Service Delivery Support Strategy

2019 - 2022
<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>Our Values</td>
<td>5</td>
</tr>
<tr>
<td>Service Delivery Support Directorate</td>
<td>6</td>
</tr>
<tr>
<td>Our purpose</td>
<td>8</td>
</tr>
<tr>
<td>Our key functions</td>
<td>9</td>
</tr>
<tr>
<td>Our focus 2019 - 2022</td>
<td>10</td>
</tr>
<tr>
<td>Our key objectives</td>
<td>13</td>
</tr>
<tr>
<td>What happens next?</td>
<td>19</td>
</tr>
</tbody>
</table>

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:

Diversity, Inclusion, Cohesion and Equality Team, Avon Fire & Rescue Service, Police & Fire Headquarters, PO Box 37, Valley Road, Bristol, BS20 8JJ.

**Telephone:** 0117 926 2061  
**Email:** DICE@avonfire.gov.uk
It gives me great pleasure to introduce the Service Delivery Support Strategy 2019-2022.

As a member of the Service Leadership Board, a key part of my responsibility is to direct the organisation to achieve its strategic objectives to deliver high quality public services to the people of our area.

Representing our communities is critical to providing excellent services and a key objective of this strategy is how we will engage with our communities to increase our diversity through recruitment but to also retain our staff and improve diversity across roles and responsibilities, contributing to a stronger workforce and organisation.

The Service Delivery Support Strategy is primarily meant as a point of reference to identify and focus on key priorities over the next three years and to help our staff deliver successful outcomes. Additionally, I hope it will be useful to all our internal and external contacts by providing them with an informed overview of our objectives for the period of this strategy.

The directorate brings together a range of functions which work collectively to provide professional advice, skills and knowledge across a wide range of specialities. We will continue to work closely with the political and managerial leadership, external partners from across the public sector including the Police and Crime Commissioner, Chief Executives of the four unitary authorities and members of community groups.

As we look forward to the next three years there are many aspects of how we develop our people, our teams and our organisation. Our people are our most important asset and we aim to develop our employees to be the best they can be as we take a leading role in transforming the way the organisation will look in the future.

Finally, I am immensely proud of our staff and I would like to thank them for their fantastic efforts and their contributions to making Avon Fire & Rescue Service such a valuable and essential part of the communities we’re so proud to serve.

ACFO Simon Shilton
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.
The Service Delivery Support (SDS) Directorate ensures that the organisation and its people are prepared and resilient to deliver the key priorities of making our communities safer and our organisation stronger.

Its main function is to support the capacity of staff to enable them to have the right skills, the right knowledge, be at the right place and at the right time for Service Delivery to fulfil its commitment for prevention, protection, response and resilience. A sustainable workforce is a potential outcome of medium to long term strategic planning which will be facilitated by this overarching strategy.

We view our people as valuable individuals and do not simply focus on the short term; enabling them to plan for the future with regards to their requirements. A sustainable workforce must be representative of our communities through inclusion and equality ensuring we strive for the best people that reflect our ambitions for a representative workforce.

Service Delivery Support is committed to providing the necessary platforms, support and foundations for individuals, teams and units and that they are sufficiently equipped to enable them to succeed and to be the very best that they can be.

Organisational excellence is the delivery of a sustainable, enhanced performance that meets and exceeds expectations. It addresses how the culture of the workforce and organisational transformation delivers a fire and rescue service that is community focused and provides value for money.

The directorate consists of organisational business units whose sole purpose is to support the delivery of services to the local community through the service delivery directorate.

To keep its staff and the community safe and ensure its staff are prepared to undertake their respective roles in the knowledge that they have the best possible support the service can provide. Service Deliver Support cannot work in isolation in achieving its goals and objectives and we are committed to working across the organisation to meet our objectives and be the best that we can be.

This strategy is underpinned by robust unit plans, along with the appropriate scrutiny and monitoring processes to ensure we deliver the directorate aims and objectives.
Every person has a right to feel safe at work and expect to return home at the end of a working day. Firefighting is a hazardous profession and we will strive to ensure we have the very best health and safety culture embedded across the organisation. We will strive to be a learning organisation for continual improvement in the safety of our staff in the workplace.

We will work with Corporate Services departments and Service Delivery to ensure that individual health and wellbeing is a key priority and that our staff feel supported and can access welfare support when it is most needed.

The steps put in place to support the wellbeing of our staff is integral to how we work with corporate services to interact with other interventions such as the medical intervention fund, reasonable adjustments, attendance and occupational health.

A change in culture takes time and some of the objectives in this strategy will take a while to be felt on the ground. However, by continuing to embed our Service values in everything we do, and reinforcing behavioural framework and Service Leadership Charter, we will empower staff at all levels to take decisions and be responsible for their own work aligned to our Service priorities.

We are committed to providing support to staff with mental health problems and will work towards creating a culture where mental health can be openly discussed, without bias or a lack of understanding.

AFRS staff and their community deserve the best they can get and within its function, Service Delivery Support will strive for continual excellence in everything we do.
The Service Delivery Support directorate has a number of key functions which provide specialist expertise and knowledge in the areas outlined below.

Each unit contributes to the work of the Fire Authority, Service Leadership Board, sub-committees, ensuring compliance with statutory legislation and effective internal control arrangements operate throughout the organisation.
In order for us to achieve the strategic priorities, each of the unit objectives we will focus on six key themes.

**Theme one - Health, Safety, Welfare, Fitness and Wellbeing**

We will ensure staff have access to confidential health care professionals, advice and support where necessary.

**Theme two - Our people**

We will ensure our people have the appropriate training, resources and support to enable them to be the very best they can be.

**Theme three - Resource management**

We will ensure service delivery is sufficiently resourced and has the tools and capability to deliver the front line services and support the organisation.
Theme four - Our communities

We will ensure we are open, transparent and inclusive and that we put the communities we serve at the centre of everything we do.

Theme five - Risk and Business Continuity

We will ensure our staff have access to information and intelligence to maintain safe systems of work and the management of risk.

Theme six - Fleet management

We will ensure we provide a reliable and fit for purpose fleet of vehicles in order to meet the needs of our community and deliver an effective fire and rescue service.
Theme one - Health, Safety, Welfare, Fitness and Wellbeing

We will ensure staff have access to confidential health care professionals, advice and support where necessary.

Why is this a key area of focus?
We recognise the need to meet the challenges of an ageing workforce head-on and through our work with Service Delivery we will ensure all staff have access to the medical intervention fund, reasonable adjustments panel, fitness training and confidential health care professionals, such as occupational health, when necessary.

What will we do?
• We will improve our wellbeing provision across the service and ensure it is accessible for all.
• We will ensure that when staff experience traumatic events they will have help and support to reduce the risk of trauma related stress.
• We will employ a full time wellbeing officer to continually promote and establish support programmes that compliment and work alongside our Occupational Health provision and human resources.
• We will continue to use vehicle mounted CCTV to reduce accidents through identifying learning and also reduce insurance claims or vehicle accidents.
• We will continue to embed a health and safety culture through workplace based representatives raising local health and safety matters to take to a service strategic health and safety board.
• We will learn and improve our working practices through near miss reports and accident investigations.
• We will continue to ensure our staff have access to support, advice and facilities to maintain their fitness and wellbeing for a healthier lifestyle and ability to perform their role.

Why are we doing this?
We are committed to ensuring our staff have access to support and advice to maintain their health, safety and wellbeing in the workplace.
Theme two - Our people
We will ensure our people have the appropriate training, resources and support to enable them to be the very best they can be.

Why is this a key area of focus?
Our people are our biggest assets and we want them to be the best they can be. Our aim is for our staff to reach their full potential and to provide them with the foundations to succeed. We will work with our partners and training providers to offer to our staff the best operational learning experiences in a safe environment.

What will we do?
• Using the Apprenticeship levy we will provide appropriate leadership and managerial training opportunities that provide recognised educational standards at level 3, 5, 6 and 7.
• We will provide off the shelf packages for risk critical training to maximise the skills of our staff.
• We will aim to achieve operational trainers on each wholetime watch to support maintenance of competence in risk critical areas.
• Through quality assurance we will ensure a consistent standard of training is maintained.
• We will establish a trauma care and first aid governance board to oversee our internal medical care training.
• We will develop corporate staff pathways to support career progression.
• We will review and provide a clear and transparent promotion process that is relevant across the organisation and improve accessibility using the NFCC leadership framework.
• Working in conjunction with key stakeholders we will nurture talent across the organisation and improve our succession planning to support development and reduce vacancy factors maximising the use of the PDR system.
• We will develop our leadership training and provide bespoke options for line managers to support teams and individuals.
• We will ensure that we maintain an operational and competent workforce through the provision and access to assessment and development in risk critical training and operational readiness.

Why are we doing this?
We want to ensure that our staff have access to high standards of training, development and learning opportunities.
Theme three - Resource management
We will ensure service delivery is sufficiently resourced and has the tools and capability to deliver the front line services and support the organisation.

Why is this a key area of focus?
Ensuring that stations and departments are suitably staffed provides the organisation with the ability to provide its statutory duty in providing a fire and rescue service. The central resource planning unit, co-ordinates annual leave and time off, the allocation of training courses, and people movement to cover service shortages across service delivery.

What will we do?
• We will provide the best possible service that supports efficient and effective ways of working.
• Develop working practices that support local managers in making the right decisions.
• We will improve our business processes to make use of technology and more efficient ways of working.
• Support succession planning through staffing profiles and early indications of service vacancies.
• Allocate training and development opportunities that support the maintenance of competence.
• Allocate and source bespoke learning and development as directed to meet individual personal development that aims to deliver the service plan.
• Through fairness and transparency we will ensure staff have their allocated leave and appropriate time off whilst maintaining our service provision to ensure that operational and organisational delivery is maintained at all times.

Why are we doing this?
To ensure we maintain crewing levels across the Service in the most efficient and cost effective manner.
Theme four - Our communities

We will ensure we are open, transparent and inclusive and that we put the communities we serve at the centre of everything we do.

Why is this a key area of focus?

Representing our communities is a key component to ensuring equality of service. To ensure that we keep our communities safe and make our organisation stronger we need to understand our communities and ensure they are able to access all areas of our service to promote cohesion and inclusion. Through understanding and building relationships across our communities we will encourage and build a more representative workforce.

Having a strong relationship with our community will support continual improvement and growth in delivering the best possible services. Building a fair, consistent and inclusive workforce will support staff engagement and a resilient workforce.

What will we do?

• We will maintain a strong staff engagement network that is available to all staff groups.
• We will promote and establish a set of standards aligned to behaviours and organisational values to promote a positive working culture.
• We will build relationships with community groups to better understand their needs.
• We will develop strong links to underrepresented communities for individual and organisational learning.
• We will ensure that all our staff have Diversity, Inclusion, Cohesion and Equality training and awareness.
• We will support and promote AFRS as an employer of choice through community engagement and bespoke activity.
• We will work with partner agencies such as the Race Equality Commission, SARI and others to further promote AFRS.
• We will work with all stakeholders to promote and strive for cultural change through making Avon a better place to work, using our values and demonstrate positive behaviours.

Why are we doing this?

We are committed to meet the needs of all our diverse communities, to helping improving quality of life for the communities we serve, engaging with local businesses and making our area a better place to live, work and visit.
Theme five - Risk and Business Continuity

We will ensure our staff have access to information and intelligence to maintain safe systems of work and the management of risk.

Why is this a key area of focus?

Avon Fire and Rescue Service is proud of its health and safety record and of having a well skilled and highly trained workforce. Having the right information at the right time has an important role in how we manage risk and keep our community safe. Guidance and operational practices maintain safe systems of work and promote the most effective ways of working in a day to day environment and within a dynamic operational environment. Post incident or event information helps organisational learning and promotes continual improvement.

What will we do?

• We will adopt the national operational guidance framework to achieve a common approach to incident management.
• We will continuingly seek to learn from incidents and events through the gathering of information and intelligence for continual learning and improvement.
• We will support business continuity arrangements through individual business unit plans.
• We will ensure that our staff have the right information and intelligence when appropriate and required to maintain organisational and operational safety.
• We will provide operational assurance through support and access to SME’s at incidents and events.
• We will continually seek opportunities for more effective ways of working through access to information and intelligence.
• We will maximise opportunities to digitise our service and make the best use of technology.

Why are we doing this?

Having the ability to access information at the right time will make our organisation stronger and continue to support the maintenance of our service delivery.
Theme six - Fleet management

We will ensure we provide a reliable and fit for purpose fleet of vehicles in order to meet the needs of our community and deliver an effective fire and rescue service.

Why is this a key area of focus?

We have a range of fleet and transport requirements from front line fire appliances and specialist vehicles to cars and mechanical and operational equipment. The style and make up of our fleet services and equipment is influenced by our risk profile and how we manage that risk across our service area. At the heart of our fleet management is our commitment to reducing our carbon footprint and efficiency. Our technical services department is critical to having the right equipment to deal with the risks of our community and ensuring our staff have the right equipment for the right task to be undertaken.

What will we do?

• We will have a well trained and equipped workforce to meet the demands of a modern fleet of vehicles.
• We will seek collaboration opportunities with other partners and agencies.
• We will ensure that the end user is at the heart of our decision making in design and type of vehicles.
• We will work with our partners and industry to reduce our carbon footprint and develop a sustainable fleet model.
• We will continue to research new equipment and industry developments to improve effective ways of working and safety in appliances and equipment.
• We will continue to develop mechanisms which track and audit equipment and stock held in stores to improve efficiency.
• We will explore technology that support data telematics.
• We will review and develop a revised fleet replacement program and strategy.
• We will ensure that our fleet of vehicles are flexible to meet the risk profile and service delivery requirements through small, medium and large appliances.
• We will move to a one stop shop principle to reduce the amount of time a front line appliance is unavailable.

Why are we doing this?

In order to meet the needs of our community and deliver an effective fire and rescue service we need a reliable and fit for purpose fleet of vehicles. Fleet management, fleet make up and fleet maintenance and reliability is critical to effective service delivery.
What happens next?

**So what happens now?**

This strategy covers the three-year period from April 2019 to March 2022 and will be reviewed in line with our corporate planning cycle, to ensure that it keeps pace with changing conditions and remains current. We recognise that our workforce will need to be adaptable and flexible to the changing landscape in order to deliver our priorities and ambitions.

AFRS staff and their community deserve the best they can get and within its function, Service Delivery Support will strive for continual excellence in everything we do.

**Our next steps.....**

We will produce a comprehensive unit plan detailing a number of aims and objectives within our six key areas of focus. Each unit plan will be assigned a designated owner and will be programmed with a start date, completion date, milestone reporting points, and timelines.

Progress against the plans will be performance managed within the Service Delivery Support management structure.