



Oxfordshire Fire & Rescue Service

Fire Peer Challenge
13-16 May 2014

Introduction

- Peer challenge is part of the approach to sector led improvement and complements OpA self assessment
- It is not an inspection - invited in as 'critical friends'
- We have familiarised ourselves with OFRS
- Been well received and made very welcome, special thanks to Richard, Julian and colleagues
- People have been open and honest
- The evidence gathered is non-attributable
- What you hear is what we've heard, seen and read

The Process

- Background reading provided to the team including the OFRS OpA and supporting documentation
 - Timetable of on-site activity with interviews, focus groups, and observations
 - Met with a broad cross-section of officers, elected members and partners – over 80 people
 - Assimilation and discussion of our findings
 - Production of a report
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The Team

- CFO Des Tidbury, Cornwall FRS
 - Cllr Pauline Helliard-Symons, Royal Berkshire Fire Authority
 - DCFO Gary Walsh, East Sussex FRS
 - DCFO Lee Neale, West Sussex FRS
 - Kevin Maidment, Independent Consultant, Ex Wiltshire Police
 - Gary Hughes, Programme Manager, LGA
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Peer Challenge Focus

Areas of focus

Risk to Resources – Managing risk in the operational context with a focus on fire fighter and public safety including the KAA's of:

- Community Risk Management
- Prevention
- Protection
- Response
- Training & Development

In addition we have covered the three core areas of:

- How well are outcomes for local citizens being achieved - Safeguarding?
 - How effective is the leadership and governance?
 - How effective is the organisational capacity to meet current requirements and future needs?
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Leadership, Governance & Scrutiny

Strengths

- A well integrated and valued service within OCC and with partners
 - Very strong and effective partnership between senior managers and political leaders that is driving change and improvement
 - Senior leadership is approachable, listens and is valued by staff and members across the organisation
 - People throughout OFRS are aware and signed up to the vision of 365 alive
 - Leading members are very supportive, engaged and knowledgeable about the service
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Leadership, Governance & Scrutiny

Areas to explore

- Reinvigorate and re-launch the 365 alive vision for the next 2 years – stretch targets, be specific and focus to fully demonstrate OFRS ambition for the county for the future
 - Continue the positive work on communication and engagement to ensure a fully inclusive and consistent approach across OFRS
 - Continue to improve the understanding of OFRS across all members through more formal development
 - Support Scrutiny to further add value and to challenge performance across OFRS
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Organisational capacity

Strengths

- Excellent people and culture with a strong 'can do' attitude throughout the organisation
 - A very strong approach to performance management
 - embedded, golden thread, low sickness absence
 - The new structure with SLT and TLT is working well
 - New initiatives to address capacity:
 - RSSO and Roving Pump
 - Positive and constructive relationships between OFRS and the FBU – working well together
 - Reciprocal support between OCC and OFRS which is recognised and regarded
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Organisational capacity

Areas to explore

- Undertake an annual review and evaluation of the restructure and role names to assess effectiveness, the impact on capacity and understanding
 - Continue to embed the culture of empowerment and accountability throughout OFRS
 - Ensure the 'can do' attitude is maintained but does not negatively impact on staff welfare
 - Consider exploring the opportunities for volunteering to maximise capacity and community engagement
 - Apply a consistent and robust approach to programme/project management to deliver the needs of a modern FRS
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Outcomes for local citizens

Safeguarding

Strengths

- Members of and attendance at a range of multi-agency safeguarding groups
 - Safeguarding training delivered to staff and resulting in an increase in numbers of referrals
 - Good levels of awareness and understanding by all staff
 - Clear process to report safeguarding concerns
 - Staff making referrals are updated of progress and outcomes where information is available
 - A single point of contact for OFRS staff as well a partner agencies
 - 365 alive and positive examples of influencing the fitting of sprinklers – Westgate, Campsfield and Oxford High Rise
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Outcomes for local citizens

Safeguarding

Areas to explore

- Refresh the safeguarding training package to reflect learning from recent cases such as Operation Bullfinch and domestic abuse
 - Establish a programme of on-going training for new staff and refresher training for existing staff
 - Consider flagging addresses of previous safeguarding incidents in the address based gazetteer for the information of crews attending subsequent reports at those addresses
 - Review capacity, resilience and working arrangements for staff providing the advice and contact with OCC Social and Community care staff
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Community Risk Management

Strengths

- OFRS has reconfigured its approach to IRMP resulting in an evidence based and coherent long term view of the community risks over the next five years.
 - Risk is identified drawing from national, regional and local risk assessments to contribute to the overall community risk management process.
 - The 5 year CRMP and associated annual plan for 2014/15 clearly identify proposals to address the maintenance of response attendance times to secure on call availability whilst using existing resources flexibly within the service to achieve response standards set by the Service
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Community Risk Management

Areas to explore

- Review consultation and engagement processes to ensure that the IRMP/CRM proposals are fully understood to best inform the final decisions
 - Promote the benefits to community risk reduction and fire fighter safety provided through the protection teams
 - Ensure there is a balance between Prevention, Protection and Response
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Prevention

Strengths

- 365 alive has been delivered ahead of schedule and all targets exceeded two years before the end of the programme
 - Combined Care Service: the vulnerable client data sharing arrangement has enabled OFRS to better target resources to individuals in greatest need.
 - The restructure has increased the opportunity to act quickly in order to deliver better outcomes for residents
 - Phoenix Project has developed and has been delivered to 160 young people per annum
 - The value of this intervention has been calculated in financial terms, which adds an extra dimension to the project outcomes
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Prevention

Areas to explore

- 365 alive provides the vision for what will be achieved, but how activities contribute to achieving the vision isn't clearly identifiable or easy for staff to articulate
 - Demonstrate a clearer link to how 365 alive contributes to OCC objectives
 - Consider OFRS role in building community resilience
 - Review how existing resources could be used to deliver planned and focused prevention activities
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Protection

Strengths

- Review of the risk based inspection programme completed and implementing actions with clear ownership which will provide benefits for firefighter safety
 - Sharing of commercial premises data with the Valuation Office has assisted the review of the risk based inspection programme
 - Provision of premises risk information is delivered in a timely manner
 - Training has been provided to crew and watch managers to support the collection of information on premises
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Protection

Areas to explore

- Review fire safety training as a result of the recent restructure and forthcoming end of the existing collaborative regional approach.
 - Consider how OFRS captures information on new risk premises from different sources to ensure that they are provided in a timely manner to operational crews
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Response

Strengths

- Joint working and training with South Central Ambulance Service will deliver improvements to the community
 - Integration of the collaborative partnership standard operational procedures into OFRS confirmed with the testing of understanding through assessment procedures
 - Flexible use of resources to ensure availability of key on call appliances
 - Users are involved in the evaluation of new equipment which is recognised by operational staff and supports ambitions to enhance firefighter safety
 - Resourcing the development of MDT and enhanced working arrangements through tablet technology
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Response

Areas to explore

- Post implementation review of the Roving Pump should be undertaken, to evaluate the impact on response attendance, training, development and on individuals
 - Ensure that retained recruitment, selection and development procedures support local on call requirements and enhance availability and firefighter development in a timely manner
 - Ensure that core and support teams work more effectively and ensure clarity of responsibility by reviewing the roles and work programmes of RSSO's, ISOs, ICTs and monitoring roles
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Training & Development

Strengths

- Training and Development is seen as a priority across OFRS. It is well structured and there is a clear and consistent view that T&D is supported by senior managers
 - Training Strategy, Training Competency Framework (TCF) and Blueprint are clearly understood. The TCF is compatible with Fire Professional Framework and is well regarded
 - The Incident Command Training process and delivery is strong, with a number of areas worthy of note
 - Accredited BTEC development levels 3,5 & 7 is part of a clear development pathway for staff
 - Training is delivered by OCC and promotes integration and networking
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Training & Development

Areas to explore

- The view of Redkite is mixed with some staff seeing it as a valuable tool that has streamlined previously time consuming processes while others view it as 'clunky' and not user friendly
 - Continue to ensure the consistency of operational monitoring to further support the development of incident commanders
 - Operational training facilities particularly hot fire training and CFBT
 - Anecdotal evidence of restructure and introduction of TTG improving training delivery and course attendance, consider evaluation to support this
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Health & Safety

Strengths

- Clear and positive H&S culture throughout OFRS with emphasis on firefighter safety
- Evidence of learning from major incidents and results of operational debriefs
- Integration of H&S into working groups across the organisation

Areas to explore

- Promotion of safety reps to continue to improve H&S culture
 - Review health and wellbeing arrangements within OFRS
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Call Management & Incident Support

Strengths

- OFRS has a strong leadership role and is a well regarded partner in Thames Valley Fire Control (TVFC)
- Good approach to project management
- Good existing plans for continuity
- The planned Suffolk/Cambridge peer review is positive

Areas to explore

- Manage the timescales as they are very challenging and ensure the deadline has room for manoeuvre
 - Ensure effective communication and engagement with staff about the transition to TVFC
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Next steps

- Draft report provided within 4 weeks
 - You will want to take the time to reflect on the report and consider how to take things forward
 - Agree final report on your timescale
 - Encouraged to publish your report and associated action plan on your website
 - Evaluation – how was it for you?
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Thank you

Questions