



HUMBERSIDE FIRE AND RESCUE SERVICE

# Emergency Response

## Service Delivery Planning Policy Station Routines (1\_7)

Owner	Executive Director of Service Delivery
Responsible Person	District Manager
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What we must  
do well



How we support our  
communities



We value and support  
the people we employ



We efficiently manage  
the Service

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## **1. INTRODUCTION**

This policy outlines the planning, monitoring, review and action planning processes for the Emergency Response Directorate from Directorate level to the delivery of outcomes and outputs by Station and Watch Management Teams in the effective and efficient activity management of a fire station.

### **Core Code of Ethics**

Humberside Fire and Rescue Service (HFRS) has adopted the Core Code of Ethics for Fire and Rescue Services. The Service is committed to the ethical principles of the Code and strives to apply them in all we do, therefore, those principles are reflected in this Policy.

### **National Guidance**

Any National Guidance which has been adopted by HFRS, will be reflected in this Policy.

## **2. EQUALITY AND INCLUSION**

HFRS has a legal responsibility under the Equality Act 2010, and a commitment, to ensure it does not discriminate either directly or indirectly in any of its functions and services nor in its treatment of staff, in relation to race, sex, disability, sexual orientation, age, pregnancy and maternity, religion and belief, gender reassignment or marriage and civil partnership. It also has a duty to make reasonable adjustments for disabled applicants, employees and service users.

## **3. AIM AND OBJECTIVES**

### **Aim**

To ensure that Directorate, District, Station and Watch activity is focused to the Strategic Plan, Service Improvement Plan opportunities and community risk and demand.

### **Objectives**

- To support independent scrutiny of everything we do.
- To ensure stations respond quickly and effectively to emergency incidents;
- That our interventions make a positive change to people's lives in their area by keeping them safe and well;
- To work with businesses to ensure they are compliant with relevant legislation and provide safe premises for everyone;
- Ensure Service operational risk information is proactively maintained and reviewed;
- Ensure competency is maintained whilst providing excellent training and

education;

- To plan ahead for workforce issues;
- To support the health, safety and wellbeing of our people.
- To ensure all operational personnel achieve the physical fitness standard bi-annually.
- To ensure that all station/section, District, Directorate and Service issues are fully communicated to all the Service Delivery teams.
- To ensure the Service's assets are fit for purpose, reflecting the needs of the Section, Station and Service.

#### **4. ASSOCIATED DOCUMENTS**

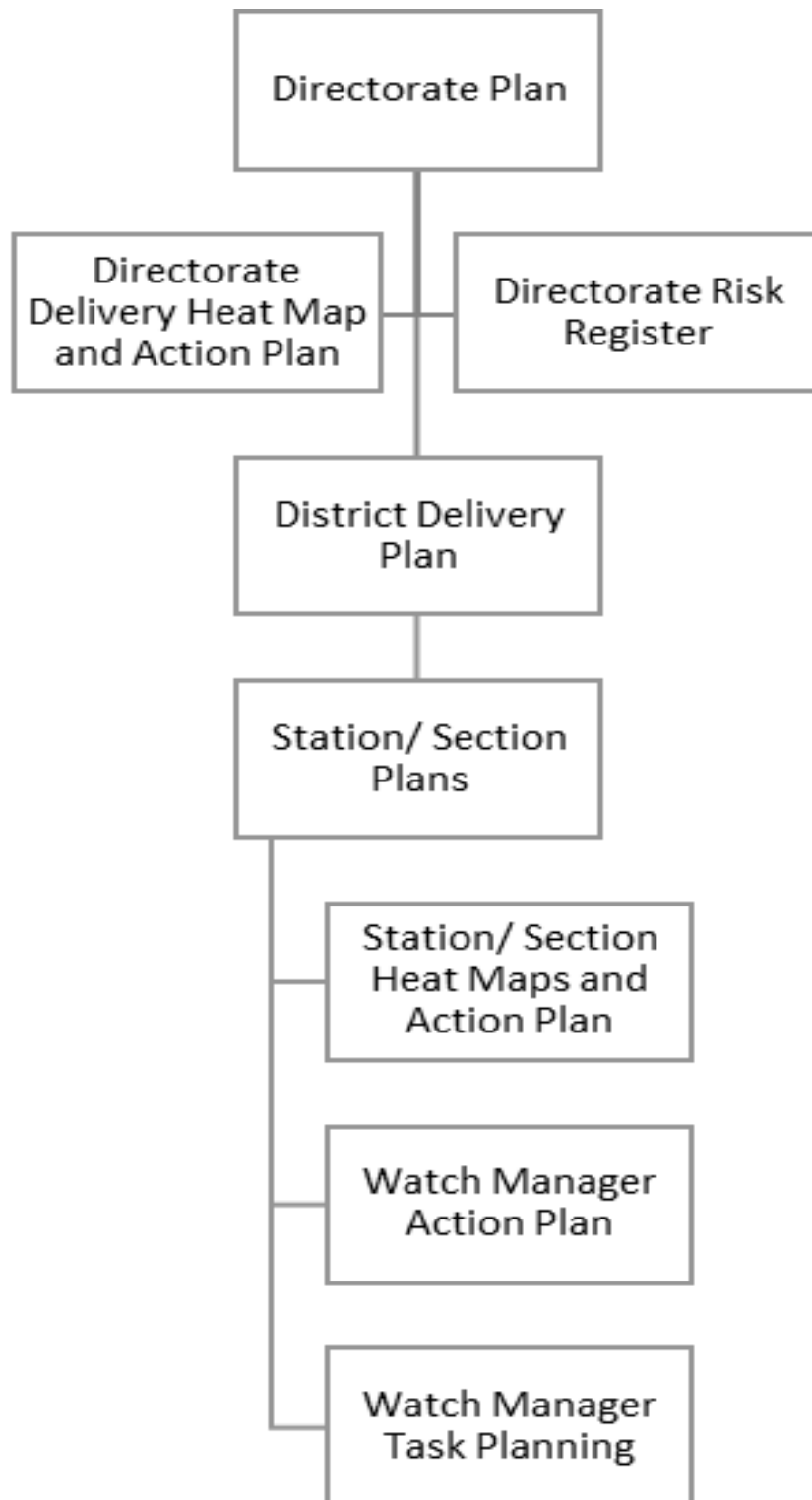
- [Equality Impact Analysis](#)
- Legal References
  - Scheme of Conditions of Service Sixth Edition 2004 (updated 2009)
- National Guidance

There is no specific National Guidance relating to this policy.
- [Service Delivery Planning Policy Delivery Guidance](#)

#### **5. DIRECTORATE PLANNING**

The Service's Strategic Plan is the foundation for Directorate planning with both the Service Delivery and Public Safety Plans underpinning this. A schedule of plans, detailing activity at a District, Station and Section level supported by heat maps and associated action planning to Watch level.

Watches plan their activity based around the requirements of their station plan and action plan and report on outcomes and outputs achieved on a tour by tour basis to enable activity to be focused to immediate need.



## 6. PRIMARY OUTCOMES

Station/Section Management Teams have the autonomy to manage their sections, stations and watches whilst delivering the primary Service, District, Station and community outcomes.

### **Respond quickly and effectively to emergency incidents**

The Station Management Team will ensure sufficient personnel are on duty (with the appropriate skills) and available, at all times to respond to emergency calls.

### **Make a positive change to people's lives in their area by keeping them safe and well.**

Managers will reduce the risk in the community through targeted interventions to the most at risk in our society, including safe and well visits, schools' education and focused community engagement based upon data driven intelligence.

### **Work with businesses to ensure they are compliant with relevant legislation and provide safe premises for everyone**

Managers will reduce the risk in the community through targeted business safety interventions to the most at risk in our society.

### **Ensure Service operational risk information is proactively maintained and reviewed.**

Managers will undertake the risk inspection programme for their station completing site specific risk information, pre-plan and temporary event plan formulation and review. They will be proactive in the management of risk information.

### **Ensure competency is maintained whilst providing excellent training and education.**

Managers will ensure that their firefighters/team members are competent. They will facilitate and partake in exercises within prescribed frequencies and ensure all mandatory courses for their people are completed within timescales.

### **Plan ahead for workforce issues**

The Management Team must ensure that their people have a personal development review at a minimum frequency of annually, and that welfare and development plans are managed effectively.

### **Support the health, safety and wellbeing our people.**

The Management team must ensure that their staff are fit to carry out safety critical work and are supported to manage the potential effects of critical incidents. They must ensure they are not fatigued by ensuring sufficient rest periods are taken throughout any time at work.

## **Full-Time staff**

Managers will ensure sufficient rest periods are taken throughout the 24 hour period as per the Scheme of Conditions of Service Sixth Edition 2004 (updated 2009) other than on those occasions where they are required to respond to emergency calls, perform work arising from emergency calls or perform other essential activities that support the Watches and communities' outcomes.

### **Ensure all personnel achieve the physical fitness standard bi-annually.**

The Station Management team must give adequate opportunity for the maintenance of the fitness standard.

For Full-Time firefighters, physical training should not be prioritised over operational training, prevention, protection, risk management or station work. However, in line with the Service Fitness Policy, fitness levels need to be maintained to ensure safe working to carry out operational duties commensurate with roles. For Full-Time firefighters during a tour of duty (two twenty-four-hour periods) two physical training sessions of up to one hour can be undertaken under the supervision of the Watch Manager or fitness advisor, which supports firefighters to maintain the fitness standards necessary to pass their fitness test. Should an operational situation arise that results in particular strenuous physical exertion, the time allocated for PT can be used as downtime.

### **Ensure that our Teams are fully communicated with on all Station, Section, District, Directorate and Service issues.**

## **Operational Staff**

The Station Management team must ensure efficient communications between Station, District and Service teams.

For Full-Time firefighters, all oncoming watches will be briefed at the start of each shift via the Duty Station Manager on the Managerial Update Briefing.

For On-Call firefighters, all crews will be briefed at the start of each development session via a précis of the weeks Managerial Update Briefing, Siren and key Service wide communications (e.g., COVID-19 communications).

All Watch Managers will cascade information from these briefings and supplement with local issues which will encompass (not exhaustive):

- A role call detailing the roles and responsibilities;
- Plan of activity for the upcoming shift;
- Critical Health & Safety issues;
- Critical public safety issues such as safeguarding concerns;
- Equipment failures;

- Missing equipment;
- Road closures.

## **Support Teams**

Managers must ensure that their teams are briefed regarding ongoing Section, District, Directorate and Service issues through local Team Meetings and 1:1 discussion, the Managerial Update Briefing and weekly District Briefings.

### **Ensure the Service's assets are fit for purpose, reflecting the needs of the Section, Station and Service.**

#### **Operational staff**

The Station Management team should ensure appropriate engine, equipment and estate checks and tests are undertaken as appropriate.

For Full-Time stations, the Manager should ensure appropriate operational engine and equipment checks and tests are undertaken at the start of the shift. This should include a full inventory of each engine, with all equipment being visually inspected. Standard tests, deemed to be complex or requiring significant time to complete, should be planned separately at an appropriate time in the day, not in core delivery hours.

A review of the fire station estate should be carried out daily by Full-Time stations and weekly by On-Call stations, and issues highlighted to the Estates Team through the established channels.

Any work resulting from attendance at an incident and affecting the operational readiness of an engine, personnel or equipment, should be carried out immediately on return to station.

#### **Support Staff**

Managers should ensure that their equipment and workspaces are fit for purpose and maintained to the Service appropriate standard.

### **Support independent scrutiny of everything we do.**

The Management team must assure the section, fire station and watch operations utilising appropriate monitoring and review systems.

## **Supervision Meetings**

#### **Operational Staff**

Both 1:1 Station Manager with Watch Manager and quarterly Station Management Meetings focus upon all operations of the fire station during January, April, July and October.



## **Support Staff**

Both 1:1 Manager with team members and monthly Management Meetings focus upon all operations of the section during the preceding and upcoming month.

### **7. Time Planning for Full-Time Watches**

Time should be apportioned to appropriate activities based on the station risk profile and training needs analysis, but also ensuring that apportionment against each priority activity is achieved. Where surplus crewing is available, the additional activity will be recorded separately to those of the Watch/Shift time allocations.

Core delivery hours are between 0900 and 2100hrs, where priority work should be undertaken. Watch and Station Management Teams are empowered to flex time management arrangements to support the delivery of priority work.

An approximate and generic (Full-Time) duty time allocation is outlined in the table below:

Activity	Time allocated in hours
Emergency incidents	As directed
Training and development (Competence)	6
Risk Management, Prevention & Protection, Operational Risk Management	4 Hours within core hours to maximise contact time with the community.
Engine, equipment and building administration (including standard tests and scheduled inspections/audits)	As required
Development of risk assessments, proactive identification and reporting of any health and safety near misses or accidents	As required
Non-risk critical administration including recording of training	As required
Work arising from emergency calls	As required
Rest and refreshment (fatigue management)	10.5
Fitness Training	1

### **Recorded Time for Activities during a 24-Hour Shift**

Time is recorded, not cumulatively for individuals, but for each engine from that station. The 'Watch Recorder Form' should capture the time spent on an activity whilst on duty. When taking into account the time allocated for rest and refreshments, the available time remaining on a 24-hour shift is as follows:

- 1 Pump Station – 13.5 Hours
- 2 Pump Station – 27 Hours
- 3 Pump Station – 40.5 Hours

**Example:**

- 2-hour development session was carried out at a 2-pump station, involving both engines, then 4 hours should be recorded. If the same 2-hour development session was carried out at a 2-pump station, but with only one of their engines, then 2 hours should be recorded.

**Training and Development Overview**

Watch recording and planning of training should be detailed enough to highlight the actual activities that have been undertaken linked to the NOG, core skills, eLearning, TFFP, supervisory management development, exercising, specialist skills maintenance or course attendance (not exhaustive). The expectation is that watches will undertake a balance of training and development activities over and above the base level of NOG requirements and maintain a high level of competence (>95% as illustrated on dashboard).

**Examples – List not exhaustive**

- Core skills: “Combination drill utilising main and light portable pump. 13.5m ladder confined and straight pitch. Hauling aloft, water relay and working at heights equipment.
- NOG: Prescribed eLearning in group learning format, Mandatory eLearning during the period 21:00 to 23:59hrs.
- Exercise: Group review of high rise OIN and smoke curtain operation in preparation for Exercise Rolling view.”

**Safety Interventions Overview**

Watch recording and planning of Prevention and Protection should include engagement visits, the times of day they are planned, and where particularly in-depth support is provided.

**Examples – List not exhaustive**

- Prevention activity: Safe and well engagements undertaken in early afternoon for 80+ demographic. Engagement with ethnic minority group fire safety workshop at 0930 hours at church hall. Station risk profile consulted; Community handbook consulted.
- Protection: B1 engagements to identified takeaways with sleeping risk above between 1700 to 1900 hours & 2100hrs to 2300hrs. Link with on duty protection qualified SM.

**Operational Risk Activities**

Watch recording and planning of Operational Risk Activities should include the name of the site, purpose of the visit and the intended time of the visit.

**Examples – List not exhaustive**

- 1430hrs - 7.2d Ebor House Completed – SSRI update submitted via Tablet.  
Ops Pre Plan updated on return to home station

- 1030hrs - Planning – 7.2d Croda – Contact with Croda and visit arranged. Problems experienced with booking in.
- 1600hrs - Local road closures. Topography carried out in the area to review access issues.
- 2130hrs - Hull Fair Temporary Event Plan update with team. Visit scheduled for following tour.

### Other Activities Undertaken

Watch recording and planning of 'Other Activities Undertaken' should be detailed enough to highlight the actual activities that have been undertaken.

- Incident (2328hrs) – Baker Street Hull – IRS and Ops Assurance Completed
- Crewing issues – Securing FF to cover shift due to LTS
- Standard Tests and Station Work completed
- Station Routines completed
- Heat Map meeting with SM
- Pump changeover – Defect on DH17P1 or Service due
- PT
- Admin - Email catch up – update Team
- 2 x Watch Planner submitted for tour commencing 12 October.
- Watch Recorder submitted for shift – 18 September

### Public Holidays

On public holidays the mix of duties will differ from those on a normal shift. In addition to responding to emergency calls, between the hours of 0700 and 0000 hours on public holidays Managers will plan for specific duties that arise from delivering the Station's and community outcomes:

- Risk management activities both after an incident and to support the station plan outcomes;
- Training and personal development activities;
- Essential station work arising from the attendance at an incident; required to maintain operational readiness;
- Programmed standard tests;
- Routine station work.

### Supernumerary Recording

Watch Management Teams should ensure that the tasks which are undertaken by their supernumerary personnel are over and above the planned watch activity. The supernumerary firefighter can be involved in watch development and risk awareness (72d) but should undertake supplementary tasks to the planned prevention and protection activities which will support safer communities.

Examples – List not exhaustive

- Additional Prevention Safe & Well visits, with 80+ community in North Bransholme 0930 to 1230hrs.
- Additional B1 engagements at Bransholme North Point Shopping Centre 1430 to 1730hrs.
- Additional B1 engagements to Preston Station location 1430 to 1900hrs.

## **8. POLICY DELIVERY GUIDANCE**

Full-Time activities will be delivered consistently across the stations of Humberside. To support this, a suite of Policy Delivery Guidance (PDG) detailing internal processes in relation to specific activities, will be adhered to by managers and teams.

PDGs will be continually reviewed and refreshed in line with changes in legislation, national guidance, data and intelligence analysis, strategic plan alignment, quality assurance processes, internal learning and public/partner feedback.

**If anyone requires any further assistance regarding this document, please  
contact their Head of Service Delivery.**