Mobilising and Response Strategy

2018 – 2020

‘With you, making Surrey safer’

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Foreword and Strategic Objectives

The Public Safety Plan (PSP), our key planning document, outlines our proposals to transform the Service and ensure it is best placed to keep Surrey’s communities safe. This strategy sets out the direction for delivery of our services by Mobilising and Response teams for the period 2018-2020.

This strategy seeks to create safer, healthier and more resilient communities by delivering a safe, effective and efficient response based upon customer needs.

Included within our PSP proposals are our strategic objectives, reflecting our commitment to:

- Looking at options to work more closely with partners (Proposals 1 and 3),
- Better understand our community’s needs (Proposals 2 and 6),
- Gather and share information (Proposals 2 and 3),
- Continue to review our mobilising arrangements (Proposal 4),
- Review the Surrey Response Standard (Proposal 8), and
- Review call handling and response to automatic fire alarms (Proposal 9).

The combined Service Delivery team (Mobilising and Response) will lead and/or support these commitments, working closely with other teams.

The role of Surrey Fire and Rescue Service’s (SFRS) Service Delivery team is to deliver the duties conferred on a Fire and Rescue Authority, which are:

- Responding to fires, road traffic accidents, and other emergencies;
- Contributing to national resilience;
- Undertaking preventative activities to reduce the risks of fire, road traffic accidents and water related deaths and injuries; and
- Carrying out safety inspections of business premises.

In addition to enabling change and transformation, engaging with our communities and our people, and managing the performance of our services, teams and individuals.

We would encourage everyone to support the priorities outlined within this strategy.

Insert Photo  
Sally Wilson  
Head of Intelligence and Mobilising

Insert Photo  
Dan Quin  
Area Commander

This document is formed of two parts; our strategy and our strategic execution plan.

Part one sets out our strategic choices, in line with SFRS’ overall objectives, and considers the critical activities we will focus on over the next 2 years to achieve the outcomes we seek.

Part two describes how we will align the necessary organisational components in order to have the highest chance of success in our collaborative endeavours.
**Part 1 – Strategy**

*Strategic Choices and Activity*

**Mobilising**

The day-to-day role of Mobilising is to ensure the most appropriate resources are sent to the right places, using the best possible information, having taken into account the type, circumstances and needs of the incident. This requires knowledge of a large number of procedures and information gathering from the caller(s), partners, etc. The Mobilising team is responsible for the quality and efficiency of emergency call handling, ensuring relevant information is disseminated to response resources and providing ongoing incident support and risk analysis while such resources are en-route and in attendance at an incident.

A Control Room Operator (CRO) is required to communicate with FRS Officers, Police, Ambulance, and other outside agencies, such as local authorities, Environment Agency, utility companies/providers and Network Rail, etc. Calls can come from a variety of sources, including the general public, receiving centres, other emergency services, running calls to Fire Stations and our own FRS personnel. All information and action taken regarding an incident is recorded on computerised logs. The CRO’s job is the essential first step in getting appliances, officers and other supporting services to and/or involved in the safe and successful resolution of an incident.

**Intelligence-Led Mobilising**

Our aim is to move from a response based on mobilising traditional resources against a Pre-Determined Attendance (PDA) to Intelligence-Led Mobilising (ILM). This change is required to reduce the reliance on automation from the mobilising system and to ensure we are using the information that the caller(s) provides to inform our mobilising response. To enable this transition we need to focus on Intelligence-Led Decision-Making (ILDM) in the mobilising environment, supported by but not limited to Task Analyses for all Incident Types.

In order to achieve correct mobilisation we will continue to develop a response model that allows us to mobilise a range of vehicles, equipment and personnel in a more flexible way, considering type, level and speed of our response requirements. This will not be based solely on traditional fire engines but on capabilities and personnel required to bring the incident to a satisfactory conclusion.
Mobilising Systems and Dynamic Management of Risk and Resources

We will continue to advance our resource mobilising systems to manage contact, resolution and deployment and change our processes and policies to support this. The key advantages that we seek are the visualisation of risks and our resources to optimise the deployment of response resources. This will enable us to improve communications, sharing of information and responses. We will also look at extending this way of working with other emergency service partners. The vision for the future is to achieve borderless mobilising of resources to help address the different levels of response that residents might receive at present.

Response

The day-to-day role of the public-facing Response team is to provide both emergency intervention, when requested, and deliver proactive community risk reduction activities to mitigate the need, volume and severity of such emergencies.

Our community reputation and mutual respect provides our people with a unique opportunity to engage with residents, businesses and community groups, gathering intelligence in relation to risk, vulnerability while identifying potential partners or collaborations. Working with our communities and our people, the Response team can develop a more adaptable, flexible, reflective and relevant offer, achieving the Service’s Vision and Mission and striving for operational excellence.

The aim of this strategy is to achieve a change in resource performance objectives (Blue line), delivering better quality and flexibility of services to our communities, while adjusting the current, almost exclusive, emphasis upon the two drivers of money and time (Red line):
The visual representation below depicts the process and use of data gathering, enabling improved situational awareness and informing ILM. The diagram reflects mobilising at the cross-section of the Response ‘offer’, and includes the pre (Community Risk Reduction) and post-incident activity undertaken by SFRS’s Service Delivery team.
Life Critical Incidents happen to someone, somewhere...both definitive data sources...

Pre-alert

Auto-on-scene

Assess

Make up or not

Management information capture

Lock down

Publish

Cleanse data

LEARN

SHARE

Management information capture

Make up or not

Assess

Auto-on-scene

Travel

999 call

Decision – Min to Max

Intelligence – Situational awareness

Feed the machine...

Preparation

Protection

HARVEST

PREPARE

INITIATE

DECIDE

TRANSACT

CAPTURE

LEARN

SHARE
Incident Response

We will continue to deliver a safe, effective and trusted response into our communities and promote and lead the highest standards of operational performance. We will do this by:

- Ensuring the needs of the citizen are met.
- Adopting the National Operational Guidance (NOG) and Standard Operating Procedures (SOP) for UK FRSs,
- Work with the standard training specifications to complement National Operational Guidance (NOG).
- Work with organisations such as the Environment Agency and Health and Safety Executive to ensure safe, effective and assertive response across all types of emergency incident.
- Work with all stakeholders to support the UK fire and rescue service to further improve interoperability with other emergency services and Category 1 and 2 responders.
- Provide professional advice to the Local Resilience Forum (LRF) on National Resilience issues and support the FRS’s ability to deploy National Resilience assets both within our region and nationally.
- Work with governments and partners to identify and close any gaps between the National Risk Assessment and local Integrated Risk Management Plans.
- Advocate the much wider use of joint response schemes with ambulance and other emergency service colleagues to improve services to the public of Surrey and the South East.
- Continue to seek capital investment and support for joint 999 services and shared facilities projects, recognising them as a key step in creating better integrated services.
- Share good practice between Blue light partners and other stakeholders to encourage the uptake of new and innovative schemes where they prove successful, making a positive difference to society, communities and the citizen.

Our aim will be to support the creation of a seamless response to the public when dealing with crises, through the Joint Emergency Services Interoperability Principles (JESIP) and other programmes. This will require new procedures, equipment and the evolution of current skills and the acquisition of new ones. This will see the introduction of new tactics, new technology systems and new platforms to enhance our capability both through the vehicles and the equipment they carry. This may require the Service to change the delivery mechanism which may interrupt the equipment procurement lifecycle.

More information on how we will develop and assure our incident response can be found in the:

Community Risk Reduction
We need to understand demand and risk fully in order to deliver an effective response across the spectrum of our services. The increasingly complex care needs of our most vulnerable members of society will require new ways of working and new skills. Yet this ever increasing demand cannot drive the service towards becoming increasingly reactive. We need to move away from being predominantly focused on a response capability as being the definitive means by which we keep people safe. Like the Police Service we need to deliver a focused impact where activity is driven by information and knowledge, where resources are pooled and prevention and protection activities are the norm, where the quality of service is dependent on the empathy, understanding and commitment of our staff when they are connecting with the community.
We all know that prevention is better than cure and that undertaking prevention activities in the home and protection activities with businesses can pay dividends in supporting the big reduction in the number of fires that we have attended. We will continue to work to drive down the economic and social cost of fire and target our effort where it is most needed in order to make a difference. We will do this by:

- Focussing on one objective; saving lives.
- Working with other teams and partners to deliver a seamless range of services from the public’s perspective to provide total service at the point of delivery, wherever that is required.
- Fully committing to community risk reduction and to focus on those affected by fire and other emergencies in terms of the support they get from when the initial call is made to assisting them post incident.
- Maximise the opportunity to influence behaviours and affect a change through earlier interventions.
- Ensure that services are delivered in a professional, supportive and caring manner, irrespective of what we do and where we work.
- Continue to promote better regulation and a positive working relationship with business which protects life, property and the environment while also supporting economic development and growth.

We will adopt metrics to focus on high-value measures to either trigger specific activity relating to performance, i.e. an improvement plan or to use the data for statistical information to benchmark performance. In order to secure and demonstrate value for money or indeed “value added” it is important that we have measures of quantitative assessment which can be used to measure, compare, to track performance or assess the impact of outputs.

By becoming more intelligence-led and effects based we will deliver efficiencies across the community risk reduction landscape. This will mean that we use incident and geo-demographic data to provide vital community risk management information to inform service delivery and evaluation across the county so that high risk groups drive our risk based inspection programme.
More information on how our prevention and protection services will be delivered can be found in the:


People Performance

While the core of the “job” of being a firefighter hasn’t changed, much has. New responses require a sustainable, flexible and re-skilled workforce; a workforce that is high performing appropriately recognised and rewarded (in this sense we are considering total reward, i.e. financial rewards, flexible working, job enrichment, new skill acquisition, transferable skills and learning and development).

The notion of job security in that staff stay in one team for their entire career needs to change as teams get smaller and working becomes more collaborative and networked where our managers are more entrepreneurial and innovative.

To deliver this we will adopt an employee centred approach by taking action to: recruit and retain the right workforce; address key occupational skill shortages and by developing career pathways. All staff will need to be more adaptable and flexible with leadership skills being the key to unlocking our ability to implement and manage change. We need to be a motivated workforce where people are treated as individuals and where our staff do the “right thing” in order to get the work done.

All managers will need to be more accountable, responsible and able to:

- Lead people in tough times with incomplete information.
- Demonstrate common sense, appropriate risk taking and provide constructive challenge.
- Put the interests of the Service first, not the individual or team.
- More visible, supportive and coaching management style.
- Remove the culture of risk aversion, conformity (rule based decision making) and addiction to bureaucratic process.
- Create talent, empower people, form connections and learn from mistakes.

Our vision for the firefighter of 2020 will be one who is:

- Omni competent and has a different set of technical/non-technical skills,
- Further increased standards and professionalism, and
- Is able to support vulnerable groups in society by influencing behaviour and lifestyle choices through established support networks and referrals.

More information on how we will manage our people performance can be found in the:

Part 2 – Strategic Execution Plan

The diagram below illustrates how each organisational component (blue zone) should be aligned to support delivery of your key strategic activity, (grey zone). You may wish to consider using a basic SWOT or PESTEL analysis to support this work although this will add limited value to the reader.

This section will describe how we seek to align our organisational and teams designs and systems to give the best chance of successfully achieving our strategy.

In a sequential order the following elements have been considered:

- Process and Projects
- Organisational structure
- Resource allocation
- Interface/stakeholder management
- Roles and responsibilities
- Performance management
- Capacity, Commitment and Capability
Process and Projects
*Distinguish one off critical activities (projects) and ongoing critical activity (processes)*

Functional structure
*Articulate the design of your functional structure suited to ensuring that the delivery of the identified projects and processes are managed effectively.*

Resource allocation
*What resources do you have and how have you allocated these across your structure and to the projects and processes within it.*

Interface management
*Ensure that interfaces between your sub-teams and stakeholders are well managed to counterbalance structural divisions (consider external stakeholders)*

Roles and responsibilities
*Establish team and individual roles and responsibilities within the structure*

Performance management
*As required, within your function define the criteria that determines performance (this should link/align to the performance management framework etc) Include basic performance measures if appropriate.*

Capacity, Commitment and Capability
*(Optional component – may not be appropriate for publication)*

These three components are closely linked.

Consider if your teams have the capacity to deliver your priority activities.

How are you motivating teams and individuals to stay committed to delivering your activities?

What practical skills and abilities do you require to deliver against your strategy?

*Add in external (PESTEL) & internal (SWOT) analysis here if appropriate*