500
	Redistribution Deficit/Surplus Additional Costs v Cost Reductions C - A	<b>-£290,500</b>	£93,500

*Notes:*

The first priority has been to direct the expenditure reductions towards the £300,000 budget reduction required by the Authority to partially meet ongoing additional costs flowing from the firefighters' pay award.

The additional investment requirements will be met as further expenditure savings are realised with the implementation of the remaining elements of the IRMP. In the event that we will make more progress in 2005/06 in realigning current expenditure than these tables suggest the Service will secure more of its additional investment strategies. The converse is also true should the cost savings fail to materialise.

This will be a matter for the Implementation Working Group to monitor, once the detailed implementation plan, with timelines, has been finalised and actual changes made to current expenditure patterns.

Due to the Agreement with the Welsh Assembly Government to postpone phase two of objective 28 and objective 29, relating to Haverfordwest and Pontardawe Fire Stations, realisation of the above Expenditure Summary may be subject to future amendment.

## Glossary of Terms

CFOA	Chief Fire Officers Association
CFS	Community Fire Safety
FRS	Fire & Rescue Service
FSEC	Fire Service Emergency Cover Model
HFSA	Home Fire Safety Audit
ICS	Incident Command System
IRMP	Integrated Risk Management Plan
ODPM	Office of the Deputy Prime Minister
RTC	Road Traffic Collision
WAG	Welsh Assembly Government