Service Delivery Strategy

2019 - 2022
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Avon Fire & Rescue Service is committed to ensuring our documents are accessible to all members of the community. If you have difficulty reading this document because English is not your first language and you would like a translation, please contact:

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Telephone: 0117 926 2061
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Introduction

The Service Delivery strategy is our vision and intent to make our communities safe from a range of vulnerabilities. Our aim is to stop emergencies and harm from occurring within our diverse fire and rescue service area.

Our standing within the community is one of a trusted agency that works at the heart of the community to identify vulnerability and stop fires and accidents from occurring in the first place.

We also want to improve the quality of life for our communities and make the area that Avon Fire & Rescue Service serves a safe, secure and healthy place to live, work and enjoy. This strategy shows how we will use our diverse resources to provide fire, road traffic collision and water safety education and be a trusted agency in referring vulnerability and promoting health and wellbeing in our communities.

This strategy also includes our development of Response within the Community that Avon Fire & Rescue Serve. Unfortunately, accidents and fires do occur and we want to be the best equipped and trained to deal with these incidents, reducing harm and vulnerability in our community.

Our responsibility also includes promoting business technical fire safety and through our legislative duties we will work with businesses to reduce fire risk. As this strategy is far reaching we can’t do this alone; partnership working and collaboration is at the heart of this work and being able to engage and refer to our multi-agency partners is a key aspect of our work and this strategy.

This Service Delivery Strategy links to the Service Plan of 2019 - 2022 and takes the ‘Golden Thread Principle’ of the Service Plan. This Strategy also includes the feedback of the HMICFRS inspection of 2018, previous inspections and strategies to holistically provide improvements within the Service Delivery Directorate.

Rob Davis

Assistant Chief Fire Officer

April 2019
Our values

Respectful, honest, courageous, ambitious, inclusive and transparent

Guided by the standards of behaviour captured in our values, we will support our staff to embrace challenges, recognise achievements and live out our values in making our communities safer and exceeding expectations. The public expect their emergency Services to be there when they need us, but also role model the very best standards of behaviour. When we make decisions and work together, our values are the things we keep in mind every time. They are important to us, and non-negotiable.

Our vision

To provide the highest standard and best value service to the community

Be the best fire and rescue service we can be, working hard to ensure our communities are at the centre of what we do. We are committed to keeping people safe, improving quality of life and making our area a better place to live, work and visit.

Our mission

To improve public safety through prevention, protection, response and resilience

Making our communities safer and meeting the needs of the people we serve, by identifying, understanding and tackling the risks that exist within our area. We will be accessible and provide a high standard of service 24 hours a day, 365 days a year.
Making our communities safer

Prevention and Protection

Our role within prevention and protection is to make sure that we identify the most vulnerable members of society to then work with that community or individual to reduce vulnerability and increase resilience. Prevention is better than cure and working with partner agencies we can reduce harm of fire, accidents, health related risks and increase safety, security and welfare by working with, educating, and engaging with communities that most need this. We also have a statutory duty as part of our role under the Regulatory Reform (Fire Safety) Order 2005 and our work with the business community under protection to prevent fire from occurring across our business community. The aim of this strategy is to bring together the directorate of Prevention, Protection and Response to centre its work over the next three years on preventing emergencies and other harm from occurring.

Focus on those most at risk

What will we do?

We will ensure that we extend and understand local and community risks and our preventative activity focuses on those most at risk

Why are we doing it?

We know that those most vulnerable to harm within our communities are the people that sometimes have the most complex needs and are being supported by a number of agencies. We know that providing support and advice as a Fire and Rescue service can reduce that vulnerability for a vulnerable person across a range of risks, including fire, road traffic accidents, health and wellbeing. This work will improve people’s lives, safety, welfare and health, that are most at risk from harm.

How will we do this?

We will evaluate our existing products and approaches to ensure they are customer centred and thus reducing risk to the most vulnerable. This will ensure that we provide our staff with the knowledge and skills to deliver a service inclusive of the Make Every Contact Count (MECC) principles. It will recognise partnership and collaborative working across the organisation and ensure we target our resources most effectively.
When will we do it?

Year 1 Year 2 Year 3
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How will we do this?

We will develop mechanisms to ensure we use our resources effectively to target the most vulnerable people in the community. This will be informed by monitoring changes in the community risk profile as well as pre-empting future changes using relevant strategic documents such as the Public Health England (PHE) five year plan, the strategic transformation plan and the joint strategic planning strategy from our local Authorities.

When will we do it?

Year 1 Year 2 Year 3
✓✓✓

How will we do this?

We will work with our Diversity Inclusion Cohesion and Equalities department (DICE) to understand the underrepresented groups within our service area. We will use data from our enhanced baseline report and strategic assessment to formulate a picture of local and community risk.

When will we do it?

Year 1 Year 2 Year 3
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How will we do this?

We will upskill our DICE team to better understand the prevention agenda and recognise risk so as to signpost and request assistance for those most vulnerable.

When will we do it?

Year 1 Year 2 Year 3
✓✓✓
How will we do this?

Stations will be tasked as part of their ongoing prevention work to engage with local communities to understand risk. This will build upon the station risk profiles that have been produced to inform a better and more reflective second issue.

When will we do it?

Year 1  Year 2  Year 3

How will we do this?

Ops response staff and risk reduction staff will engage with each other to better support understanding through the community consultation groups which are already held.

When will we do it?

Year 1  Year 2  Year 3

How will we do this?

We will introduce new software that will help us to better understand the risks that people within our communities face. We have chosen the software and will learn how best to use the data it provides. This will require us to ensure the data is kept up to date on an ongoing basis, through establishing and maintaining relationships with partners and local support services.

When will we do it?

Year 1  Year 2  Year 3

How will we do this?

We will understand our communities and the level of vulnerability via our analysis of data sources such as health data, census data, big picture data, incident data etc and this will let us understand community risk to provide the prevention, protection and response programmes that are needed within these communities to reduce vulnerability and harm.

When will we do it?

Year 1  Year 2  Year 3
How will we do this?
We will be changing the way we provide Home Fire Safety Visits and advice, linking this to our introduction to safe and well visits.

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How will we do this?
We will develop our existing home fire safety programmes to include a more holistic approach to the health and welfare of our most vulnerable. We have identified that when we carry out visits to local people’s homes and provide them with fire safety advice, we are ideally placed to help our communities with a wider range of lifestyle factors including health, wellbeing, welfare and safety. If that individual needs our help, we can put them in touch with other services who can offer an appropriate level of support and ensure a more independent and fulfilled life. This work will help us to create and promote safer stronger communities for us all to live.

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How will we do this?
We have reviewed our referral mechanisms and how we target the most vulnerable individuals. We are reviewing how we respond to requests both in our on-call areas and wholetime areas, to ensure we focus our resources on the most vulnerable.

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How will we do this?
We will ensure the way in which we analyse data, share intelligence and evaluate interventions helps to build a profile of risk which focuses and targets our resources and supports organisational learning.

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How will we do this?
Enabling local delivery is vital to our success in ensuring our Prevention and Protection culture permeates through our staff and our community. We will ensure operational crews have suitable resources available to them to enable them to engage fully with the community during local interventions.

When will we do it?
Year 1  Year 2  Year 3

How will we do this?
We will explore the use of assistive technologies and where possible incorporate these into the services we provide to support the most vulnerable to live independently for longer. This will be in collaboration with our partners and other agencies.

When will we do it?
Year 1  Year 2  Year 3

How will we do this?
People are not just vulnerable in their homes, but also in the wider community. To ensure their continuing safety we will proactively engage at a local level in the areas of home, water and road safety. This will be a collaborative approach with partners in order to effectively achieve shared objectives. This focuses on the specific risks aligned to station risk profiles. We will also ensure all relevant staff are given the skills required to carry out their role.

When will we do it?
Year 1  Year 2  Year 3

How will we do this?
We will develop community engagement programmes and work at a community level to reduce vulnerability in the key areas of home safety, water safety and road safety.

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<tr>
<td>We are also reviewing how our community safety workers operate to ensure their specialist skills are used for the most vulnerable including multi agency interventions</td>
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<td>Our partnership agreements will be reviewed to ensure suitable monitoring is in place and future partnerships will be expected to have clear outcomes, particularly in relation to targeting of those most in need.</td>
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<td>We will explain how vulnerability factors will influence our prevention and protection priorities as part of the service delivery strategy overview on vulnerability. Subsequent strategic objectives which will influence the allocation of resources which will be linked to the Service Plan.</td>
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What we will do?
We are going to ensure staff continue to understand how to identify vulnerability and safeguard vulnerable people.

Why are we doing it?
As we engage with a wide cross-section of our community we sometimes need to understand and identify vulnerability within that community and then we need to act on it and mitigate any risk to individuals.

How will we do this?
We will review our Safeguarding Standard Operating Procedures.

When will we do it?
Year 1  Year 2  Year 3

How will we do this?
Our community risk reduction staff will provide feedback to crews who originally signposted to support and offer interventions that could be considered where the threshold has not been reached.

When will we do it?
Year 1  Year 2  Year 3

How will we do this?
We are now producing an online training package for all service employees and this will be followed up by one day's training for all staff.

When will we do it?
Year 1  Year 2  Year 3
How will we do this?

Staff at all levels within the organisation, both uniform and corporate staff, will receive appropriate safeguarding training. All operational staff will receive this by March 2020.

When will we do it?

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Children and young people

What we will do?
We will continue to engage and work with children and young people to educate them in the dangers of road use, water safety, fire safety and accident safety. We will also engage with young people around healthier lifestyles.

Why are we doing it?
Children and young people are a target audience for us to undertake Fire and Safety education through the key stage education process and if we can educate younger generations then it tends to influence older generations as well. Children and Young people can be vulnerable to harm within the community and our role is to continue to work with and educate this section of the community to limit harm and risk.

How will we do this?
We will fully explore the potential and value of creating longer term interventions to support our excellent schools programme. We will conduct performance evaluations of each of these elements to find out if they are meeting our needs and are effective so as to identify opportunities for improvement and development.

When will we do it?
Year 1 Year 2 Year 3

How will we do this?
We will review and where appropriate develop our Juvenile Fire setting education scheme, providing essential risk critical advice to young people who have been identified as fire setters.

When will we do it?
Year 1 Year 2 Year 3
How will we do this?
Explore the possibility to create a youth scheme within the service to reflect some of the values of a firefighter. For troubled young adults providing guidance to change life choices and direction.

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Technical Fire Safety

What we will do?
Protecting our community through working with and educating our business sector is part of our statutory duty under the Fire Safety (Reform) Order 2005. Fires in these properties are low due to the work undertaken to conform with the technical fire safety law and our role is to continue working with businesses and their role under the Order.

Why are we doing it?
This is a statutory duty placed on the Fire Authority to work with businesses to achieve compliance of the Order.

How will we do this?
We will engage with business where our intelligence data gathering highlights that relevant persons would be placed at risk. We will promote the importance of fire safety standards for local businesses and the potential consequences when they are not followed.

When will we do it?
Year 1 Year 2 Year 3

How will we do this?
We will introduce new software that will help us to better understand the risks that our business communities face. We have chosen the software and will learn how best to use the data it provides. This will require us to ensure the data is kept up to date on an ongoing basis, through establishing and maintaining relationships with local businesses and with those organisations where we have identified vulnerabilities.

When will we do it?
Year 1 Year 2 Year 3
How will we do this?

We will ensure that all of our operational staff are competent to carry out operational fire safety inspections by providing suitable learning and development pathways.

When will we do it?

Year 1  Year 2  Year 3


How will we do this?

We will respond to the outcomes of the Hackitt review specifically, as well as monitoring and responding to any post Grenfell outcomes. We will work with local authority housing teams and positively contribute to national working groups and this is an area we may have to invest resources and capacity, following the Hackitt review.

When will we do it?

Year 1  Year 2  Year 3


How will we do this?

We will positively continue our work to protect heritage buildings within the service area and will enter all Grade 1 and 2* listed buildings on our database. We will conduct fire safety audits on the highest risk premises during 2019-22. We will also assist with the development of risk mitigation plans via joint working between the responsible person and relevant operational staff.

When will we do it?

Year 1  Year 2  Year 3


How will we do this?

We will ensure that our current activities are appropriate and in line with both our own policies and procedures and regional and national guidance.

When will we do it?

Year 1  Year 2  Year 3
### How will we do this?

**We will continue to support the Institution of Fire Engineers on Fire Risk Standards.** This will be through information and data sharing.

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### How will we do this?

**We will review our existing risk based inspection programme and where required develop enhanced systems to ensure we are focused on our highest risk premises.**

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### How will we do this?

**We will use available data matching to the updated Gazetteer and carry out a risk stratification of all premises against the premises types we hold and that are on the Gazetteer. This will ensure that we have a fully updated risk based inspection programme.**

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How will we do this?

Following the 2018 Her Majesty Inspectorate of Police and Fire and Rescue Services (HMICFRS) inspection on us and the subsequent cause for concern letter relating to the number of Technical Fire Safety Officers associated with the number of visits and other interactions we have undertaken, a business case has been approved to increase the number of Officers within the department to undertake this statutory role. The timeline for this includes:

• Stage 1 (by end of 2018) – 14 staff (current projected model plus addition of two Green Book experts).

  Ensure that the Protection function is fully staffed back to 12 Officers with an additional two ‘Green Book’ staff to cover building regulations, thus freeing up other staff to return to audits and prosecution work.

• Stage 2 (medium term) – 19 staff (six Watch Managers, six Green Book, seven Crew Managers).

  As part of the IRMP outcomes within 2019 increased to 19 staff, with a mixture of trained and in training. The ratio is dependent on the balance between Green and Grey book.

• Stage 3 (by the end of 2019) – 24 staff (six Watch Managers, eight Green Book, 10 Crew Managers).

  As part of our IRMP outcomes for December 2019 – move to 24 staff with ratio dependent on the percentage split of Grey Book and Green Book staff.

  We will ensure our resources match our need against our legal requirements in the area of risk reduction.

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How will we do this?

We will review our Primary Authority Partnerships and ensure we explore all opportunities to work with local businesses and local authority regulators.

When will we do it?

Year 1  ✔  Year 2  ✔  Year 3  ✔
Road safety work

What we will do?
Provide education and interventions that attempt to reduce Road Traffic Collisions (RTCs) within our Service area.

Why are we doing it?
The number of RTCs that we respond to is growing. We want to work across agencies to reduce the number of RTCs within the community through education and safety programmes.

How will we do this?
We will ensure we support the objectives of the NFCC Road Safety Strategy and meet local risk analysis. We will proactively work with the four local authorities that make up the Avon Fire Authority Area to ensure local risk is identified and interventions targeted at specific areas. Our interventions will focus on behaviour change and we will work with partners to progress this. This strategy and its objectives will allow us to better understand risk in this area and use statistical analysis and data to inform relevant intervention work.

When will we do it?
Year 1  Year 2  Year 3
✔️  ✔️  ✔️
Automatic Fire Alarms

What we will do?
We will change how we respond to automatic fire alarms (AFAs) within the community, unwanted fire signals (UWFS) that occur and how we mobilise and respond to these signals in the future.

Why are we doing it?
The disruption of UWFS to both businesses and Avon Fire & Rescue Service is considerable. We want to manage and respond to risk and with our UWFS being a demand on our service that requires a different approach and response to any risk for a fire alarm call.

How will we do this?
The Service should ensure it addresses effectively the burden of false alarms (termed ‘unwanted fire signals’) - We acknowledge HMICFRS’ concerns regarding the burden of unwanted fire signals and agree that way in which we respond to automatic fire alarms needs to change. We recognise the disproportionate effect our current response to alarms has on our ability to focus on other vital activities such as community safety interventions and risk-critical firefighter training. We have therefore developed detailed proposals to change the way in which plan to respond in the future. We will change the way in which we respond to automatic fire alarms in accordance with an evidence-based business case by December of 2019. Higher risk premises may still receive a proportionate response but high frequency calls to alarms in low risk premises will be call challenged and a response may not be made to ease the operational burden and allow our staff to maintain their focus on prevention, protection and risk-critical training activities.

When will we do it?

Year 1  Year 2  Year 3
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22
Responding

Prevention is better than cure, but we also know that accidents and incidents do and will occur. Our responding arm of Service Delivery will be the best trained, equipped and prepared for any foreseeable risk that can occur in our community. We know that risk is changing within the community and we want to be prepared for these changing circumstances. Work on preparing for potential future terrorist incidents, flooding and other related weather incidents will also be included in this Strategy. Our understanding of risk within the operational domain will also continue with crews understanding the risk on their station grounds and be prepared for any site specific or community related operational risk.

Control and Communications

What will we do?

We will continue to develop the professional staff that work in Service Control and Communication department and develop the function of this department.

Why are we doing it?

The Service Control and Communication department is essential in the function of Avon Fire and Rescue, its response to operational incidents and managing risk in the early stages of an incident or support to the wider community.

How will we do this?

The service will regularly test and learn from its business continuity plan for the control room.

When will we do it?

Year 1  Year 2  Year 3

How will we do this?

A review of the managerial structure within Service Control and Communication department will be undertaken.

When will we do it?

Year 1  Year 2  Year 3

How will we do this?

A wide development programme will be instigated for managers and staff in the Control and Communication structure, providing further technical and leadership development for individuals.

When will we do it?

Year 1  Year 2  Year 3
How will we do this?
A holistic approach to communications and risk on the incident ground will be created, with a better link between the Incident Command Control Unit and the Control room. This will provide better situational awareness and risk management, especially with regards to messages and intelligence and information. A review of the digitisation of the fire ground and Control room function to improve situational awareness using technology will be undertaken and linked to the Emergency Services Network (ESN) programme.

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How will we do this?
Prepare for and project manage the ESN programme and be ready for implementation once the national project provides local deliverables.

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How will we do this?
We will continue to plan for severe weather events, from flooding to heat wave and provide the necessary response to such events. We will continue with our aim to have a DEFRA recognised flood rescue team on the national assets register.

When will we do it?

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| We will continue with our preparation and competencies in preparing for terrorist attacks in whatever form this may take in the future. We will continue to support specialist teams and their response to terrorism within the country. | ![Calendar](calendar.png)  
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Year 3 | ![Checkmark](checkmark.png)  
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**On-call development**

**What will we do?**

Our On-Call stations provide essential operational and risk management coverage across the Service area. Within this strategy we will continue to support this working group and we will provide new ways of working and maintaining their competencies and reducing risk within the community.

**Why are we doing it?**

Our On-Call Firefighters and Officers provide the emergency cover in our more rural areas of our Service. They live, work and serve their local communities. We need to maintain their commitment and enthusiasm to ensure the high level of service they provide to their communities.

**How will we do this?**

We will look at recruitment processes and contractual arrangements to make the role of an On-Call Firefighter more attractive, while increasing diversity within our On-Call stations.

**When will we do it?**

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**How will we do this?**

We will continue to support our On-Call Firefighters and Officers to maintain their competencies to respond to foreseeable risk and incidents within their communities.

**When will we do it?**

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**How will we do this?**

We will undertake risk analysis of our communities within our On-Call station areas, to fully understand the risk of fire and other forms of harm so that we can provide targeted interventions through our On-Call station personnel.

**When will we do it?**

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27
What will we do?

Improve the risk intelligence and information for operational incidents and events.

Why are we doing it?

Risk information and intelligence is key to Firefighter and Community safety at operational incidents and improves decision making, health and safety culture and drives an informed approach to operational incidents.

How will we do this?

The service should put in place effective procedures for disseminating risk information to firefighters on their mobile data terminals to ensure that the information is relevant and up to date.

When will we do it?

Year 1  Year 2  Year 3

How will we do this?

Operationally we will continue to use Mobile Data Terminals and computer Toughpads to provide the platform for delivering premises risk information, operational guidance and other risk data directly to the Incident Commander. Operational staff will continue to assess and feedback ways in which these processes can be made more effective.

When will we do it?

Year 1  Year 2  Year 3
<table>
<thead>
<tr>
<th>How will we do this?</th>
<th>When will we do it?</th>
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<tbody>
<tr>
<td>We will carry out a review of our Station Risk Profiles and activity levels to ensure the correct speed and weight of our response.</td>
<td><img src="images/calendar.png" alt="Calendar" /> Year 1</td>
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<tr>
<td>We will review that we are achieving these standards by using local performance indicators.</td>
<td><img src="images/calendar.png" alt="Calendar" /> Year 1</td>
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<tr>
<td>We will maintain our approach to 72d risk inspections and operational crews will seek to understand and record risk information about buildings and place on their station grounds.</td>
<td><img src="images/calendar.png" alt="Calendar" /> Year 1</td>
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</tbody>
</table>
Development of Operational Response

What will we do?
Continue to have trained competent and equipped Firefighter and Officers to respond to the full range of emergencies.

Why are we doing it?
We need to maintain the very highest standard of response which includes competency and safety for our Firefighters.

How will we do this?
The service should assure itself that the way in which it deploys supervisory managers to operational incidents is a cost-effective approach.

When will we do it?
Year 1 Year 2 Year 3

How will we do this?
We will focus on the quality, professionalism and excellence of our staff responding to emergencies, to ensure that the community has the utmost confidence in our service.

When will we do it?
Year 1 Year 2 Year 3

How will we do this?
Operational staff will actively engage with our Technical Services team to feed into the design, development and procurement of operational vehicles, equipment and personal protective equipment to ensure we can respond effectively to risk in our community.

When will we do it?
Year 1 Year 2 Year 3
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<tr>
<th>How will we do this?</th>
<th>When will we do it?</th>
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<tbody>
<tr>
<td>We will invest in digital technology for use at operational incidents to improve firefighter safety and to enhance our communications with the public.</td>
<td>Year 1</td>
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<tr>
<td>We will aim to make yearly improvements in our performance to ensure we continue to provide an excellent service to our communities and meet the standards agreed by Avon Fire Authority.</td>
<td>Year 1</td>
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<tr>
<td>We will ensure that different incident types attract the correct level of resource, we have set ‘speed of response’ times and categorised them.</td>
<td>Year 1</td>
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<tr>
<td>We will continue to develop innovative ways of working for our On-Call firefighters to ensure they continue to play a fundamental part in the delivery of the service’s strategic priorities.</td>
<td>Year 1</td>
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</table>
Medical emergencies

What will we do?
We will implement new ways of working in relation to assisting with medical emergencies within the community.

Why are we doing it?
We are well placed to support the Ambulance Service when medical emergency demand is high or in remote areas. This will enable and assist the Ambulance Service to allocate their medical resources to where they are needed the most. It will enhance our skills and knowledge and enable us to better support our colleagues at emergency incidents.

How will we do this?
Increase SWAST agents within our rural areas of the Service.

When will we do it?
Year 1 ✔ Year 2 ✔ Year 3 ✔

How will we do this?
Implement a trial of the Tri-Service Officer within our On-Call stations and crew. A Tri-Service Officer is an On-Call Firefighter, Police Crime Support Officer and Ambulance Community Responder.

When will we do it?
Year 1 ✔ Year 2 ✔ Year 3 ✔

How will we do this?
Consider a trial of emergency category one Co-Responding on a Wholetime Station within AFRS.

When will we do it?
Year 1 ✔ Year 2 ✔ Year 3 ✔
Review of response standards

What will we do?

We will change the way we measure our performance and adopt a more demanding method of measuring the time we take to respond to the most serious emergencies.

Why are we doing it?

To ensure our response standards more accurately match our resources to risk. This ensures that the most serious incidents involving a threat to life or a fire involving a property should, on average, receive the fastest response rather than set our response times based purely on geography and population.

How will we do this?

We will change the way we prioritise our emergency response activity from a geographical and population based standard to a risk-based standard. We will change the measurement of our response time from the time a fire engine is registered as mobile from the fire station to its arrival at the given address of the emergency, to the more demanding interval between the time the fire station is alerted to an emergency call by Fire Control and the time of arrival of the first fire engine. We will continue to monitor the arrival time of the second appliance and that the Pre-determined Attendance (PDA) is also mobilised, using an average response time. Once agreed this will need to be implemented into Service Delivery and work will need to be completed within Service Control, stations, mobilising policy and our statistical returns and analysis.

When will we do it?

Year 1  Year 2  Year 3
Resilience

We have a role to play within the National Resilience arrangements for the country when it comes to major emergencies. We have a number of specialist teams that can respond to a wide range of national emergencies ranging from collapsed buildings, terrorist attacks, weather related incidents and Chemical, Biological, Radiological and Nuclear (CBRN) incidents. We have Urban Search and Rescue Teams, High Volume Pumping, Mass Decontamination capability, and Hazardous Detection, Identification and Monitoring (HDIM) capability. We will maintain the assurance of this national capability in line with the National Resilience Assurance Team and their assurance strategies.

Within resilience we will also make sure that we have robust and tested plans to deal with any Business Continuity impact on Service Delivery and linking this to planned mitigation for the potential of any future Industrial Action within the Service, so we can maintain a service to the community.

National Resilience

What will we do?

We will ensure that the offering we provide in supporting national response meets the need of the Government National Resilience programme.

Why are we doing it?

To remain available to respond to national emergencies such as urban search and rescue, mass decontamination, hazardous detection, identification and monitoring and high volume pumps and flood response.

How will we do this?

We will work with the independent National Resilience Assurance Team, who will carry out regular checks of each capability which includes written reviews, site visits and national exercises. We also consider providing a DEFRA level flood response team working in collaboration with our volunteers the Community Resilience Team (CRT).

When will we do it?

Year 1  ✔️  Year 2  ✔️  Year 3  ✔️
Resilience

What will we do?
We will continue to make sure within the Service Delivery Directorate that we have robust business continuity arrangements to maintain a service to the public.

Why are we doing it?
At times a crisis can occur that could have a serious impact on our statutory duty and potential our service to the community. We need to plan, exercise, test and respond to these crises so that we can maintain our professional service.

How will we do this?
We will continue to plan, respond, test and learn from our departmental business continuity arrangements.

How will we do this?
We will maintain and improve our arrangements for any future industrial action within the service, so we can still fulfil the statutory duty of the Fire and Rescue Services Act and the responsibility placed on the Fire Authority for this duty.

When will we do it?
Year 1  ✔  Year 2  ✔  Year 3  ✔
Collaborative Working

Collaboration with our partners could provide us with different ways of working, potential for efficiency savings and could give a better service to the public. Under the Police and Crime Act of 2015 we have a statutory duty to collaborate with the aim of providing efficiencies, reduce risk and improved service to our communities.

What will we do?

We will work with communities and partners in collaboration to identify risk and vulnerability and provide education and other intervention programmes to reduce vulnerability and increase resilience.

Why are we doing it?

We have a duty to collaborate under the Police and Crime Act 2015. Collaboration also drives efficiency and effectiveness for all services and improves our response and service to our communities.

How will we do this?

We will expand our Home Fire Safety Visits to take a holistic approach to specific needs and vulnerability. By maximising our contact with vulnerable people, we will work with our communities and partners to make every contact count (MECC) and improve their safety and wellbeing.

When will we do it?

Year 1 Year 2 Year 3

How will we do this?

We will work with partner agencies and communities via station personnel and relevant departments to identify the most vulnerable within our community, providing referral mechanisms that generate interactions with those most at risk.

When will we do it?

Year 1 Year 2 Year 3

How will we do this?

We will monitor and evaluate our partnerships to ensure they are working efficiently and effectively.

When will we do it?

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<th>How will we do this?</th>
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<tr>
<td>We will explore all opportunities of working with health professionals and organisations to support the wellbeing of all members of our community, focusing on those that are most vulnerable.</td>
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<td>We will ensure that every opportunity is explored with other departments within the Risk Reduction directorate so that partnerships and collaboration is a key theme running through the Directorate and no opportunity is missed.</td>
<td>Year 1 Year 2 Year 3</td>
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<tr>
<td>We will explore all opportunities to seek potential funding to assist in developing working partnerships to provide a service which is suitable and meets the needs of partner agencies and service users. We will also explore how we may be able to use and introduce assistive technology for members of our community who are most at risk.</td>
<td>Year 1 Year 2 Year 3</td>
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<tr>
<td>We will work with organisations at a local and national level to promote the wider benefits of partnership working promoting Fire Safety, Road Safety, Water Safety and the Health Agenda.</td>
<td>Year 1 Year 2 Year 3</td>
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How will we do this?

Working in partnership with our Third Sector volunteers as part of our Community Resilience Team (CRT) we will explore all areas where these individuals can support the service in prevention and response work. This will include greater resilience in times of major emergencies, such as flooding and severe weather, providing greater assistance to communities at risk.

When will we do it?

Year 1 Year 2 Year 3

How will we do this?

We will actively support our partner agencies in a wide ranging approach to education and provision of information or guidance to children and young people.

When will we do it?

Year 1 Year 2 Year 3

How will we do this?

We will explore the benefits of “Better Business for all” and work with other regulators and local businesses, through a collaborative approach, to help them achieve and maintain compliance with the relevant legislation. This will ensure resilience, enabling the continuation of sustainable business and economic growth.

When will we do it?

Year 1 Year 2 Year 3

How will we do this?

Working collaboratively with local authority partners we will identify business risk. We will actively reduce this through developing their understanding of local risks, building design and fire safety legislation and by coaching for compliance and, where necessary, enforcement action. This will seek to achieve a mutual benefit for all those involved including the business owner.

When will we do it?

Year 1 Year 2 Year 3
Making our service stronger

Improving our service

Within the Service Delivery directorate our role will be to support and maintain an improved service, reducing risk in our community and making us an employer of choice. We will also look at how the directorate can be shaped and changed to improve our service to the community and enrichment for our staff to work in a diverse, vibrant and experimental organisation that is not afraid to lead the sector in projects and Fire and Rescue work for the future.

Future SD structure

What will we do?

We will realign the future organisational structure of the Service to help us meet the needs of our community.

Why are we doing it?

To support our work looking at matching our resources to risk and community needs while fulfilling our statutory duties.

How will we do this?

We will rebalance our resources across our prevention, protection, response and resilience workforce. We will risk analyse the work of Preventing, Protecting, Responding and Resilience departments and provide a business case for change and rebalancing the resources across the departments.

When will we do it?

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**Investing in our staff**

Our members of staff are our most important pillar of our organisation and we will continue and improve our investment in developing, supporting, coaching and mentoring our staff to reach their full potential. We have constantly developed our staff over previous Service Delivery strategies; we want to continue with this excellent level of development into this strategy.

**Health, wellbeing, welfare and fitness**

**What will we do?**

We will invest in a strong support system on health, wellbeing, fitness and welfare for our staff.

**Why are we doing it?**

We want our staff to be healthy and happy at work. Historically we have provided support to help our staff deal with or recover from stress, trauma or ill health including a 24 hour counselling service, signing the MIND Pledge and support from the Firefighters Charity. However, we want to go above and beyond to help our staff enjoy longer, healthier and fulfilled lives while reducing sickness levels. In the same way we carry out prevention work in our communities, we would like to help prevent health issues arising and recognise the signs when they do.

**How will we do this?**

We will use a range of initiatives including creating a new role for a Health and Wellbeing professional, training for managers, a voluntary stress assessment programme that builds personal resilience, increasing mental health, wellbeing, dietary and fitness information, introducing wellbeing spaces at all our locations and increasing our sports and social events.

**When will we do it?**

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Developing our leaders and talent

What will we do?
We will invest in building the skills and development of our current and future leaders.

Why are we doing it?
We need the best leaders within our organisation; those who can drive forward change, engage with staff, be flexible in their management styles and can be resilient. We need leaders who will live by the seven principles of public life and our Service values. We recognise the need to develop, restore trust and foster an honest and open culture that nurtures our talented people to grow and reach their potential.

How will we do this?
We will sign up to and live by a new Leadership Charter that redefines the role of our Service Leadership Team and puts our values, leadership, teamwork and integrity at its heart. A key part of this includes empowering our leaders to take ownership and make decisions.

When will we do it?
Year 1 Year 2 Year 3

How will we do this?
We will launch new apprenticeship, leadership and professional qualifications and personal development programmes that help our people grow and excel.

When will we do it?
Year 1 Year 2 Year 3

How will we do this?
We will introduce a new talent management programme that recognises and nurtures potential.

When will we do it?
Year 1 Year 2 Year 3
How will we do this?

We will improve the way we attract, assess and select our future leaders. We will spot talent in Service Delivery and have conversations and provide coaching and mentoring for our people to grow in the directorate and have a rewarding career.

When will we do it?

Year 1  Year 2  Year 3

✓  ✓  ✓
Diversity, inclusion, cohesion and equalities

What will we do?
We will encourage a more diverse, inclusive, cohesive and equalities (DICE) culture.

Why are we doing it?
We recognise the need to move forward from a traditional fire and rescue service to a more modern, flexible and forward thinking organisation that includes all of our staff groups which reflect the communities we serve. Now we know our staff’s views and feelings from the cultural review, it is time to listen and act. We want staff to feel confident that any issues they have will be listened to and addressed.

How will we do this?
We will deliver the outcomes from the cultural review and re-run the survey in 2020. We have already consulted with our staff and agreed the new Service values will be respectful, honest, courageous, ambitious, inclusive and transparent. We will consult further with them to agree what each value actually means.

When will we do it?
Year 1: ✓ Year 2: ✓ Year 3: ✓

How will we do this?
We will develop and deliver a new DICE training programme and a new values and behaviour framework to be introduced in the workplace through relevant training, coaching and mediation support.

When will we do it?
Year 1: ✓ Year 2: ✓ Year 3: ✓
How will we do this?

We will increase engagement through visible leadership and consulting our Staff Engagement Network to ensure our staff have a voice in shaping our future and how decisions are made. We will use the leadership charter and any behavioural standards across all of the Service Delivery directorate and conduct ourselves with dignity for others in all aspects of our work.

When will we do it?

Year 1  Year 2  Year 3

✓      ✓      ✓