

# The Fire and Rescue Conference 2021:

## Driving Service Improvements and Responding to New Challenges

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# What improvements are needed and what are the new challenges that we must respond to?

- What - in the context of our organisations statutory and public purpose has changed or is missing in our target operating model and our operating principles?
- What do we need to do, why do we need to do it and then how do we go about planning to deliver any changes or new requirements?

# Main considerations:

- **HMICFRS 2018/19 Report**, this was our opportunity to propose improvements and to drive through the changes needed after decades of having the same response orientated model – we do see the importance of the HMICFRS influence in helping us improve our service to the public – particularly in highlighting things that need to change but are beyond our grasp/influence
- **Previous IRMP** was not fit for purpose as it was not based on risk but was shaped by the budget saving requirements of the County Council.

And of course

- **Grenfell the effect of it** (bearing in mind we did both respond and take calls) and I submitted the Surrey brief to the enquiry, but significantly the findings and the proposed changes in national legislation – Fire Safety Bill, Building Safety Bill due in 2023 etc.
- **White paper** for reform in the English Fire and Rescue Services?

*working in a covid environment and delivering our service is not a reform issue. It has added complexity but also clarity of purpose and opportunity.*

# Overview of key changes in response to the challenges:

- Vision for Surrey
- Integrated Risk Management Plan - Making Surrey Safer Plan 2020 2024 delivering
  1. One service approach – no silos - systems approach to delivery
  2. Changes in prevention and protection – making this our priority
  3. Changes to response that reflect the risks to the public, articulating the operational planning assumptions (expected size and scale of incidents our battle rhythm) which help drive other supporting activity.
  4. Recruitment - undertaking recruitment not running it down, but recruiting for a more diverse workforce - recruited and promoted at all levels for their values and behaviours
- Developing a robust VFM prog coupled with a Finance Partnership Agreement and prioritisation methodology which articulates our Public Value insofar as Efficiency and Effectiveness
- Development of Partnership and Collaboration – a new approach by being a better Partner
- New Governance Framework to ensure proper scrutiny and assurance

*Vision:*

***'Make Surrey a safer place to live, work, travel and do business'.***

*and a Plan:*



## What did we do:

- **A Detailed risk analysis**, using a range of verified and trusted information, to establish fire and rescue cover in Surrey against risk
- **External validation** of risk data by Cadcorp (5 years of operational and other data), to establish scale, tempo and rhythm
- **Continual scrutiny and endorsement** via the Fire Transformation Working Group (a political group (committee) set up for the purpose by the fire authority on our recommendation)
- **Stakeholder engagement** including other Services, District and Boroughs, PCC & our staff and:
- **Undertook Public consultation** over the period of 12 weeks using a variety of engagement mechanisms – with feedback received from over 1800 individuals and groups
- **Staff Consultation – informally** during the public consultation (visiting), **formally** after with impacted staff after
- Development of our plan was supported by **NFCC Advisory Group** - we actively approached NFCC to provide this
- **We Chose a Phased implementation** with full operating model in place by January 2021 – keeping one foot on the ground but pushing through even in COVID
- **Independent Assurance by Brunel University London** of both Phase 1 & Phase 2 of the whole Making Surrey Safer Plan. Now, post implementation review on the effectiveness of our new prevention and protection activity

## Full implementation of the plan means that:

- The public and businesses are at the heart of what we do
- Right resources in the right place at the right time to respond to the needs of the public but this is based on risk
- The service has a continuous improvement culture that is collaborative, inclusive and diverse with values and behaviors that are clearly communicated and are at the heart of our service delivery
- Changes have been made to our Operating Model;
  - More activities being undertaken to keep communities safe through investment in Community and Business Safety
  - Changes to the Response Model to make that more effective
- We have Strengthened our approach to collaboration with partners and demonstrated trust and competence
- There is Investment in our people to make sure they have the best training and development and are as motivated as possible using the systems approach to training, a cultural change and leadership Programme plus investment in professional training and development with international and national recognition.

## Practical changes and ways of working to our operating model:

- Business Case developed to access corporate resources to take forward programme of change
- Transformation Team now in place and funded corporately - to date £2.1m
- Whilst funded separately, transformation is now integral part of the service
- Transformation Team supports delivery of change across the service through strict programme management.
- Transformation Programme reports through to Leadership as well as reporting corporately into the governance arena.
- Programme continually scrutinised through political Committees plus independent peer and academic rigor coupled with benchmarking

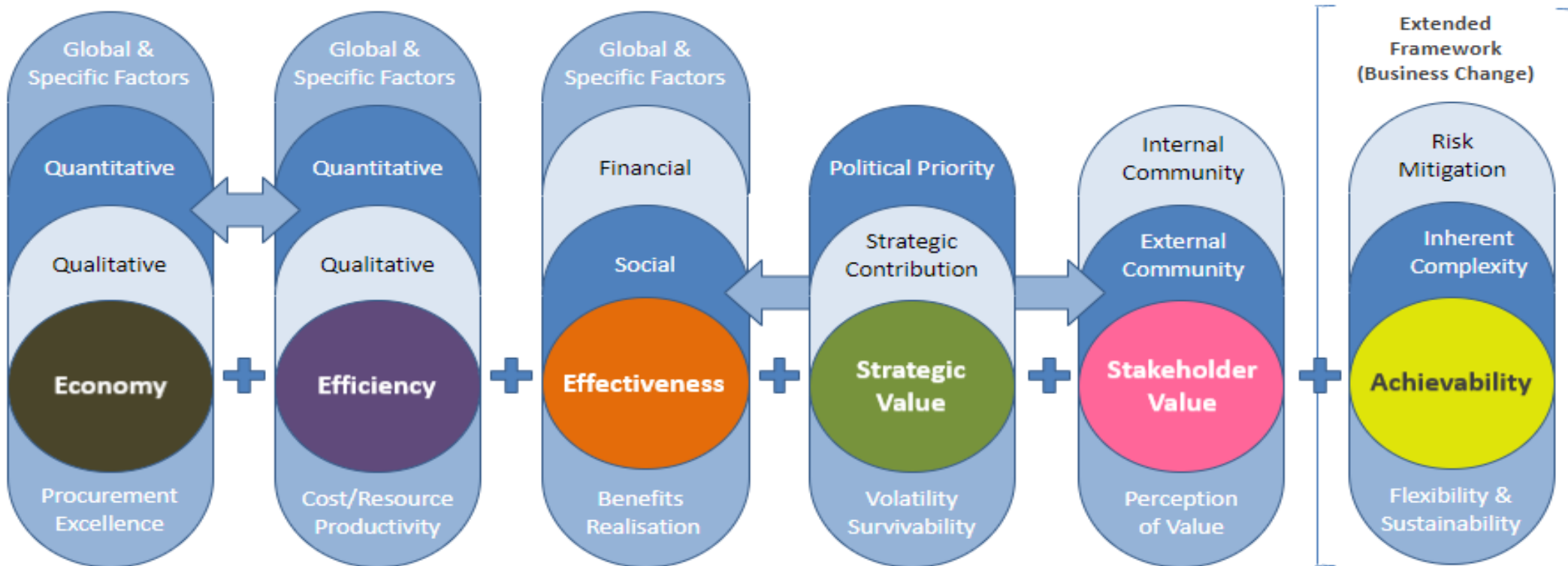


## Developed a VfM framework with Proving Services (Cranfield University) - Identifying & Proving “Best Value”.

Other Fire services have now adopted this approach; Devon & Somerset, East Sussex, Hampshire, Oxfordshire and Royal Berkshire.

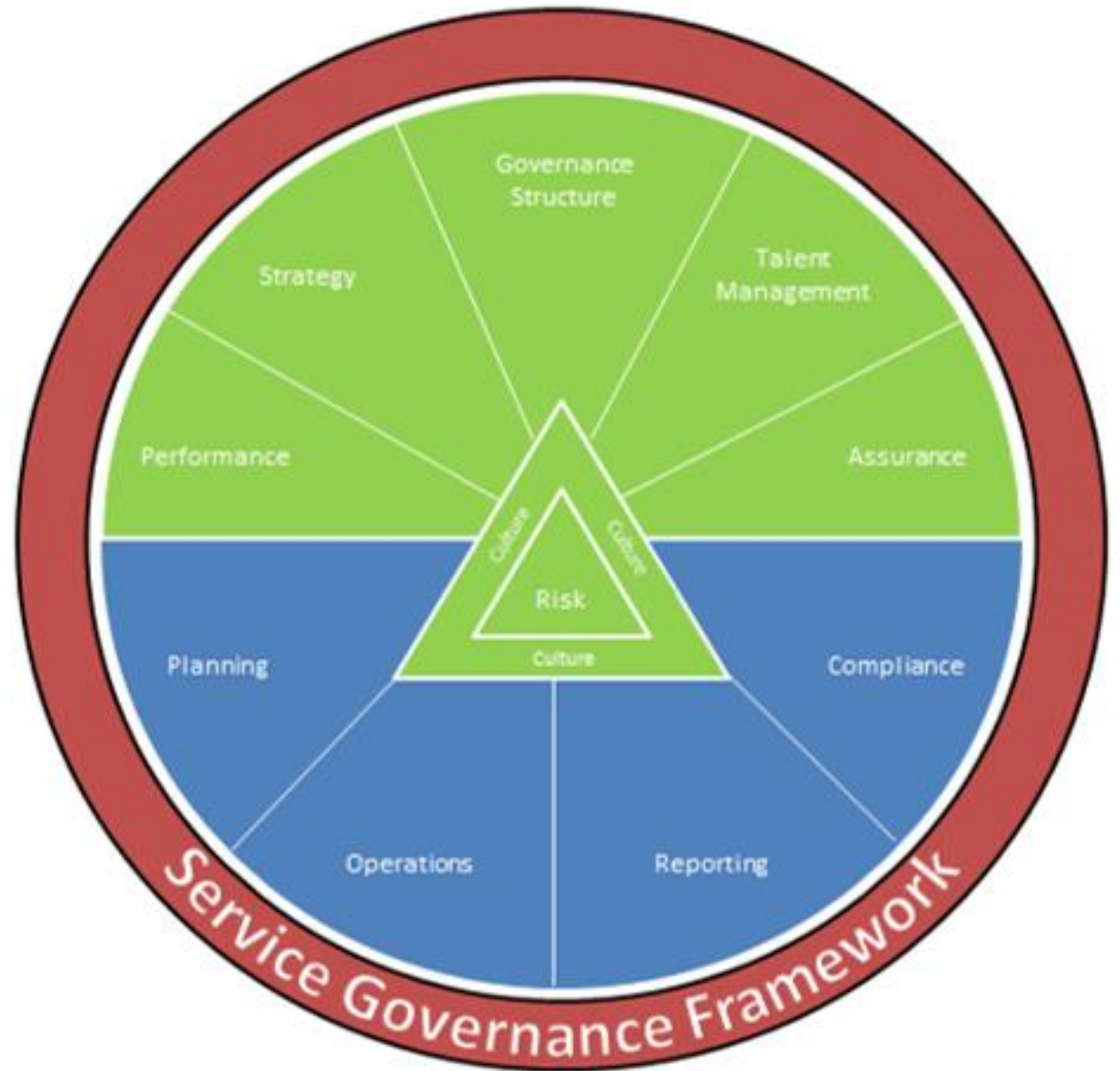
A risk and opportunities tool is used in alignment with the VfM framework to prioritise activities for the phases of the reform plan.

A local Finance Partnership Agreement has also been developed intended to empower staff, provide greater financial control and accountability.



## Better governance:

- Improved clarity
- Greater visibility
- Improved coordination
- Increased effectiveness
- Empowering staff



# Continual strategic review

## Prioritisation Programme 2021-24

- As a result of the impacts of COVID-19 all key project activity across the service was reviewed to ensure the service addresses any weaknesses and builds on its strengths.
- The review was carried out using a Risk and Opportunities matrix that aligns to the Value for Money Framework
- As a result of this activity priorities have been developed that sit within the following key themes over the next three years:
  - **Investing in our people** – cultural and leadership reform.
  - **Improving effectiveness by investing in our Prevention and Protection Teams** – meeting our revised operating model to achieve our public purpose.
  - **Ensuring optimal efficiency within the IRMP Asset Strategy** – ensuring infrastructure, equipment etc are prioritised correctly to support the capability which will delivery and enable the reforms.

## More about How to bring the reforms to life

- We used tools that we selected as best practice that fit our purpose and enable the cultural and systematic approach we want to bring about .
- Here's one we used and is embedded in our processes and governance now:

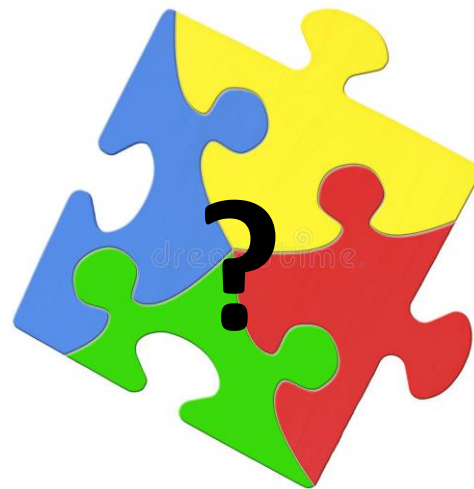
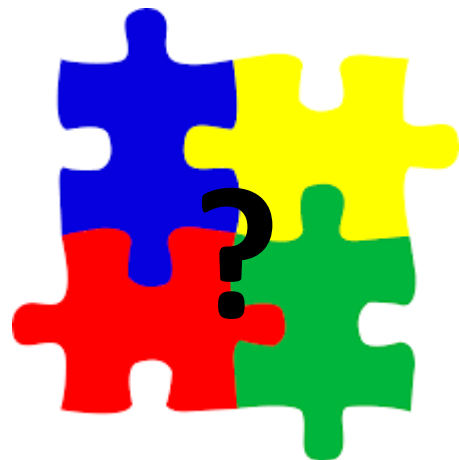
# Capability support and integration

- The end to end provision of an appropriate integrated and shared capability to provide operational effects that the public needs.
- Organisationally these capabilities can be split into - people and material
- Aim - Right people, with the right equipment and support, well trained, in the right place at the right time = good outcome and we know the full cost too.



# Capability support and integration

In order to get the capability provision issues correct we need to decide on what organisational effects/outputs are required, only then, what capabilities are required that will support/ deliver these effects - and not the other way around. Don't solutionise or guess! No shiny things first!





# Capability, support, integration and delivery – the right 7 questions to ask when developing a plan

- As its name suggests, the 7 Questions, developed by the UK military but now used across Govt and in industry, poses an iterative set of questions, which start from developing a basic understanding of the situation and one's requirements, and become progressively more detailed.
- It is a logical process by which leaders, faced with complex problems may arrive at decisions as to how those problems can be solved and the steps required to achieve desired outcomes.
- This tool exists to allow leaders and their staff to develop a sound plan from first principles, both accounting for and minimising uncertainty.
- Each of the 7 Questions represent the fundamental issues that need to be addressed in order to produce a plan. If each question is addressed fully, planning is likely to be more thorough.
- Accordingly, it is a useful framework to assess any plan—which for example, the planned track and trace was locally. In summary, the 7 Questions are:

## Capability, support, integration and delivery – the right 7 questions to ask when developing a plan

1. What is the situation and how does it affect me/organisation?
2. What have I been asked to do and why?
3. What effects do I wish to have on the situation and what direction must I give to accomplish those effects?

What and Why?  
*Strategic intent*

- 
4. Where can I best accomplish each action/effect?
  5. What resources do I need to accomplish each effect? (TEPIDOIL..next slide)
  6. Where and when do these actions take place in relation to each other? (TEPIDOIL)
  7. What control measures must I impose?

How?  
*Tactical delivery*

*It is generally viewed that the 7 Questions has two distinct phases: Q1-3 are “Understanding & Direction” & Q4-7 are “Developing the plan”.*



<u>Training</u>	<b>T</b>	The provision of the means to practice, develop and validate, within constraints, the practical application of a common doctrine to deliver a capability.
<u>Equipment</u>	<b>E</b>	The provision of systems, expendable and non-expendable (including updates to legacy systems), needed to outfit/equip an individual, group or organization.
<u>Personnel</u>	<b>P</b>	The timely provision of sufficient, capable and motivated personnel to deliver organisational outputs, both now and in the future.
<u>Infrastructure</u>	<b>I</b>	The acquisition, development, management and disposal of all fixed, permanent buildings and structures, land, utilities and facility management services in support of organisational capabilities. It includes estate development and structures that support operational and non operational personnel.
<u>Doctrine and Concepts</u>	<b>D</b>	Doctrine is an expression of the principles by which organisations guide their actions and is a codification of how activity is conducted today. It is authoritative, but requires judgment in application. A concept is an expression of the capabilities that are likely to be used to accomplish an activity in the future
<u>Organisation</u>	<b>O</b>	Relates to the operational and non-operational organizational relationships of people. It typically includes operational organisational structures, non operational organisational structures and contractors providing support.
<u>Information</u>	<b>I</b>	The provision of a coherent development of data, information and knowledge requirements for capabilities and all processes designed to gather and handle data, information and knowledge. Data is defined as raw facts, without inherent meaning, used by humans and systems. Information is defined as data placed in context. Knowledge is information applied to a particular situation.
<u>Logistics (sustainability)</u>	<b>L</b>	The science of planning and carrying out the operational movement and maintenance of people. In its most comprehensive sense, it relates to the aspects of operations which deal with: the design and development, acquisition, storage, transport, distribution, maintenance, evacuation and disposition of materiel; the transport of personnel; the acquisition, construction, maintenance, operation, and disposition of facilities; the acquisition or furnishing of services, medical and health service support.

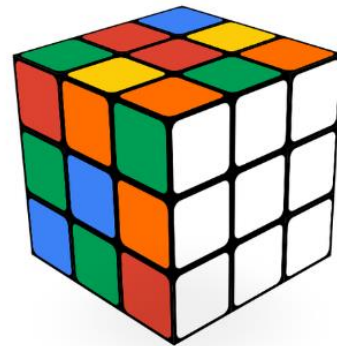
**All of these must be considered together in order to deliver any capability –end to end, jointly preferred**

Often the provision of a single element is still thought about in isolation whereas it is of course a part of the story for delivering an operational/organisational effect, in the right place, at the right time safely and efficiently.

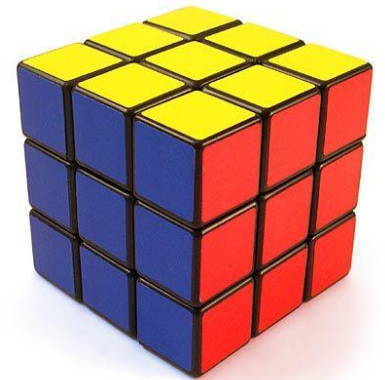
So it cannot be dealt with in isolation to any of the other (TEPIDIOL) factors.

All outcomes and effects need to be taken into account at the same time if we are to get the implementation of our plan right, make it sustainable, know the real cost and work on it together.

Start



Finish



# Capability support and integration -recap



1. Be clear on our strategy - Do this first. Think in joint/partner terms always.
2. Develop your plan using the 7 questions - Decide on what effects are required to support the plan next and why your doing it. Is the effect required to be interoperable with partners – if yes do not proceed/plan alone.
3. Work through the 7 question then TEPIDIOL to understand the capability requirement that will deliver the effects required and will also deliver the strategic intention practically – on the ground.
4. The plans implementation must then include the TEPIDIOL milestones and swim lanes in your programme management processes.

## Continued review and improvement once the structure is in place will lead to the best and permanent reforms.

- We must have the right organisational shape to deliver the outcomes plus the right organisational culture. Together these will deliver the reforms that put public needs first and ensure we meet our statutory and public purpose outputs. Check this all the time.
- What and why: Better to prevent the incident, or if one happens ensure people are automatically safe rather than just continuing to respond to incidents and hoping for a good outcome once we get there. (we do still need an excellent response, because we are the last hope for many).
- Culturally our staff (and the public) don't always agree with this proposition!

# Example continual improvement that drives cultural change

New fatal fire review process: critical path analysis which drives continued public improvement 😊

## Report contains:

### Pre-fire:

- Resident Circumstances? Elderly, limited mobility, lives alone, smoker? etc.
- Known to any agencies? SECAMB, ASC, Surrey Police?
- In any other databases within these agencies or other external data sets?
- Any prior SFRS Contact? Timeline and Context ?
- Crewing on the day and rationale? Other factors in play - Covid cells and bubbles?
- Overall fire engine availability at that time = in line with the MSSP?

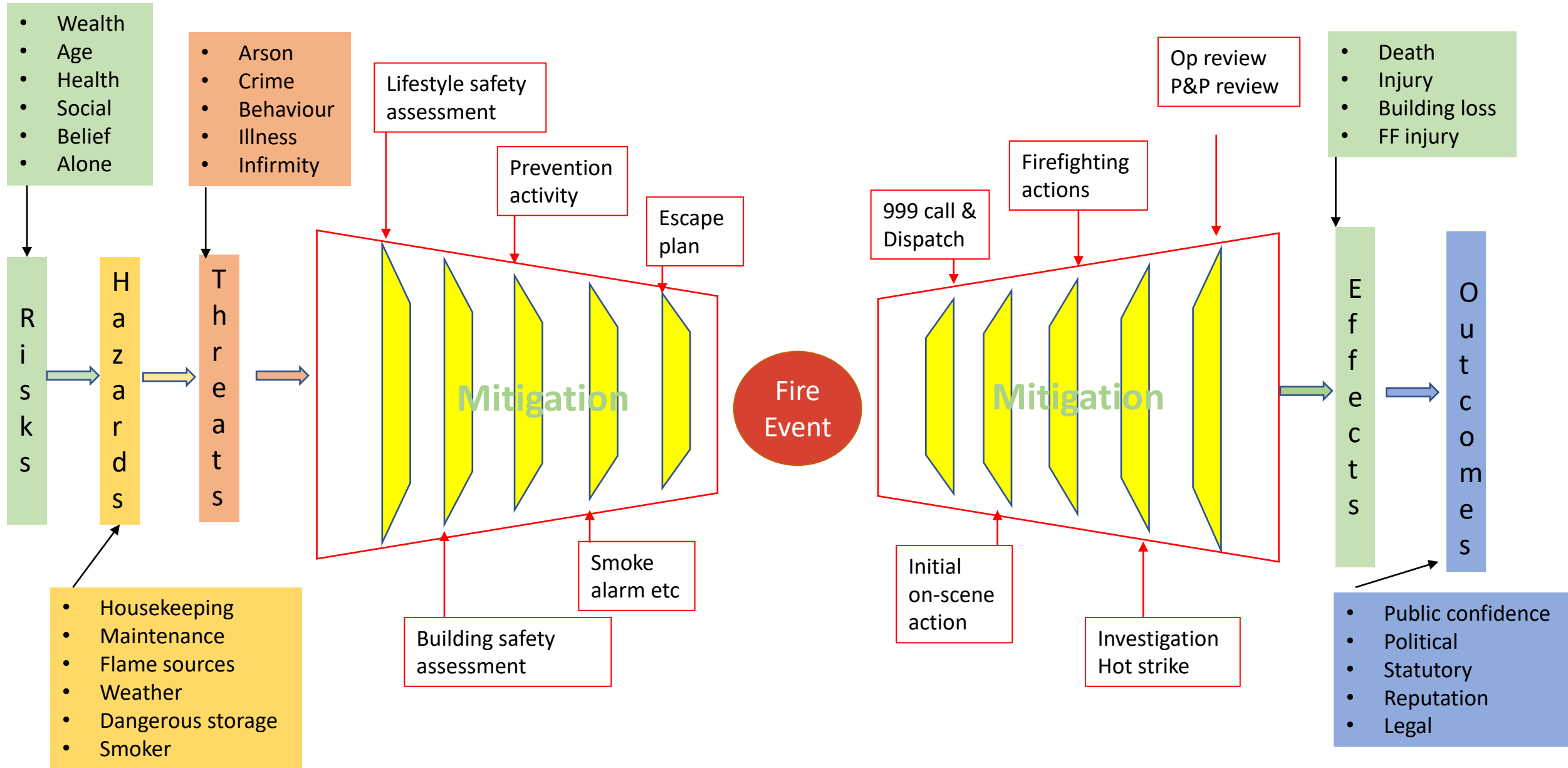
### Incident:

- Timeline (999 calls, response times, arrival times, Vision (risk info) available to crews
- Conditions found upon arrival
- Tactics
- Complicating factors during suppression (access, water supply, hoarding condition, etc.)

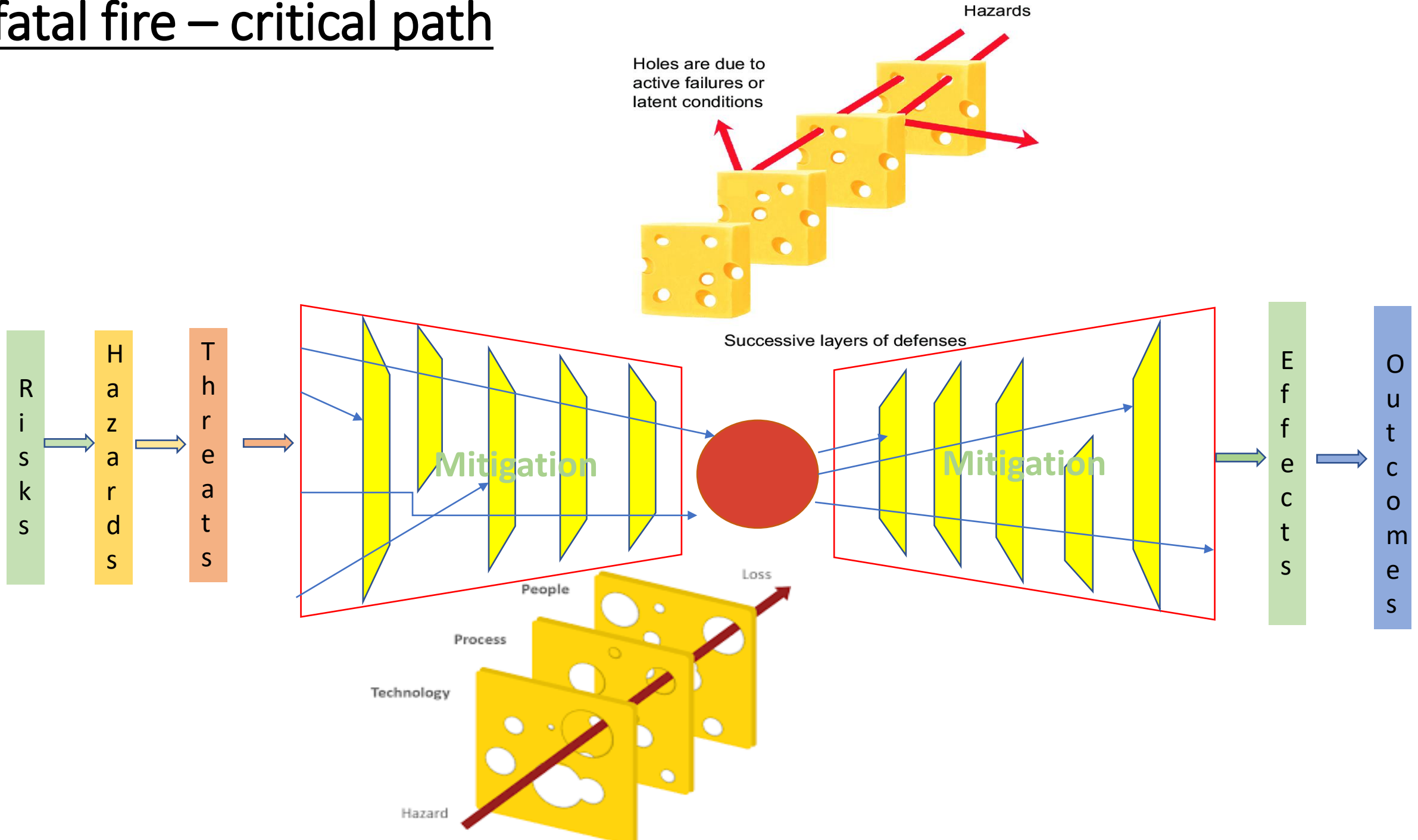
### Post-fire:

- Hot strike
- Neighbourhood canvass and witness statements
- Crew debriefs
- Route taken and GPS data
- Associated campaigns and messaging considered by prevention and protection teams?
- Fire Investigation findings, origin and cause, further contributing factors discovered?

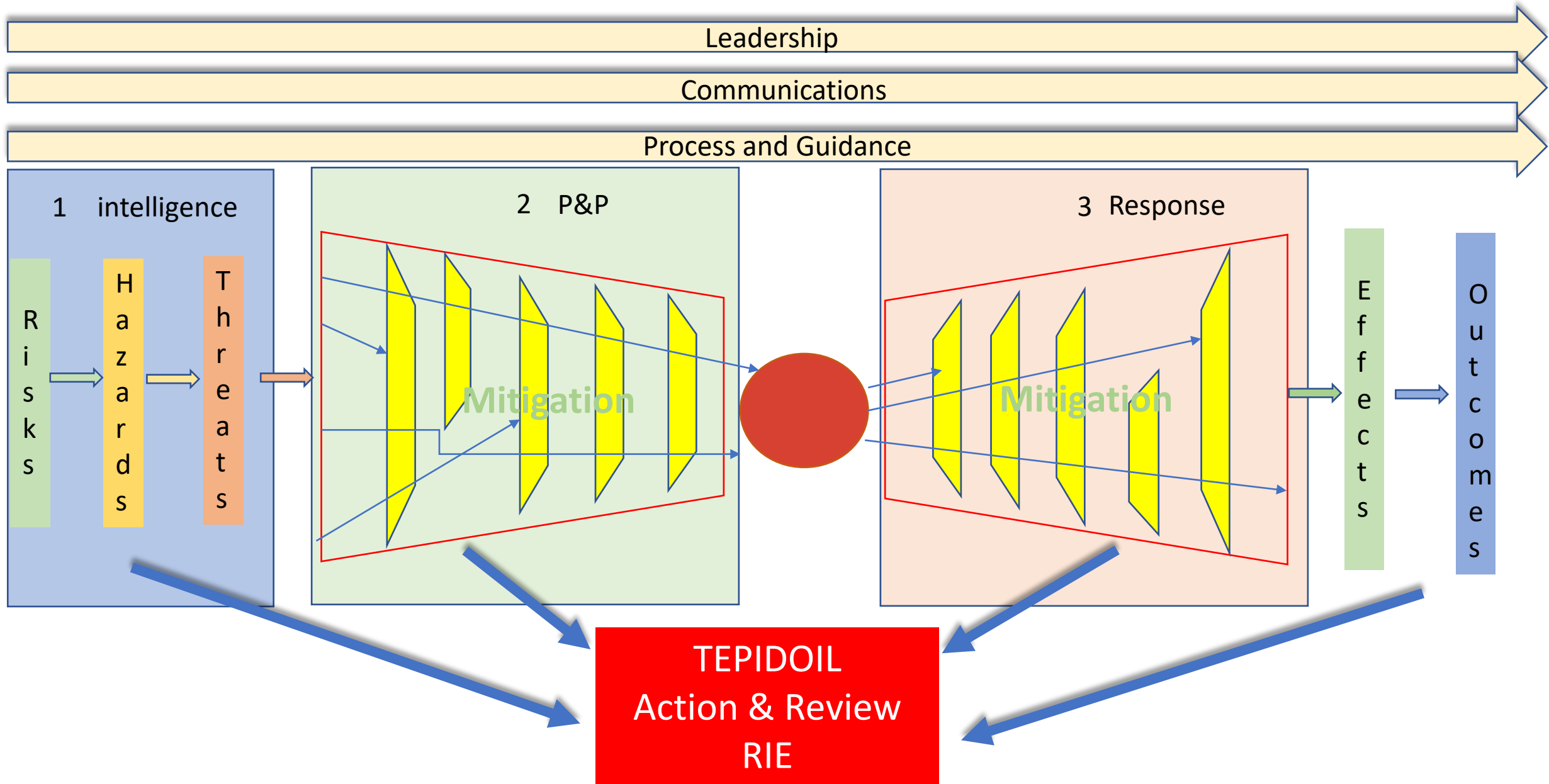
# fatal fire – critical path



# fatal fire – critical path



# fatal fire – critical path for system approach to improvement





Thank you for letting me share a quick look at our journey in driving Service improvement and responding to new challenges

# Any Questions?

*There are many ways that anyone can be in the fire service (not just sitting in a fire engine) and many jobs you can do in the fire service. All of them will save lives, reduce suffering, protect the environment and property. We just need great people to help us do it.*

*'join our team'*