



**Greater Cederberg**  
Fire Protection Association

# STRATEGIC PLAN

## MAY 2013- MAY 2014

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## ABBREVIATIONS

|        |  |
|--------|--|
| BU     | Business Unit                                      |
| CFO    | Chief Fire Officer                                 |
| CWBR   | Cape West Coast Biosphere Reserve                  |
| CWCDM  | Cape Winelands District Municipality               |
| DAFF   | Department of Agricultural, Forestry and Fisheries |
| EPWP   | Expanded Public Works Program                      |
| FDI    | Fire Danger Index                                  |
| FFA    | Forest Fire Association                            |
| FM     | Fire Management                                    |
| FPA    | Fire Protection Association                        |
| FPO    | Fire Protection Officer                            |
| GCBC   | Greater Cederberg Biodiversity Corridor            |
| GCFPA  | Greater Cederberg Fire Protection Association      |
| GEF    | Global Environmental Fund                          |
| GIS    | Global Information System                          |
| IFMP   | Integrated Fire Management Plan                    |
| NFPA   | National Fire Protection Association               |
| NVFFA  | National Veld and Forest Fire Act                  |
| PBFPA  | Paardeberg Fire Protection Association             |
| PDMC   | Provincial Disaster Management Centre              |
| SAPS   | South African Police Services                      |
| SOP    | Standard Operating Procedures                      |
| WCDM   | West Coast District Municipality                   |
| WCUFPA | Western Cape Fire Protection Association           |
| WoF    | Working on Fire                                    |

## 1. CONTEXT

The GCFPA domain is with the boundaries of the West Coast District Municipality (WCDM) but excluding areas of the Paardeberg Fire Protection Association (PFPA). However some Business Units (Halfmanshof, Koue Bokkeveld and Sandhoek) falls within the Cape Winelands District Municipality (CWDM).

As an ice-breaker the facilitator ask all present to provide detail on the context as experienced by them in their capacity as either a staff member, manager and or member.

| Institution / Position in GCFPA                         | Input into context  |
|---|---|
| Working on Fire (Mr Christians)                         | The programme started in 2003. There are 5000 beneficiaries currently employed that depend on the good relationships with partners. Recent financial constraints prevented the programme to expand in 2013, but there is an anticipated growth of 35% expected in the 2013-2014 financial year. The mayor challenge is to get local authorities on board.   |
| Base managers – GCFPA (Andre de Witt and Jurie van Zyl) | There are more fires we can improve although we reached our objectives. There are more teams available and our staff turnover is high (50%) within the 1 <sup>st</sup> year thereafter it decreases to less than 10%. We are focussing on the implementation of the teams   |
| SANParks (Mr Nel)                                       | The old CWCFPA has been amalgamated with the GCFPA. SANPARKS was involved in the former but not a member. SANParks is now a member of the GCFPA and managed more than 40000ha. Representative thinks that the plus factor for the GCFPA is the size , management structure and organizational capacity, sustainability will always be an issue, SANParks have capacity challenges but do implement EPWP such as the Working on Land, Working for Water and Working for Coast with 40, 20 and 40 beneficiaries irrespectively, these teams assist in cutting down of fuel loads (alien invasive plants), needs to align the FM of the Park with the GCFPA, different views exists regarding fires. |
| Cape Nature (Me du Plessis)                             | Managed more than 80000ha, to many BU represented in one meeting does not interact so well as in the past, MU not always represented in some areas, the exemption applications that were granted by the Minister  |

|  |  |
|--|--|
|  | are in question by some, does have EPWP projects but project beneficiaries (25) cannot work overtime, weekend farms are problematic, Non-compliance by parastatals e.g. SANRAL, Members must use their IFMP to priorities work schedules, there must be some interaction between BU, The FPA must have an APO.   |
| General Manager : GCFPA (Mr du Plessis)            | Financial sustainability is a huge concern, we need to maintain service levels, members must adhere to IFM Plans, the bomber pilot project was successfully implemented (run-ways increased from 1 to 8), as the organization expanded we need to run the GCFPA as a business, SOP's need to be developed, GEF project a great advantage but we need to absorb the structures and the staff within the GCFPA with the next 2.5 years, we need to establish new partners, we are doing fine, the west coast area incorporated into the domain, staff is doing good. |
| PDMC (Me Annelize Lamprecht-Vertue)                | Ownership of the FPA, Aerial support arrangements will remain the same for the next fire season, communication is better in the Southern Cape then in the West Coast, in the process to improve the capacity of the Cederberg Municipality with EPWP funds teams will establish fire breaks.   |
| WCUFPA and GCFPA Chairperson (Mr Peter Dorrington) | The FPA is operationally and functionally viable. Major increase in services that need to be managed and marketed. Challenges are the sustainability levels after GEF project concludes. High level of management that requires bigger membership footprint than current.  |

## 2. SCOPE

Currently the GCFPA offers the following services to its members, partners and service providers;

- Extension services that include aspects such as Integrated Fire Management (IFM) planning, implementation (include activities such as establishment of fire breaks, engage and support prescribed burns and fuel load reduction such as alien invasive plant control).
- Awareness (signs, distribute materials and general info, FDI, and school visitations)
- Dispatch and co-ordination in partnership with Wof.
- Provide and have equipment for fire suppression and IFM activities (mobile and portable radios, repeater, hand tools, specialized hand tools) Provide fire beaters at a minimal cost to members.
- Fire suppression – (Coordination of members, maps, tools and equipment, 3 X WoF teams and local knowledge and experience by GCFPA Staff).
- Data management - (GIS based, contact details and property information of all members, available for key partners and emergency services e.g. Fire Brigade).
- Coordinate and initiate training opportunities (own staff and to members and or their staff component).
- Administrative and financial management (accounts, membership fees, accountability).
- Marketing (distribution of general info regarding the GCFPA, articles in papers).
- Ensure that members comply with the NVFFA – (Exemption applications to the minister, facilitate and pay members burning permit applications, extension serves and continual recruitment of new members).
- Represent members (local, provincial and national level).
- Social development and capacity building (the management of three WoF Fire bases ensure the employment of more than 70 people in the region and is therefore an effective agent to rollout EPWP successfully).
- Resource allocation – (Provide some resources such as fire beaters to members and provide teams and other resources like transport to members).

### 3. ROLE-PLAYERS

The group identified the role-players in the GCFPA as the members, local, provincial and national government departments, conservation initiatives and other FPA's.

| Grouping               | Role-players   |
|------------------------|--|
| Members                | Private landowners, Communities, Industry, Government ( Defence), District Municipalities (West Coast and Cape Winelands (#)), Municipalities (Bergrivier, Swartland and Cederberg), Parastatals ( ESKOM, CapeNature & SANParks), TELKOM (#) and SANRAL (#). |
| Government Departments | DAFF, Department of Rural Development (#), PDMC  |
| FPA;s                  | NVMAF, WCUFPA, CPFPA, Tulbach, Wolsley, FPA and PBFPA.   |
| Conservation           | Greater Cederberg Biodiversity Corridor, Cape West Coast Biosphere Reserve<br>Rural Conservancies  |
| Other                  | WOF (partnership agreement), FFA, SAPD and Traffic, GEF and Insurance companies.   |

(#) = Non-member



## 4. RULES

The GCFPA falls under various ACT's and offers services according to a set of guidelines and policies. These include the following;

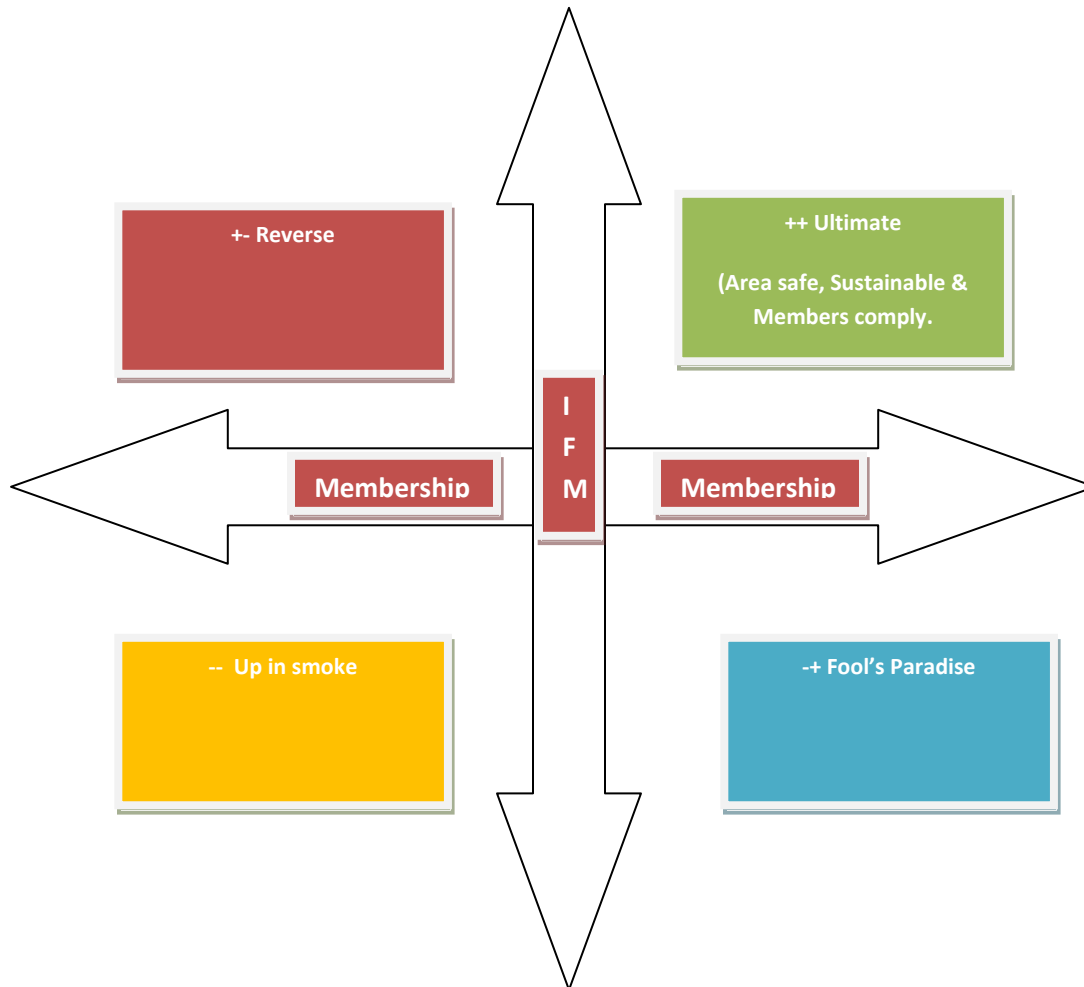
- The National Veld and Forest Fire Act, Act 101 of 1998;
- Basic Conditions of Employment Act; 1997
- National Occupational Health and Safety Act, Act 181 of 1993
- The Constitution of the GCFPA (2005 and amended in 2012) ;
- Integrated Fire Management Plans (IFMP);
- Various Standard Operating Procedures (SOP);
- Various agreements with partners, funders and service providers and
- Ministerial determinations

## 5. KEY UNCERTAINTIES

The management of the GCFPA is facing the following key uncertainties;

- Membership
- PDMC support
- WCDM support
- Compliance with Government Departments
- DM powers and functions
- EPWP norms that change annually
- Climate change
- Insurance companies support
- FPO support / Function
- Scope of services VS business sustainability
- Post GEF funding

## 6. SCENARIOS



## 7. SWOT ANALYSES

A Swot analyses was done and the following strong points, weak points, opportunities and threats were identified and captured;

| Strong points  | Key Strategic Objectives (KSO) | Weak points         | (KSO) | Opportunities                              | (KSO) | Threats   | (KSO) |
|--|--------------------------------|---------------------|-------|--|-------|---|-------|
| Trained & Equip teams X 3  | 1, 2                           | Data management     | 1,2   | New teams established with base agreements | 5     | Chain of command  | 1     |
| Knowledge and experience of staff                                      | 2,3                            | Membership          | 5,3   | Improve relationships with WCDM            | 2     | Area not covered by members                                   | 3,4   |
| Potential size of the area   | 3                              | Compliance          | 2,3   | SOP debriefing facilitation                | 1     | Non-compliance by members                                     | 2     |
| Growth potential   |                                | Management of teams | 1,2,5 | Increase membership                        | 3     | Non- compliance by SANRAL                                     | 2     |
| Strong partnerships with (WOF, PDMC, FFA aviation, UFPA, SCFPA, CPFPA) | 1,2,                           | Lack of training    | 1,5   | Run way programme increase                 | 2     | Increase of incident due to miss communication                | 1.2   |
| Strong support from large landowners                                   | 1,2,3                          | SOP communications  | 2,1   | Awareness                                  | 5,4   | Need to engage with teams coming from fire line ( debriefing) | 1,2   |

|                               |    |  |      |  |   |   |      |
|-------------------------------|----|--|------|--|---|---|------|
| Admin and financial support   | 1  | WCDM Support to operations                       | 2    | Improve staff capacity and intellectual knowledge      | 5 | Teams at fires that is unfamiliar with the area       | 1,2  |
| Management structure in place | 1  | FM Plans incomplete                              | 3,5  | Marketing / Branding                                   | 4 | Change in SOP's                                       | 1    |
| Reliable transport            | 1  | Members and BU Representatives not participating | 5    | Website  | 4 | Increase in weekend farmers                           | 2,3  |
| GEF funding and support       | 5  | Law enforcement                                  | 2    | Support to funding applications (PDM, Local authority) | 2 | Key-persons in management (intellectual knowledge)    | 2    |
| Constitution                  | 1, | Transport of teams                               | 1,2, | IDP  | 2 | Lack of production time                               | 1    |
| Data dissemination to members | 2  | Communications procedures                        | 1    | Timing of strategic planning                           | 5 | New conditions set by partners (Government and other) | 2    |
| Radio communication network   | 1  | Support from WCDM (Law Enforcements)             | 2    | Staff performance management                           | 1 | Non-adhere to SOP, agreements and contracts           | 1    |
| Dispatch centre               | 1  | Incomplete FMP                                   | 2    | Sponsorship  | 4 | Landowner not complying to Above                      | 2    |
| Experienced dispatcher        | 1  | Members not active                               | 2,3  | FPO delegate FPO functions to GCFPA                    | 2 | Non-Communication                                     | 2    |
| Runways ( Bomber program)     | 1  | Members not compliance                           | 1    | Improve relationships with WCDM                        | 1 | Membership and Non Members                            | 3 ,2 |

|  |         |                      |     |   |     |                       |       |
|--|---------|----------------------|-----|---|-----|-----------------------|-------|
| Infrastructure (3 bases, HQ Office, runways) | 1,3,4,5 | Lack of crew leaders | 1   | SOP improve for debriefing teams  | 1   | Chain of command.     | 1,2,5 |
| Geographic knowledge of the area             | 2,3     | Lack of training     | 1,2 | Facilitate debriefing sessions  | 1   | Non – Compliance      | 2     |
|  |         |                      |     | Shadow programme  | 1   | Lack of Production    | 5, 1  |
|  |         |                      |     | Compile APO to prevent loss of production   | 1   | Increase of Incidents | 5, 1  |
|  |         |                      |     | Same pilots (ensure continuity)   | 1,2 | Weekend Farmers       | 3,2   |
|  |         |                      |     | Increase membership   | 2,3 |                       |       |
|  |         |                      |     | Income from aerial support and increase runway programme                          | 1   |                       |       |
|  |         |                      |     | Support funding possibilities with PDMC, DAFF, WCDM                               | 5   |                       |       |
|  |         |                      |     | Include GCFPA into the IDP process  | 2   |                       |       |
|  |         |                      |     | Timing of Strategic management workshops in line with the WCDM planning timeframe | 1   |                       |       |

## 8. OPTIONS

The group identified the following strategic and tactical options that will positively impact the GCFPA.

1. SOP ( Nov 2013) ( 3 months 50 % Nov rest)
2. Compliance ( Sep 2013)
3. Increase in membership ( 100 members / 3 months)
4. Marketing (1 show per base, Website Nov, UFPA + NFPA feedback 1 month after the meeting.
5. Operations ( Sep 2013)

## 9. DECISIONS

Decisions taken on the Strategic Management meeting can be divided into 6 broad key strategic categories namely; Standard Operation Procedures (SOP), Compliance, Membership, Marketing, Sponsors and Operations. Under each key strategic category activities were identified by the participants.

| Activities        | Key Strategic Categories                                    |  |   |  |  |   |
|-------------------|---|--|---|--|--|---|
|                   | 1 Standard Operating Procedures (SOP)                       | 2 Compliance                           | 3.Membership  | 4. Marketing   | 5 Sponsors                                       | 6 Operations  |
| <b>Activity 1</b> | Identify SOP needs for financial management                 | WCUFPA Para-states and DEA&DP          | Focussed approach (CBC & West Coast (Contracts with landowners within the WCNP seems a challenge) | Website possibility that GEF could implement this.     | Local (Members, staff)                           | Implement SOP (WOF+GCFPA)                                 |
| <b>Activity 2</b> | Combining van SOP from different institutions and the GCFPA | Meeting with WCDM regarding CFO / FPO. | Improve marketing of the GCFPA  | Agri-shows (Moorreesburg and two others in the domain) | Provincial – WCUFPA                              | Complete all IFM plans.                                   |
| <b>Activity 3</b> | Chain of command – A4 SOP to members                        |  | Incentives scheme development by the GCFPA Exec.  |  | National – NWMAF                                 | BM Meetings x2 according regional settings                |
| <b>Activity 4</b> | Develop SOB with SANParks, GCFPA, CN,                       |  | WCDM staff attend and participate in membership   |  | Incentive for sponsors and commissions scheme to | Re-assessments of BU and align according to functionality |

|                   |                  |  |       |  |                                     |  |
|-------------------|------------------|--|-------|--|-------------------------------------|--|
|                   | PWC, WOF, WCDM). |  | drive |  | participate                         |  |
| <b>Activity 5</b> | Management Plan  |  |       |  | Staff evaluation (KPA) (Measurable) | Investigation opportunity for establishments of teams ( WOF, PDMC) |
|                   |                  |  |       |  |                                     | PDMC arrangements meetings regarding the communication projects.   |
|                   |                  |  |       |  |                                     | Training – SOP + line with GEF + gaps in training.                 |
|                   |                  |  |       |  |                                     | Discuss strategic Plan with WCDM as draft for inputs.              |
|                   |                  |  |       |  |                                     | SP into IDP process.   |



## 9.1 Implementation of Activities

This section describes how these activities will be implemented with set methodologies, assignments of responsibilities, timeframes and review process.

| Key Strategic Category 1 : Standard Operating Procedures (SOP) |   |   |  |                 |  |
|--|---|---|--|-----------------|--|
| Activity   | Description   | Methodology   | Responsibility   | Completion date | Review process   |
| Activity 1   | Identify SOP needs for financial management                 | Interaction with GCFPA staff and Finance and Admin support  | Charl du Plessis   | 31 May 2013     | Annually   |
| Activity 2   | Combining van SOP from different institutions and the GCFPA | Determine SOP needs and collate into one single SOP   | Charl du Plessis, Pierre Nel, Rika du Plessis, Shane Christians, Annelize Lamprecht-Vertue | September 2013  |  |
| Activity 3   | Chain of command – A4 SOP to members                        | Compile A4 chain of command for reference to members  | Charl du Plessis, Pierre Nel, Rika du Plessis, Shane Christians, Annelize Lamprecht-Vertue | September 2013  | Distribute to members annually before and during the fire season |
| Activity 4   | Develop SOB with SANParks, GCFPA, CN, PWC, WOF, WCDM).      | Determine SOP needs and collate into one single SOP   | Charl du Plessis, Pierre Nel, Rika du Plessis, Shane Christians, Annelize Lamprecht-Vertue | September 2013  |  |
| Activity 5   | Management Plan   | Present the current format of IFM to SANParks and CapeNature – determine the way to incorporate into these agencies IFM plans | Charl du Plessis, Pierre Nel, Rika du Plessis,   | September 2013  |  |

**KEY STRATEGIC CATEGORY 2 : COMPLIANCE**

| Activity   | Description                            | Methodology                               | Responsibility   | Completion date | Review process |
|------------|--|---|------------------|-----------------|----------------|
| Activity 1 | WCUFPA Para-states and DEA&DP          | WCUFPA Manager to engage with para-statel | Peter Dorrington | September 2013  |                |
| Activity 2 | Meeting with WCDM regarding CFO / FPO. | Discussion with FPO and FPA Manager       | Charl du Plessis | June 2013       |                |

**KEY STRATEGIC CATEGORY 3 : MEMBERSHIP**

| Activity   | Description   | Methodology   | Responsibility  | Completion date | Review process                              |
|------------|---|---|---|-----------------|---|
| Activity 1 | Focussed approach (GCCBC & West Coast (Contracts with landowners within the WCNP seems a challenge) | The GCFPA SOB on membership drive will be the basis of engagement.                        | Samantha Schröder (40/month)<br>Wimpie van der Merwe (20/month) | On going        | Monthly evaluation (60/month and 180/month) |
| Activity 2 | Improve marketing of the GCFPA  | Marketing strategy needs to be developed with the assistance of key partners and members. | Charl du Plessis will initiate the process                      | September 2013  | Monthly                                     |
| Activity 3 | Incentives scheme development and endorsed by the GCFPA Exec.                                       | Develop a draft incentive scheme for members when doing recruitment of new members        | Charl du Plessis to develop a draft for endorsement             | October 2013    | November 2013                               |
| Activity 4 | WCDM staff attend and participate in membership drive   | Need to clarify this with the CFO   | Charl du Plessis will initiate discussion                       | June 2013       |   |

| <b>KEY STRATEGIC CATEGORY 4 : MARKETING</b> |  |  |   |                        |                       |
|---|--|--|---|------------------------|-----------------------|
| <b>Activity</b>                             | <b>Description</b>                                     | <b>Methodology</b>   | <b>Responsibility</b>   | <b>Completion date</b> | <b>Review process</b> |
| Activity 1                                  | Website possibility that GEF could assist with this    | Engage with GEF project Coordinator  | Charl du Plessis  | September 2013         | Next Stat Meeting     |
| Activity 2                                  | Agri-shows (Moorreesburg and two others in the domain) | Engage with show coordinator and get permission to get 3 X exhibitions stands (Moorreesburg is a priority the other will be determined at a later stage) | Wimpie van der Merwe to arrange Moorreesburg show and Jurie van Zyl Porterville | August 2013            | After the show        |

| <b>KEY STRATEGIC CATEGORY 5 : SPONSORS</b> |  |  |  |                        |                       |
|--|--|--|--|------------------------|-----------------------|
| <b>Activity</b>                            | <b>Description</b>   | <b>Methodology</b>   | <b>Responsibility</b>  | <b>Completion date</b> | <b>Review process</b> |
| Activity 1                                 | Local (Members, staff)                                       | Need to provide Ex with a wish list. Need to develop SOB regarding the management of sponsors. | GCFPA staff and General manager compile wish list. Develop SOB with some key members for approval by the EX. | August 2013            | At next Strat meeting |
| Activity 2                                 | Provincial – WCUFPA  | Need to provide WCUFPA with a wish list  | Provide WCUFPA with a wish list.   | August 2013            | At next Strat meeting |
| Activity 3                                 | National – NWMAF   | Need to provide NWMAF with a wish list   | Provide WCUFPA with a wish list.   | August 2013            | At next Strat meeting |
| Activity 4                                 | Incentive for sponsors and commissions scheme to participate | Need to develop a draft scheme for approval of the EX  | Coordinated by C. du Plessis and approved by the EX.   | August 2013            | At next Strat meeting |

|            |  |                      |                                 |             |                       |
|------------|--|----------------------|---------------------------------|-------------|-----------------------|
| Activity 5 | Staff evaluation (KPA)<br>(Measurable) | Need to be developed | Engage with WoF for assistance. | August 2013 | At next Strat meeting |
|------------|--|----------------------|---------------------------------|-------------|-----------------------|

**KEY STRATEGIC CATEGORY 6 : OPERATIONS**

| Activity   | Description  | Methodology  | Responsibility   | Completion date                          | Review process             |
|------------|--|--|--|--|----------------------------|
| Activity 1 | Implement SOP (WOF+GCFPA)  | Implement WOF SOB regarding teams and base management and Continually update and development of new SOP as the need arise.                         | GCFPA Base managers and all other staff including the GEF dispatcher and extension officer | On going                                 | Monthly with Base managers |
| Activity 2 | Complete all IFM plans.  | Conclude 1 per month in each region.   | Manager ; West Coast and Extension officer   | October 10 must be approved by Executive | Monthly                    |
| Activity 3 | BU Meetings x2 according regional settings                         | Conduct 2 meetings per region and initiate all members of region for feedback sessions   | General and Manager of the GCFPA   | November 2013                            | November 2013              |
| Activity 4 | Re-assessments of BU and align according to functionality          | GIS database needed to be updated and arrange meeting with BU managers and decide on the way forward   | General and Manager of the GCFPA   | November 2013                            | November 2013              |
| Activity 5 | Investigation opportunity for establishments of teams ( WOF, PDMC) | Determine needs and opportunities of all key stakeholders and members – determine if base needs as required by WOF are met and apply for new bases | General Manager, WCDM, CapeNature and PDMC   | July 2013                                | October 2013               |
| Activity 6 | PDMC arrangements meetings regarding the community projects.       | Attend meeting when arrange by PDMC  | General manager  | July 2013                                | July 2013                  |

|            |   |   |   |                                |                                 |
|------------|---|---|---|--------------------------------|---------------------------------|
| Activity 7 | Training – SOP + line with GEF + gaps in training.    | Identify training needs and develop a training need schedule and plan   | General manager with assistance from staff and members      | August 2013                    | August 2013                     |
| Activity 8 | Discuss strategic Plan with WCDM as draft for inputs. | As soon as draft is approved by members present at the meeting the Strategic Plan will be presented to the WCDM : Fire Chief for inputs | General Manager and Chairperson of the GCFPA                | June 2013                      | June 2013                       |
| Activity 9 | SP into IDP process.                                  | This must be attended by all in the applicable areas  | General manager to arrange attendance of these IDP meetings | Annually during the IDP review | On conclusion of the IDP review |

## 10. CONCLUSION

The facilitator thanks everyone for their time and effort to attend this strategic session as this was the first time such workshop was undertaken in the GCFPA.

The draft strategic plan will be compiled by the GCFPA and distributed to the people present at the meeting for inputs and comments. Thereafter it will be sent out to the CFO of the West Coast DM for inputs and comments.

The Strategic plan will then be endorsed by the Executive committee for implementation by the staff of the GCFPA.