

Critical Elements for the Delivery of Service

Appendix B

Disposition of Appliances and Operational Response Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updates
LBCM review DWFRS disposition of appliance plan. This can be used as a guide to where the ideal appliance locations would be. As this will be a unique event the disposition of appliance plan may not be possible to implement in full.					
<p>Identify the Operational Pool's projected capacity to supplement the DWFRS degradation plan.</p> <ul style="list-style-type: none"> ○ Consider communicating directly with operational pool members to assess their likely availability. ○ Consider widening the operational pool in the terms of numbers or any other method that enhances the use of RDS staff to maintain the DWFRS degradation plan. ○ It is possible that RDS staff may be less able to achieve their contracted cover due to issues at their primary employment. They may be more unwilling to travel, or be inclined to look after their own station areas, whereas we can be assured of a greater flexibility with our Whole-Time staff. 					

Consider the use of alternative response vehicles to maintain the most effective response across the service area, e.g. land rovers for rapid response if unable to appropriately crew fire appliances in line with the degradation plan.					
Consideration; Has the Rapid Intervention Mobilisation Plan been implemented? Or available in a draft to assess its practicality for this event.					
Consider the use of Flexi Duty Officers to attend AFA's or other specified incident types, an alternative could be the use of Day Duty WM's for the same purpose. Consider the need to amend operational tactics for incidents other than life risk due to the unavailability of resources. This will be SLT decision which will need to be communicated to our staff, NFSP partners, externally to the two LRF's and the public.					
Not all operational crews will crew appliances, as they may be required for other functions. Role of Officers will need to be agreed as under some circumstances SM's may be required to ride as OIC on appliances to maintain operational cover.					
Set up District Working Teams in Bournemouth/Poole, Swindon, Salisbury/Trowbridge and Dorchester. These teams will manage systems locally to give support to HR and staff. They will manage					

<p>systems such as Gartan to monitor and maintain crewing, attendance and sickness absences, overtime and any other payroll issues to ensure that reconciliation can be achieved when there is a return to normality. All work completed will need to be recorded / documented for future use.</p> <ul style="list-style-type: none"> ○ Skills thought to be required to operate the District Teams are: <ul style="list-style-type: none"> ▪ Area Facilitator ▪ RDS Support Officer ▪ Station Manager ▪ 					
<p>Consider suspending training for operational staff. Decision and actions will need to be recorded as evidence.</p>					
<p>Consider reassignment of operational training Centre staff to cover operational deficiencies.</p>					
<p>Consider the cancellation of all but compassionate leave, also consider what the trigger will be to cancel leave and how will this will be applied.</p>					
<p>Minimise contact between watches to prevent the spread of infection.</p>					
<p>Other Agencies and sharing of facilities – need to ensure that we don't promise what we can't deliver – will need to manage expectations of other agencies. Must ensure that we have two LRF Liaison Officers as this is a key function.</p>					
<p>Identify operational resources that can be re-assigned to maintain an operational response i.e. operational trainers, Community Safety</p>					

Service Control Centre Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updated
<p>Fire Control can be expected to have major issues with staffing – This may require a considered partnership approach. The way NFSP control rooms are configured it is possible to have a minimum of 2 control operators in each control room answering calls and mobilising for all NFSP incidents. Currently Cornwall utilise a three on duty to achieve two crew in their collaboration with north Yorkshire.</p> <ul style="list-style-type: none"> ○ This concept has not been discussed with our representative bodies however this would be an exceptional circumstance and not a fall back arrangement. ○ Discussion with our NFSP partners is needed to determine if we intend to continue cross border mobilisation or maintain response from within the authority areas. This can be achieved by unchecking the “is mutual” attribute for assets in the Vision system. ○ 					
<p>Control will need to risk assess calls – response to certain incident types may have to be altered, including call handling and</p>					

challenging.					
Co-Responding – contact Ambulance Service to ascertain expectations as they may require higher response levels and liaise with LRF and staff.					

Assets Department Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updated
Ensure adequate hygiene (e.g. hand-washing) facilities are available.					
To maintain legal compliance, reactive maintenance and other critical services of the Assets would require 2 x technicians in each delivery and collection centre. <ul style="list-style-type: none"> ○ 6 x mechanics in each workshop. (12 in total) ○ 2 x personnel in supplies. ○ 2 x drivers to maintain the delivery and collection service (fire kit, equipment, supplies). 					

People Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updated
Provision of payroll information (absence/overtime). Assistance will be available from					

District Working Teams when they are set up. Fall back arrangements exist to re-run last payroll as a last resort.					
Remote ICT access for HR staff vital as there are a high proportion of part time staff.					
Availability of the Management Information System (MIS)					
Maintenance of advice to managers and staff during pandemic event.					
Maintaining a Trauma Risk Management (TRIM) intervention.					
Review the impact of implementing a temporary reduction or stopping of training to achieve competence and or legal compliance.					
Consider employees who are ill do not come into work.					
Ensure robust absence reporting systems are established.					

Media and Communications Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updated
There are particular challenges in providing clear information and advice during a pandemic. Scientific knowledge will at first be limited, the pattern of disease spread may be variable across the country, and public					

concern may be high.					
<p>Consistent, clear public messaging, aligned at national and local level, is critical to a successful and collaborative UK-wide response to a pandemic. This will help to maintain public trust and support, as well as increasing uptake of recommended actions such as good respiratory and hand hygiene practices, effective and responsible use of antiviral medicines, and uptake of vaccination when available.</p> <p>Consider public and internal messages. Ensure message aligns to National and Local guidance.</p>					
<p>Maintaining communication to staff will be pivotal during the lead up to, during and post pandemic. The Information and Communications team will have a focus of keeping the staff website updated with current information and advice from all available sources. As a small team, remote working and use of the conference call system will be utilised where possible.</p>					
<p>General preventative advice and health messages made available from the DH and the LRF will be used to inform DWFRS staff of the current position.</p>					
<p>The specific actions being undertaken by DWFRS and updates on how departments are coping will be circulated by the most appropriate method.</p>					

Ensure employees are supported to monitor themselves, access advice, and not attend work when ill.					
Advice to the public and other partners on the level of response DWFRS is delivering will optimise all media streams including television, radio, DWFRS website, facebook, twitter, Instagram etc. Ensure advice is agreed and understood by LBCM.					
A communications plan identifying information routes into DWFRS and out to stakeholders for use following a pandemic influenza business continuity event.					
Ensure employees are made aware of advice on how to reduce the risk of infection.					
Adequate hygiene (e.g. hand-washing) facilities are available.					
A review of the NHS guidance to Fire Services ¹ and the practical advice contained within it.					

¹ NHS: Pandemic Influenza guidance for the Fire Service – 2008
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/359488/Pandemic_influenza_guidance_for_the_fire_and_rescue_service.pdf

ICT Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updated
The ICT business continuity plan has been developed to accommodate severe staff shortages. The plan identifies the systems that will be supported as a priority. Review ICT business continuity plan and confirm appropriate actions are being undertaken. e.g. Implementation of remote working for ICT technicians.					

Health & Safety Considerations

Consideration	Decision	Decision made by	Date	Review Period	Updated
To limit the spread of infection advice messages (available from Media and Communications) should be promulgated.					
Any changes to standard operating procedures will need to have an appropriate risk assessment completed.					

Suppliers Considerations

Consideration of Suppliers to deliver main	Decision	Decision	Date	Review Period	Updated
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activities within Incident Response Plan		made by			
Review the business continuity arrangements of critical contract suppliers – e.g. CAPITA Fuel					

Service Critical Activities

Consideration of Suppliers to deliver main activities within Incident Response Plan	Decision	Decision made by	Date	Review Period	Updated
Review the Services critical activities matrix to identify gaps and activities that must be prioritized or agreed as ceased.					

Actions to be completed and agreed

Consideration	Decision	Decision made by	Date	Review Period	Updated
<ul style="list-style-type: none"> • A report to identify what the risk would be if it was not possible to deliver the planned maintenance programme for Appliances with regards to legal requirements and compliance? Specifically; <ul style="list-style-type: none"> ○ How far behind the planned schedule (in weeks) can we fall before the increase in risk would require a strategic decision to be made? ○ Can that decision be predicted on the basis staff absence solely or are there other factors i.e. third party contractors, availability of supplies etc. 					
<ul style="list-style-type: none"> • To ensure that District Operational 					

<p>Administration functions identified within the Pandemic Business Continuity Plan can be completed during a period of severe staffing shortfalls there is a requirement to broaden the skills within departments.</p> <ul style="list-style-type: none"> ○ A list of skills required to accommodate the District functions will need to be produced followed by a Training Needs Analysis (TNA). 					
<ul style="list-style-type: none"> ● It may be necessary and or prudent to maintain a stock of masks, gloves, antiseptic wipes etc. A review to consider the guidance in relation to consumables we may wish to hold in stock suitable to our organisational size will identify a procurement strategy that delivers best value to DWFRS. 					