



HUMBERSIDE FIRE AND RESCUE SERVICE

Emergency Response

Emergency Response Planning Policy

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Responsible Person	Head of Emergency Response
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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, and review arrangements for Emergency Response (ER). It provides both a framework for standard activities across individual fire stations with different risk profiles, and the processes to implement actions as necessitated by varying and dynamic demands. All emergency response staff should be supported to achieve proficiency in the range of statutory functions necessary to perform their role, namely prevention, protection, response, equality, and inclusion.

Along with the related Policy Delivery Guidance, the ethos of this policy is to enable the effective and efficient activity management of a fire station (centered around the functions specified above), through the delivery of clear outputs and outcomes by Station and Watch Management Teams (WMT). This is inclusive of all management tiers and staff within ER in order to establish consistent priorities relevant to role from the Area Manager (AM) leading the function, all the way through to firefighters carrying out the activities required to keep our communities and our staff safe.

Core Code of Ethics

Humberside Fire & 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 relevant 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 ER, District, Station and Watch activities are aligned with delivering the outcomes specified by the HFRS Strategic Plan, opportunities identified within the Service Improvement Plan (SIP), are consistent with the methodology of the ER Tactical Plan and meeting local demands in relation to risk arising in the communities of our individual fire station areas.

Objectives

To foster transparency and the independent scrutiny of everything we do, the objectives of this policy are to:

- Support the development of firefighters, to be confident in their delivery of prevention, protection, response, equality and inclusion activities commensurate with a modern and professional public service.
- Ensure stations respond quickly and effectively to emergency incidents.
- Facilitate campaigns and activities in our communities that make a positive difference to people's lives and educate them as to the precautionary measures necessary to mitigate their risk from fire.
- Carry out proactive interventions in response to relevant safety campaigns other than fire, including safeguarding, water safety, road safety etc.
- Work with businesses to provide professional advice and ensure they are compliant with relevant legislation to make premises safe from fire for staff, members of the public and anybody else using them.
- Proactively maintain and review operational risk information.
- Ensure competency is maintained whilst providing excellent training and development.
- Plan ahead for foreseeable workforce issues including retirements, promotions, maternity, and long-term ill-health etc.
- Support the health, safety and wellbeing of our staff.
- Minimise the environmental impacts of our activities.
- Ensure all operational staff achieve the required physical fitness standards bi-annually.
- To ensure all Station/Section, District, and Service-wide issues are communicated appropriately to the relevant staff.
- Ensure vehicles, equipment and assets are fit for purpose, reflecting the needs of the station and wider Service.

4. ASSOCIATED DOCUMENTS

- [National Framework](#)
- [Full-Time Shift System Equality Impact Analysis](#)
- Legal References
 - [Scheme of Conditions of Service Sixth Edition 2004 \(updated 2009\)](#)
- [Emergency Response Planning Policy Delivery Guidance](#)
- [Supernumerary Firefighter Activity Recording Form](#)
- [HFRS Fatigue Policy](#)

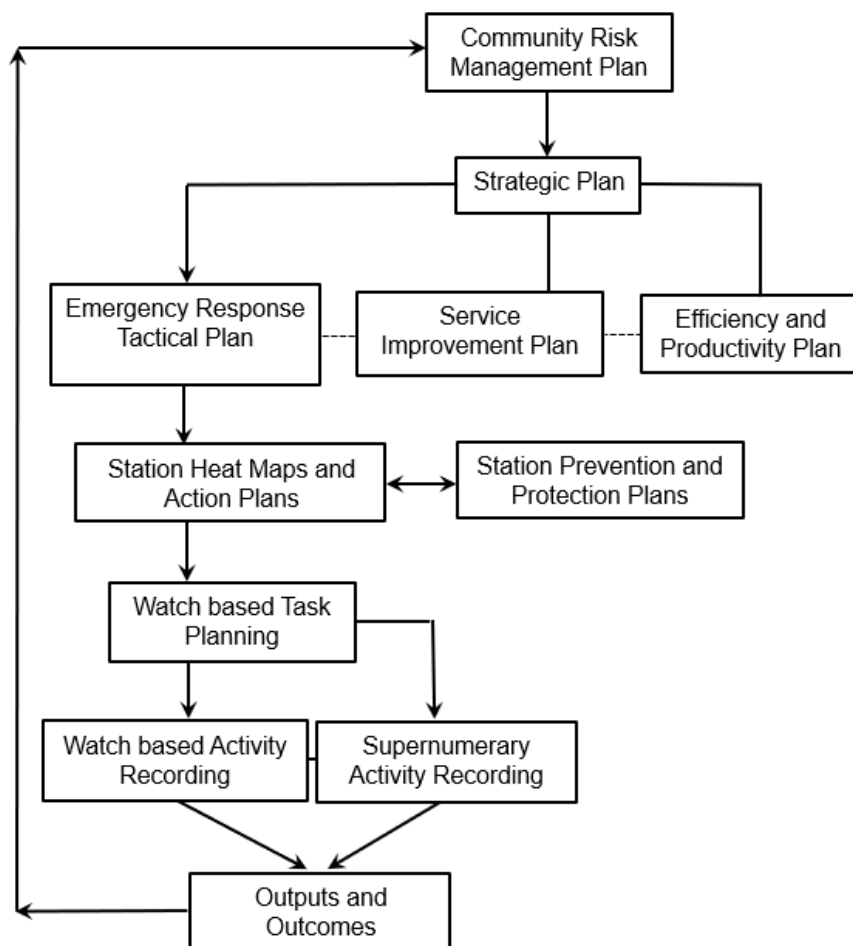
5. EMERGENCY RESPONSE PLANNING

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The HFRS Strategic Plan is the foundation for ER planning. This is underpinned by the ER Tactical Plan, fire station specific Prevention and Protection plans and Watch level task planning tools, (as depicted hierarchically in the graphic below).

Specific activity and governance arrangements for District based and local ER teams are supported by fire station Heat Maps and Action Plans. These are based around the guidance framework provided by the [Station and Watch Manager Daily Absolutes](#) and should be discussed at least monthly on a one-to-one basis between the individual Watch Managers (WM) and the Station Manager (SM).

The dynamic nature of ER often dictates a flexible approach in response to local and timely demands within the consistent framework of specified activities. Fire station Heat Maps and action plans enable watch activities to focus on areas of immediate need and account for shifting priorities. Outputs and outcomes should be recorded on a tour-by-tour basis to provide tangible evidence of effectiveness and efficiency in support of the performance monitoring provided by Power BI dashboards.



6. OUTCOMES

Within the framework of the policy and the associated delivery guidance, SMs and the WMT have the autonomy to direct resources and staff as they see fit within their designated area of responsibility to achieve the outcomes expected. The overriding objectives must always be to put our communities first in everything we do, and to ensure their conduct, and that of their staff, is always professional and in keeping with the Core Code of Ethics.

Activities must be recorded via the appropriate software systems such as CFRMIS, IRS, pdrPro etc. to populate the relevant dashboards and/or captured on the Watch Outlook Calendar to accurately reflect the allocation of time spent during the shift. All activity must be centered around the framework of the daily absolutes. The minimum expectations for achievement of the required outcomes are provided below.

Support the development of Firefighters.

Ensure all staff understand and proactively contribute to the core functions of prevention, protection, equality, and inclusion activities to reduce risk in our communities as driven by the HFRS mission statement of “Safer communities, safer firefighters.”

Respond quickly and effectively to emergency incidents

Maintenance of immediate operational readiness 24/7 in terms of availability and appropriate skillsets, ensuring sufficient staff are on duty and available to respond to emergency calls. This includes the continual monitoring and the monthly confirmation of allocated Personal Protective Equipment (PPE) and uniform to a high standard. Where vacancies exist due to long-term sickness, temporary promotions, or parental leave etc., District-based SMs will support accordingly.

Make a difference to people’s lives in their area by keeping them safe from fire and other risks through proactive engagement.

Reduction in community risk via targeted interventions prioritising the most vulnerable in our society. This will include home fire safety visits (either referred from partners, following incidents, or informed by our fire fatality risk profiling), NFCC campaigns, HFRS pledges, schools’ education, reading initiatives and any other focused community engagement based upon data driven intelligence. To gain maximum benefit, any community engagement requested outside the scope of local fire station prevention and protection plans should be evaluated as to the intended target audience and the aspirational outcomes identified beforehand using current data and intelligence.

Provide professional advice to commercial premises and ensure they are compliant with relevant fire safety legislation.

Target businesses for proactive audits based on the annual Risk Based Inspection Programme provided by the Risk and Intelligence team. In addition to carrying out annually allocated inspections, crews must also be vigilant for any perceived fire safety deficiencies in the course of their duties. Any concerns beyond their level of expertise

should be referred to their local protection teams.

Engaging with the underrepresented and minority groups within our communities.

Demonstrate positive behaviours and act as role models within our communities through schools, colleges, faith groups and sports clubs etc. to engage with underrepresented groups. Support and facilitate positive attraction activities to promote equality of opportunity and increase the diversity of our staff.

Proactively maintain and review operational risk information.

To maximise firefighter safety, fire stations will take ownership of risk in their local communities. Emergency response crews will actively contribute towards the risk-based inspection programme by completing 7(2)d inspections, site specific risk information, operational pre-plans and temporary event plan formulation/review. They will be proactive in the management of risk information in their local area and beyond.

Ensure competency is maintained whilst providing excellent training and education.

Firefighters are responsible for their own individual competence. This includes any relevant specialism specific to their locality. Managers will proactively plan practical and theoretical training activities to facilitate this outcome. To further support acquisition and maintenance of competence, crews will participate in local/Service wide/regional exercises as per the relevant policy guidance and ensure that all mandatory courses are programmed and completed.

Plan ahead for workforce issues

This includes responsibility for accurately recording crewing on the appropriate software system and forward planning to ensure any deficiencies outside the scope of the WMT are highlighted to the relevant SMs. Foreseeable staff shortages must be highlighted as required to support effective vacancy management. Opportunities for individual development shall be facilitated by the WMT. This includes annual personal development reviews as a minimum to formalise and supplement regular supervisory line management support.

Support the health, safety and wellbeing of our people.

The WMT must proactively support the health, safety, and wellbeing of crews in coordination with the wider objectives of HFRS. This includes facilitating health surveillance, management referrals and access to relevant support mechanisms following critical incidents. Relevant control measures are specified in the Full-Time Shift System risk assessment for each station which are stored on the electronic health and safety recording system. Sufficient rest periods of 10 hours are allocated during any 24-hour period. Individuals must also ensure they are not excessively fatigued by presenting at the start of any duty period suitably rested. Proactive safety in the workplace is facilitated by the implementation of scheduled audits and remedial measures in accordance with local Health, Safety and Environmental Plans (HSEP).

Ensure all staff achieve the physical fitness standard bi-annually.

The WMT must provide adequate opportunities to support firefighters in achieving their six-monthly fitness testing requirements in accordance with the time allocation specified below. Every individual must take responsibility for their own physical fitness to ensure they are immediately ready to carry out the full range of their activities. Fire station-based staff are permitted one hour per twenty-four-hour shift period for physical fitness training (PT). Time must **not** be prioritised over essential community, response or station-based work, and must be allocated outside the core activity hours of 0800 - 2000.

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

There are a variety of formal methods of communication used within HFRS. These include, but are not limited to daily updates, Service-wide or District briefings, Siren, email, SharePoint news, notice boards, Let's Talk sessions, safety notices, etc. All information communicated via these mechanisms must be cascaded or shared effectively to relevant staff.

The WMT must conduct a formal parade for the oncoming watch to confirm appropriate crewing and provide any operationally urgent information. Individuals also have a professional responsibility to ensure they keep up to date with current information, particularly that which is directly relevant to their role. The WMT must provide information from the sources listed above and supplement with local issues which will encompass the following (not exhaustive):

- An effective handover from the off going watch.
- A role call detailing the roles and responsibilities.
- Plan of activity for the upcoming shift.
- Critical health, safety or environmental issues.
- Critical prevention/protection issues such as safeguarding concerns/arson risk.
- Equipment failure.
- Missing equipment.
- Road closures.

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

The WMT should ensure appropriate operational vehicle and equipment checks and tests are undertaken at the start of every shift. This includes a full inventory of each vehicle, with all equipment being visually inspected. Routine Standard Tests, deemed to be complex or requiring significant time to complete, should be planned outside of the core activity hours of 0800 - 20000 unless there is an urgent operational need. Routine maintenance of vehicles, equipment, PPE and the station must not impede delivery of community engagement, prevention, or protection activities.

Any work resulting from attendance at an incident and affecting the operational readiness of a fire engine, specialist vehicle, staff or equipment, should be carried out immediately on return to station. Any critical issue identified in relation to the building outside the scope of the premises HSEP must be dealt with immediately and reported using the appropriate defect procedure.

Supervision Meetings

Regular 1:1 meetings between the SM and each individual WM must take place on a monthly basis as a minimum. The outcomes of these meetings will be formalised by means of the Station heat map and action plan presented by the SM to the District Manager, also on a monthly basis.

Quarterly Station performance meetings chaired by the SM with representation from each Watch and any other relevant stakeholders by exception must also be undertaken.

The overriding aim of these 1:1 and Station performance meetings is to coordinate Station activities focusing on flexible demands other than business as usual, and to benchmark consistent performance standards.

7. ACTIVITY PLANNING FOR FULL-TIME WATCHES

Planning supports managers in prioritising activities and makes outcomes more meaningful with clear and specific goals. Stating objectives in advance provides a unified direction and supports the manager to focus on the purpose of the activities which are to be undertaken.

Time should be proportionately allocated to appropriate activities focused on the identified station risk profile and training needs analysis. The WMT must formally plan station activities in advance and prioritise accordingly. Sufficient timescales must be applied to allow relevant resources, venues and any other specific requirements or support to be available. The aim being to maximise effectiveness and efficiency in putting the safety of our firefighters and our communities first.

All planned activities must be forecast in advance using the Outlook calendar. Although it is recognised there will be similarities in the working day in relation to regular timings of certain activities, a generic template which does not change from shift to shift will not satisfactorily evidence effective planning. All calendars will be available for viewing via a single dashboard to support transparency of all we do and assist in coordinating District-based activities.

It is also accepted that planned activities will likely differ to the actual completed activities due to dynamic demands emerging at short notice. The WMT are empowered with the autonomy to deviate from their planning forecasts to meet dynamic demands and priorities as long as **a justified rationale can be provided**, however, wherever possible, the planned activities arranged must be adhered to.

Therefore, Outlook calendars must be amended during and prior to the end of a tour to accurately reflect the activities carried out during the previous 48 hours. Further

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guidance as to exactly what and how activities are to be recorded is provided in the [Emergency Response Planning Policy Delivery Guidance](#). As a rule, the WMT should provide sufficient detail to clearly explain how time has been managed to achieve the planned outcomes or otherwise. Where it is not possible to complete this before the end of the shift, e.g., attendance at an incident etc., the calendar must be updated within the next eight days before the end of the following tour. Retrospectively amending Outlook calendars more than eight days after a tour is not acceptable and may be subject to additional audit and scrutiny.

This approach negates the previous need to complete two separate versions of planned and recorded activities and allocate time spent. It also supports the capture of quantifiable outputs using the relevant platforms which are, where appropriate, displayed as tools for the purposes of performance management on the relevant dashboards and referenced during 1:1 supervision meetings.

Where surplus staff are available above the standard appliance crewing levels (SACL), they must be allocated to additional activities in support of service delivery and wider organisational priorities to meet dynamic Service need. This may result in deployment to other sections outside of emergency response. Individual training activities must not be the default position for supernumerary staff. Any additional activities must be recorded separately to those already planned using the [Supernumerary Firefighter Activity Recording form](#).

8. CORE ACTIVITY HOURS

Core activity hours are between 0800 and 2000hrs. This is imperative to deliver the productivity and efficiency uplifts required by central government and to support the ethos of value for money regulated by HMICFRS. Priority work should be undertaken during this time to maximise effectiveness of service delivery within our communities.

Priority work is defined as emergency incidents, risk, prevention, protection, inclusion, community engagement activities, group development sessions and any other urgent or risk critical work arising. All other work, including fitness training, should be completed outside the core activity hours.

A generic framework of activity times is provided in the table below for guidance during a 24-hour period. It is accepted that station specific profiles may vary these timings in recognition of focused activity demands necessitated by station heat maps and activity plans. Autonomy for the WMT is permitted with justified rationale of the intended improvement in efficiency and effectiveness.

Activity	Time
Emergency incidents	To meet demands
Handover protocols including vehicle, equipment and PPE checks, station cleanliness, briefings, and crewing deficiencies etc. (any other risk critical activities may extend this period)	(0700-0800)

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Group Training and development activities	0800 – 2000 (2 x 1 hour meal breaks included during this period)
Risk, prevention, protection, inclusion, community engagement activities.	
Other activities, including but not restricted to: <ul style="list-style-type: none"> • Development of risk assessments, proactive identification and reporting of any health and safety or environmental near misses or accidents. • Urgent work arising from emergency calls to maintain operational availability, i.e., - engine, equipment and building administration 	
<ul style="list-style-type: none"> • Routine standard tests. • Non-risk critical administration including recording of training. • Scheduled inspections or audits. • Individual training, e.g., eLearning and maintenance of competence. • Fitness training • Private study 	2000 – 0000 (1 hour meal break included during this period)
Stand down period to include response to emergency calls, any work arising from emergency calls including the maintenance of immediate operational response, and any other essential activities that: <ol style="list-style-type: none"> (1) arise from the Community Risk Management Plan (2) are within the employee’s role and responsibilities, (3) are appropriate during these hours 	0000 - 0700

For the purposes of health, wellbeing, and fatigue management 10 hours are allocated to rest and refreshment during a 24-hour period, notwithstanding the dynamic demands of incident attendance. Meal breaks should not be used to facilitate physical training sessions during core activity hours. These periods should be dedicated to meals and rest between work periods. Substituting a dedicated rest period for a strenuous physical training session would not be commensurate with the management of fatigue in the workplace.

9. POLICY DELIVERY GUIDANCE

Full-Time activities will be delivered consistently across all stations of HFRS. 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 Group Manager, Head of Emergency Response