



HUMBERSIDE FIRE AND RESCUE SERVICE

SERVICE DELIVERY

SERVICE DELIVERY PLANNING STANDARD DELIVERY GUIDANCE

Owner	Director of Service Delivery
Responsible Person	GM Service Delivery
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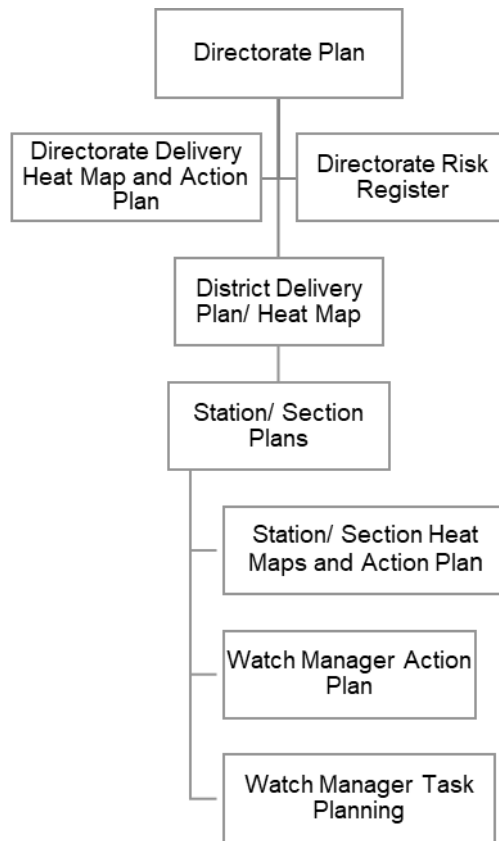
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**SERVICE DELIVERY DIRECTORATE, DISTRICT, FIRE STATION AND TEAM PLANNING
STANDARD DELIVERY GUIDANCE**

1. INTRODUCTION

In support of the transparent and independent scrutiny of everything we do, the planning arrangements for Districts to deliver the Service’s Strategic Plan and the outcomes from the Service Delivery and Public Safety Plans are detailed within this guidance. Heads of Service Delivery will ensure that their District’s performance is reviewed on a monthly basis and both good performance and areas of improvement raised with the Director of Service Delivery for addition to the Directorate Action Plan and associated Risk Register. Station Managers will assure their stations activity and outcomes through monitoring against their Station Plan and Heat Maps. Watch Managers will plan and record their activity through agreed reporting structures ensuring that these activities deliver the outcomes in their Station Plan.



2. DIRECTORATE PLAN AND HEAT MAP

The Director will maintain a Directorate Plan feeding the Directorate Heat Map of activities managed with appropriate action planning and risk register management.

3. DISTRICT PLAN

Every Head of Service Delivery (HoSD) shall produce a District Plan, agreed annually with the Director of Service Delivery (and forming part of their annual objectives), which is directly linked to local outcomes to achieve the Service’s Strategic Plan and local demand, risk and need.

Each District will maintain an action plan to deliver their plan administered through a monthly Performance Meeting.

[See Appendix 1 for District Heat Map example.](#)

4. STATION PLAN

Every District Station Manager shall produce a Station Plan on a page, agreed annually with their Head of Service Delivery (and forming part of their annual objectives), which is directly linked to local outcomes to achieve the District Plan and thereby the Service's Strategic Plan.

[See Appendix 2 for Station Plan templates for both full time and on-call stations.](#)

5. SECTION PLANS

Every Community, Business Safety Manager and Public Safety Support Officer (PSSO) shall produce a Section Plan on a page, agreed annually with their Head of Service Delivery (and forming part of their annual objectives), which is directly linked to local outcomes to achieve the District Plan and thereby the Service's Strategic Plan.

[See Appendix 3 for Section Plan example.](#)

6. HEAT MAPS

Every District Station Manager, Community, Business Safety Manager and PSSO will detail activities required to deliver the Station/ Section Plan within a Heat Map which will be reviewed with the HoSD on a monthly basis linked to appropriate Power BI dashboards and wider recording tools which shall be monitored daily to identify trend.

The Watch Manager's objectives shall be recorded within the Station Heat map Action Plan.

[See Appendix 4 for Heat Map example-On-Call / Full Time](#)

7. WATCH MONTHLY PLANNING AND REVIEWS

It is essential that Station and Watch Managers demonstrate how they plan to achieve, and have delivered the outcomes for their Station, Watch and community. Microsoft Forms will be utilised to plan and report on station-based activity. These planning tools will inform a dashboard of station-based and inputted activity and will act as a quality assurance of other systems.

There are three forms that will be completed:

1. Supernumerary Firefighter Task Recorder

This form will be utilised to record all activity undertaken by any firefighter who is supernumerary above 67 SACL. It is to be completed at the end of the period of supernumerary e.g. If supernumerary between 0900 to 1800 then it should be completed around 1700. Similarly, if supernumerary for the full 24-hour period it should be completed around 0800 before going off shift.

2. Watch Activity Planner

This form should be completed the tour before the planned activity, to show activity for the two 24 hour shifts in the next tour.

3. Watch Activity Recorder

This form should be completed at the end of each shift to highlight that 24-hour periods activity.

Station Managers will monitor and review watch activity as part of their normal managerial duties. This information will also support the Service objective to support independent scrutiny of everything we do by highlighting the stations effectiveness and efficiency.

Appendix 1: District Plan Template

Inspire Community Confidence Prevent loss of life, injuries and impact on the communities caused by emergency incidents						
Help the public to stay safe Respond quickly and effectively to incidents						
Service Delivery Making our communities safer Responding effectively			Value our People		Support delivery	
ER1 Local partner engagement	ER5 Establishment management	ER9 On-call availability of minimum 95% first appliance and 80% 2nd appliance.	ER13 Competence	ER17 On call Innovation Group	ER21 Estates capital projects in partnership with ESG	ER26 Local estate BaU management linking Estates Team, District and Station.
ER2 Directorate policy	ER6 Highest demand wards (OSARA)	ER10 100% Full time appliance availability	ER14 Succession planning for Supervisory Managers	ER18 On-call succession planning for firefighters- Recruitment	ER22 Proactively support NFCC Campaigns	ER27 Improve our internal and external communications
ER3 Community safety delivery	ER7 Age demographic for our delivery (OSARA)	ER11 Business safety delivery	ER15 Exercises	ER19 TFFP	ER23 Local HFA member engagement	ER28 Safety Intelligence.
ER4 Work to proactively reduce demand upon measured indicators (OSARA)	ER8 Secondary fires on Hull boundary (OSARA)	ER12 Reduce our seasonal incident trends	ER16 Managerial cover and leave management	ER20 Development of our first line managers	ER24 72D completion	ER29 Ensure the District is prepared for local events
ER33 S&W and C1 targeting	ER34 Specialist response within District including FDS	ER37 COVID management	ER31 PDRs	ER32 Mandatory course planning and attendance	ER25 SSRI and Pre plan review	ER30 NOG support
			ER35 LTS and modified review	ER36 Discipline demand		

Appendix 1: District Plan Template

Management Team performance Action / Decision Log Example

Action Log Number	Date	Action / Decision	Assigned to	Progress / Overview / Action	Status	Other Impacts
ER01	July	Local Partner Engagement	SMs		On going	
ER03	September	Community Safety Delivery	MP		On going	
ER05	July	Establishment Management (Phil D and Daren)	SMs		On going	

Appendix 2: Station Plan Example

Inspire Community Confidence

Prevent loss of life, injuries and impact on the communities caused by emergency incidents

Help the public to stay safe

Respond quickly and effectively to incidents

Service Delivery Making our communities safer Responding effectively		Value our People		Support delivery	
Understanding and owning all types of risk (Operational, Community & Business)	Realistic picture of place linked to logistics and our geography	One Beverley team approach: People focussed (Monitoring the welfare of personnel specifically those involved in MTA activities)	Inbeding & promoting On-Call recruitment, sucession & workforce planning	Aquire, maintain and develop knowledge and skills Beverleys risks. (Domesic, Commerical, RTC, flood)	
Focus domestic, commercial & RTC trends & reduction	Creating a culture where Safe and Well Visits are as important as operational incidents	East Riding District cultural development (Supporting local groups under the protected characterists & valuing & encouraging contributions from everyone)	Recognition & belonging (Working together with trust, strong values, a clear sense of the future & strong sense of purpose)	Beverley Station Refurbishment and Dignity Works (Refurbishment & dignity works including the best practise design & adaptation of the current building & extension of facilities)	
Working closely with local businesses & partners & the local community to make a lasting difference to the people & community of Beverley	Engage with high risk groups (Specically age/mobility & social isolation)	Constructive challenge & Support (Aiming to continually improve by inspiring change & wanting to be the best we can be)	Induction and development process via PDR. Induction, development & contract view process via PDR (Respecting the needs of the organisation as well as the primary employment & lifestyles of On-Call personnel)	Everyone assures the District (Quality Assurance unerpinned by well-considered & durable guiding principals linked the to Strategic Plan)	Know and use our data intelligently with support (Using data to form new & improved ways of making decisions to support communities & respond effectively)
Reduce domestic & commercial false alarms (Educating building owners, responsible persons & partnersfor false alarm reduction)	Reduce incidents (To save lives, reduce injuries & other loses through fire & other emergencies)	Opportunity & belonging (Providing a framework with the freedom & support to make a difference)	Recognition & Reward (Reinforcing a sense of purpose & engagement)	On Call Stations to support each other with TFFP progression (Making important links between networking & shared learning with peers)	District alignment of TFFP candidates for Quality Assured Progress Reviews (Promoting high quality collaborative professional & personal development for all)

Appendix 3: Prevention Heat Map example

Inspire Community Confidence Prevent loss of life, injuries and impact on the communities caused by emergency incidents			
Help the public to stay safe			
Make our Communities Safer			
Use our data and intelligence to target our resources	Help communities help themselves wherever possible	Make a positive change to people's lives by keeping them safe and well	Value our people
Identify and work to reduce our predicted seasonal trends via action planning and the use of OSARA.	Focus upon partnership training to assist in identifying vulnerable adults most at risk from fire.	Overdue jobs / PPRs	Retirement / Sickness
Identify and support our high risk vulnerable adults providing advice, support and intervention proportionate to fire risk	Pre and Post incident ownership of Prevention, Protection and Safeguarding requirements	Coordinate On-Call Station Safety Champions to support local S&W delivery	Maintain Advocate competencies to ensure they are confident in delivering all aspects of their role.
Target our resources to reduce arson by educating and working collaboratively with Police and LA partners	Work to proactively reduce domestic false alarm activations (Lifeline)	Make every contact count to support, signpost and encourage behaviour change	Additional mentoring and training for PSSAs in the delivery of Community Safety activities
Share our data and intelligence to assist other partners in identifying vulnerability and risk	Actively contribute to CSP, Police SOPV, CIM and TTCG, Engage East Riding and Rural Safety Panel	Active partner membership of LA Safeguarding Boards, DA prevention, Healthy link up, and Voluntary Sector groups	Coordinate with SMs ongoing training for fire stations in Prevention
Inter District and HQ Meetings	Develop NWOW	Support District, Directorate and Service reporting	Advocate workloads
Domestic Risk Profile Data (Mosaic) Frailty Data	Reduction in the provision of equipment	Coordinate with SMs for Safe & Well by fulltime Stations	
	NFCC Calendar		

Appendix 4: On-Call Heat Map Template

Help the public to stay safe
Respond quickly and effectively to incidents

Service Delivery Responding effectively			Value our People		Service Delivery Making Our Communities Safer	
Contracts and Availability	Operational Competence and Training	Station Assurance	Health and Wellbeing	Recruitment & Development	Community Safety	Buisness Safety
On Call Contract Management	PDR Pro Competance (Linked to Training Planning & Delivery)	Station Manager Meeting	Critical Incidents	Local on call recruitment	Focus upon highest local risk for safe & well visits	7.2.D Visits Up to date
On-call non-compliance Management	Specialist Competance	HSEP / Risk Assessments in Date	Health and Wellbeing (Fitness Tests)	On-call sucesion planning for Firefighters	Prevention Trend (Seasonal Incident Types)	SSRI's (Completion & Verification)
On-call availability of minimum 95% second appliance	Core Course Planning / Allocation & Completion	Vehicle/Equipment/PPE Standard	Sickness (HR/OH Liaison & Referrals)	On-call sucesion planning for Supervisory Managers	Early Intervention Projects	Ops Pre Plans (Completion & Verification)
On-call availability of minimum 80% second appliance	Exercises (Planned & Completed)	Estates/Premise Condition	Welfare and Support (HR/OCC Health Liaison)	Personal Development Reviews & Individual Development Plans	Post Incident Safe and Well	Temporary Event Plans
Management of AWAP/Other Hour/Annual Leave	Development Crew Manager	Update District Planner	Return to Work Support (IDP & Fitness)	Workforce Planning	CP1/VA1	Unwanted Fire Signals
EMR Availability & Demand	IDPs and TFFP No's Perrsonnel & Progress	Local HFA Member Engagement				

Appendix 4: Full time Heat Map Template

Help the public to stay safe Respond quickly and effectively to incidents						
Service Delivery Responding effectively			Value our People		Service Delivery Making Our Communities Safer	
Crewing and Availability	Operational Competence and Training	Station Assurance	Health and Wellbeing	Development & Promotion	Community Safety	Business Safety
Appliance Availability and Appropriate Crewing	PDR Pro Competence (Linked to Training Planning & Delivery)	Station Manager Meeting	Critical Incidents	Workforce Planning	20 Focused Local High Risk Safe & Well Visits	5 Focused Local Low Risk Business Safety Visits
Leave Forecasted	Specialist Competence	HSEP / Risk Assessments in Date	Health and Wellbeing (Fitness Tests)	Development Planning for Firefighters (Courses/IFE)	Prevention Trend (Seasonal Incident Types)	7.2.D Inspections SSRI's (Completion & Verification)
Grey Days Utilised	Core Course Planning / Allocation & Completion	Vehicle/Equipment/PPE Standard	Sickness (HR/OH Liaison & Referrals)	Development Planning for Supervisory Managers (Courses/IFE)	Early Intervention Projects	Ops Pre Plans (Completion & Verification)
Overtime Utilised (Full Time/On-Call)	Exercises (Planned & Completed)	Estates/Premise Condition	Welfare and Support (HR/OCC Health Liaison)	Personal Development Reviews	Post Incident Safe and Well	Temporary Event Plans
AWAPs Provided to On-Call Stations	Temporary Supervisory Managers	Update District Planner	Return to Work Support (IDP & Fitness)	Individual Development Plans	CP1/VA1	Unwanted Fire Signals
Spare Personnel Actively Engaged	TFFP	Local HFA Member Engagement				