

Developing a Learning Culture

Steve Foye

Blame Culture

A set of attitudes, such as those within a particular business or organization, that are characterized by an unwillingness to take risks or to accept responsibility for mistakes due to a fear of criticism or prosecution.

The Learning Organisation

- An organisation that enables and supports learning and continuously evolves
- Links with studies back to the 1960's
- Peter Senge - The Fifth Discipline: The Art and Practice of the Learning Organization.

Shirley Towers, Southampton



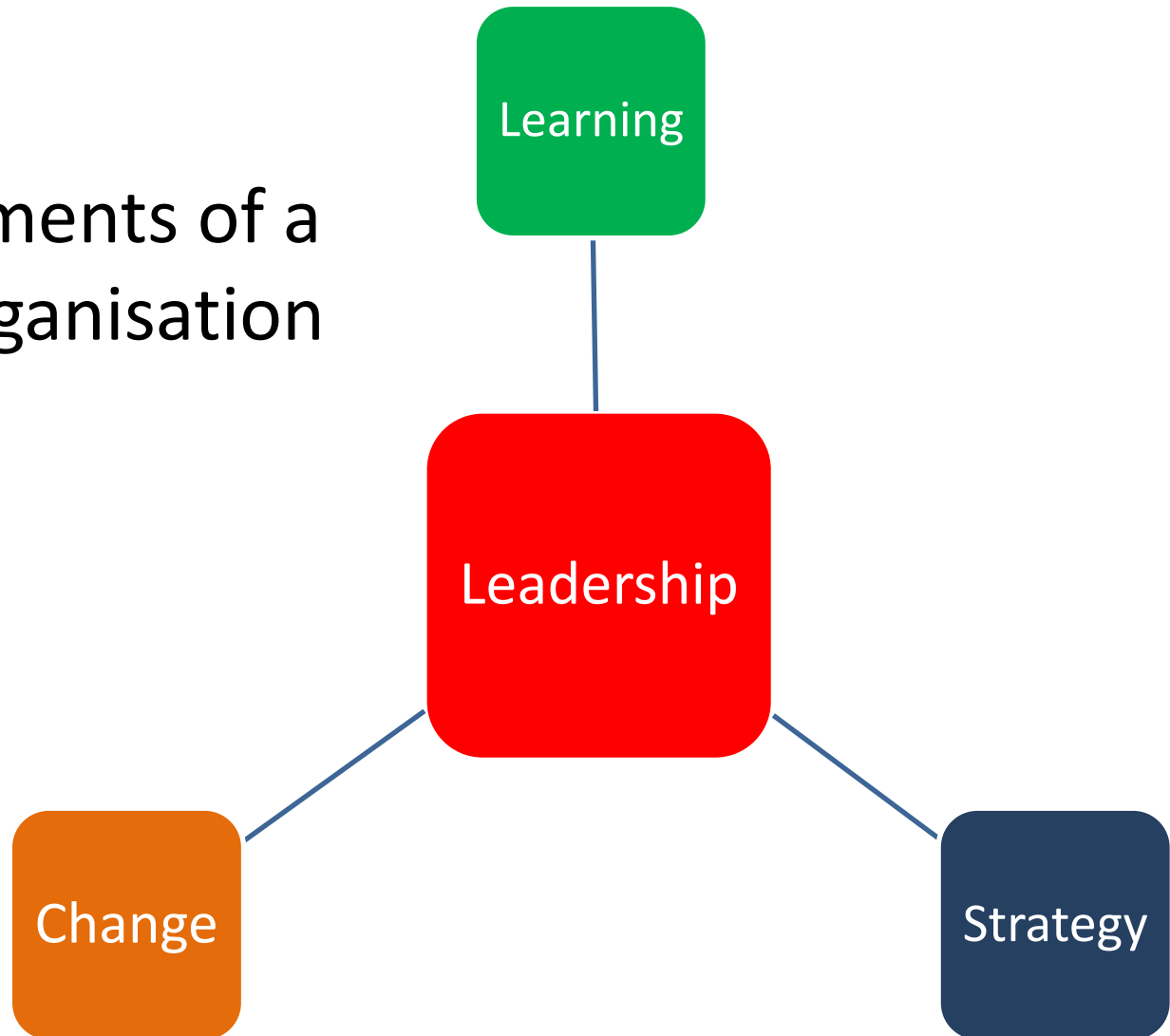
HAMPSHIRE
FIRE AND
RESCUE
SERVICE

We make life safer

Shirley Towers Approach

- Investigation team
- Improvement plans
- Changes in policy, practice and equipment
- Fully published learning
- Seminars and Briefings across the UK and further afield

The key elements of a Learning Organisation



RCVS Strategic Priorities 2016/19

- Learning culture
- Leadership and innovation
- Continuing to be a First-rate Regulator

Benefits for practitioners

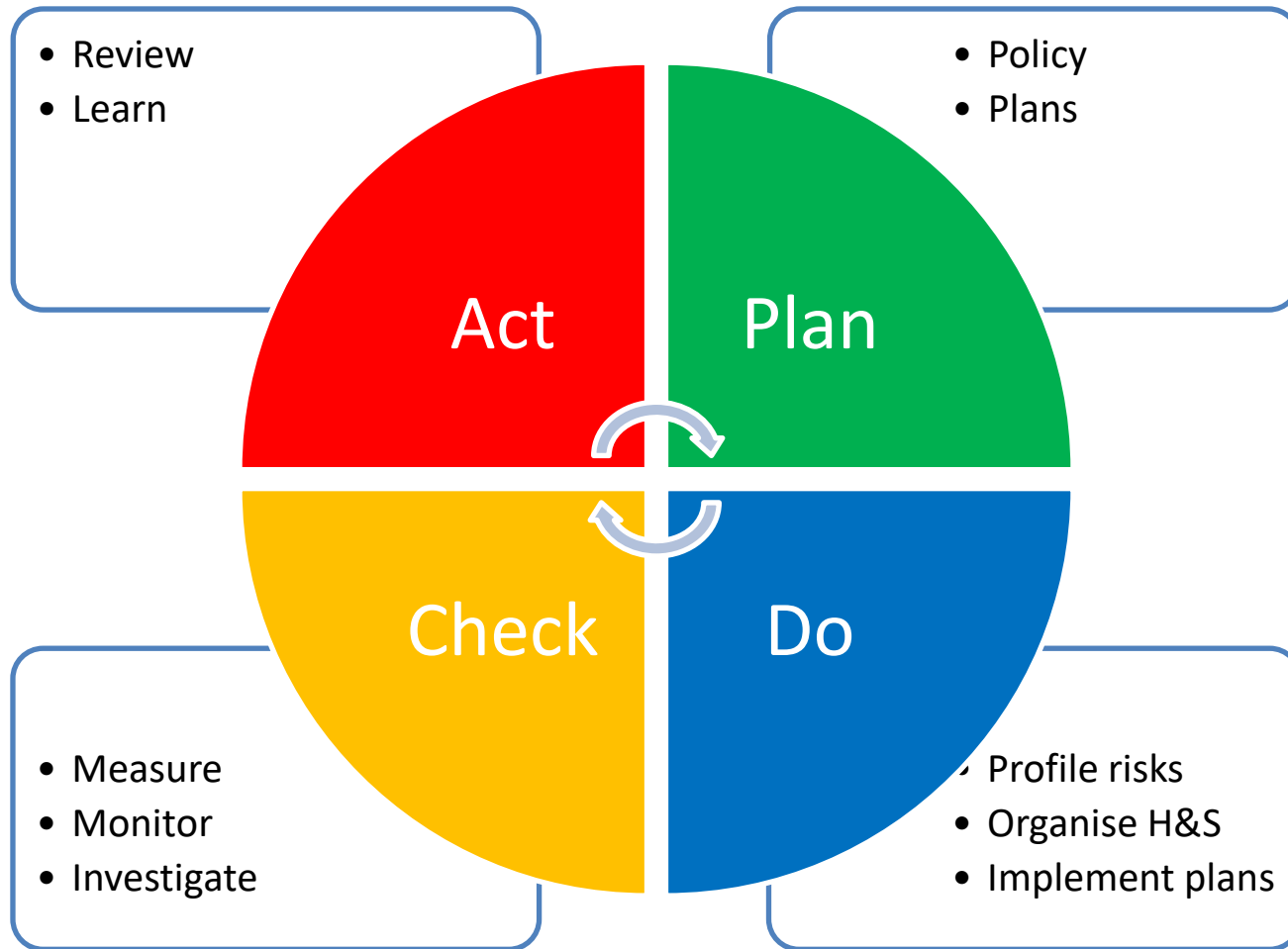
- Reducing the impact of professional conduct systems on the mental health and wellbeing of practitioners
- More proportionate dispute resolution system, for lower-level concerns
- Changing public expectations in their interactions with veterinary professionals.
- Extending the concept of life-long learning by including mentorship.
- Galvanising all sectors of the veterinary community
- RCVS CEO, Nick Stace said:
“We are all in this together, and only by working together can we make a real difference.”

What can be learned from
the experience of the
Fire and Rescue Service?

Health and Safety in UK FRS

- Striking the Balance
 - include arrangements for monitoring health and safety performance, including learning from incidents and using this information to improve performance
- Health, safety and welfare framework
 - Guiding principles of health, safety and welfare
- Safe Person Principles
 - Learning from post-event analysis, incident debrief and review, including a process for recording and managing information gained and any subsequent developments or changes to safe systems of work.

Operating Model



Culture Setting

- Balancing Policy and Guidance
- Enabling operational discretion
- Building on competence to ensure confidence
- Fail early and learn fast.

Learning at Incidents

- Incident monitoring
- Operational assurance
- Recording of decisions and practices



Post Incident Learning

- Hot Debriefing
- Post Incident Reporting
- Structured Formal Debriefing
- Incident Command Reviews
- Operational Discretion
- Accident and Near Miss investigation



**KEEP
CALM
AND
DEBRIEF**

Sharing learning

- Identify good operational practice
- Recognise the implications of significant single high consequence or high potential events
- Recognise trends and multiple events
- Common framework. E.g. National Operational Guidance
- Consistent analysis and reporting of actions
- Openness in gathering and sharing information
- Central repository for good practice and lessons learned
- Identify emerging issues and take any necessary action
- Guide investment in equipment, R&D and Training

How does this develop in practice

Developing our approach to Animal
Rescue and other FRS activity

Intent

- Firefighter safety and wellbeing
- Public safety, health and wellbeing
- Preventative approach
- Effective response for unpredictable hazards
- Animal welfare
- Corporate risk
- Reputation management

Animal Rescue Pre 2008

National position...

- No formal techniques
- No clear procedures
- No national occupational standards
- Limited working relationship with veterinarians and other agencies

National veterinary position...

- No formal rescue training
- Not team players
- No concept of ICS

= Corporate and Public Risk



Animal Rescue 2017

- Animal Rescue Practitioners Forum
- Cross sector relationships – BARTA, RSPCA, BEVA
- 100's of trained specialists
- National Occupational Standards
- National Operational Guidance
- Sharing of best practice and learning
- Consistency in communications strategy
- Support across FRS's and other sectors
- Policy, procedures and tools development

Wider value of becoming a learning organisation

- Leading innovation in the UKFRS
- A valuable partner in collaboration
- A seed bed of high performers
- Internationally award winning teams
- Innovative and challenging beyond the sector



Any Questions

Steve Foye

Deputy Chief Fire Officer and Director of Service Delivery, Strategy
and Planning

Royal Berkshire Fire and Rescue Service

foyes@rbfrs.co.uk

Reference Materials

- [HSE Striking The Balance](#)
- [Empirical model of a learning organisation](#)
- [UK FRS National Operational Guidance on operational learning](#)
- [UK HSE Health, safety and welfare framework for the operational environment](#)
- [RCVS strategic-plan](#)
- [RCVS news article Nov 2016](#)