

# EMBEDDING SOCIAL MARKETING AT EAST SUSSEX FIRE & RESCUE SERVICE

Hearts, minds and models: November 2012

## Focus: social marketing in Fire and Rescue services

- The journey so far
- What can social marketing do?
- Local behaviours, local solutions
- What do we need to do to succeed?
- What next?

# Workshop introduction

## What will we do?

- A project & service update
- A project and case study overview
- What next for ESFRS?
- Questions and answers

## Who will deliver?

- Andy Reynolds, Director of Prevention and Protection , ESFRS
- Tessa Allgeier MCIM, Consultant, Brighton University, NSMC, Brilliant Futures, Social Marketing Gateway

# What's the story?

- How one Fire and Rescue service is tackling hearts and minds, and delivering an embedded approach to social marketing.
- Strategic marketing's focus on segmenting, targeting and positioning resonates with public services who want to do more with less *and* deliver sustainable community engagement.
- But how does the greater good of social marketing square with individual ideas of fire safety and risk? And how can Fire and Rescue marketers balance messages about (general) social good with interventions that mitigate for individual harm?
- This exploratory workshop will review how Fire and Rescue services are well placed to deliver embedded, strategic social marketing practice.

# What 's different about ESFRS?

Social marketing? seems like a natural home...

- Works with ESFRS' optimal strategies approach to reduce risk, reduce fatalities *and* save on service costs - their aim for sustained efficiency
- It makes sense and fits with the Fire and Rescue ethos: a balance of pragmatism and vision
- Can be built around a community-led approach and meet national expectations: Borough Command *and* national vision

# What did ESFRS want to do?

## Get deeper understanding

- Use local insight and interventions, but how?
- A managed, central resource - who and what?
- Why should they do it?  
For safer, sustainable communities *and* resource efficiency

## And how was this done?

- A staged and iterative approach
- Listening and learning at all levels
- Building on what's there, not new resources
- Tapping into innate skills, ethos and approach
- Being pragmatic

# Hearts, minds and models

| Strategy management  | Essential elements                  | Key principles | Behaviour and communications |
|----------------------|-------------------------------------|----------------|------------------------------|
| Values               | Believers: drivers and protagonists | Minds          | Cognitive: think             |
| Objectives           | Deliverers: innate sense of others  | Hearts         | Affective: feel              |
| Practice and tactics | Architects: sturdy frameworks       | Models         | Conative: do                 |

## Focus: ESFRS view

- Current position?
- Why it works for ESFRS
- What else can we do?



# ESFRS: where are we now?

- ❑ **Current position:** cuts/budget – time of austerity (UK)
- ❑ Efficient and accurate **targeting** – resources management (ESFRS response)
- ❑ Fire **fatalities** – understanding profiles/data
- ❑ **Partner working:** social services & health/data
- ❑ **Intervention development:** e.g. smokers blanket & dog owners work/suppliers & vets association
- ❑ **Values:** sharing best practice/effective business planning & mining/joining the data

# ESFRS: what next?

- ❑ Overall: balance quick wins with long term vision, ensure evaluation for what works/what doesn't, build on communications model, input to The Cube
- ❑ And continue to develop Home Safety Visit data and investigation, health & wellbeing visit structures/data collection, use core behavioural questions
- ❑ Community Profiling Working Group: smaller, focused on integrated delivery: architects, drivers and activists

# Community Profiling Working Group: focus on solutions

- The main **purpose** of the Community Profiling Working Group is to provide a direction for Community Safety activity within ESFRS using social marketing techniques
- **Key aim** is reducing the numbers of fires, fatalities, injuries from fires and other emergencies and therefore drive down risk and make our communities safer.

Group L: Active elderly people living in pleasant retirement locations

Trending

Type L54: Retired people of modest means commonly living in seaside bungalows

1.72%



1.59%

## Overview

### Key Features

- Older retired couples
- Modest incomes
- Older bungalows
- Classic retirement areas
- Conservative tastes
- Local shops
- Read newspapers
- Senior rail cards
- Low price restaurants



### Access Information

#### Receptive

- Face to Face
- Local Papers

#### Non Receptive

- Internet
- Telephone
- SMS Text
- Interactive TV
- National Papers

### Service Channels

#### Receptive

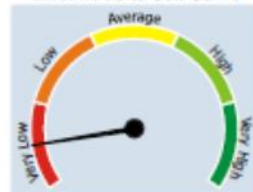
- Face to Face

#### Non Receptive

- Internet
- Telephone
- Mobile Phone

## Requirements

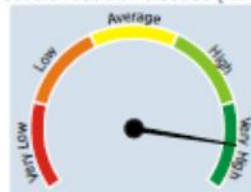
Likelihood to self serve



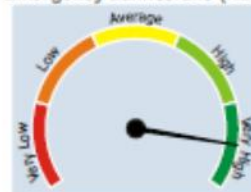
Have a degree



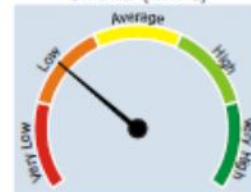
Cardiovascular disease (HES)



Emergency admissions (HES)



Smoker (BHPS)



Very worried about being a victim of crime



# The process

1. Identify households that are **having the most fires**
2. Identify households that are **most susceptible** to having fires.
3. Break down the above into a **station-specific** community profile
4. Further analysis & outcomes e.g. rurality issues, targets, prioritisation

# Identify & prioritise most vulnerable – for example



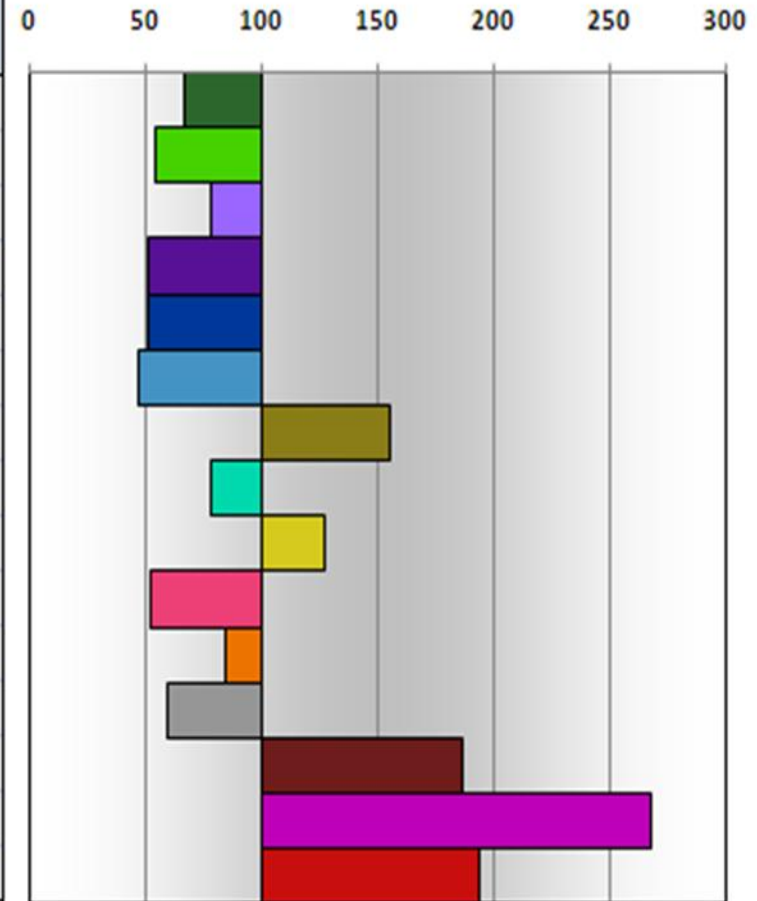
The Cube

## Group 'M'

- **Elderly People reliant on state support**
- 70% of fires involve cooking appliance
- Human behaviour: Distracted / Fell Asleep

## Dwelling Fire Propensities by Mosaic Public Sector Group [\(ESFRS Overview\)](#)

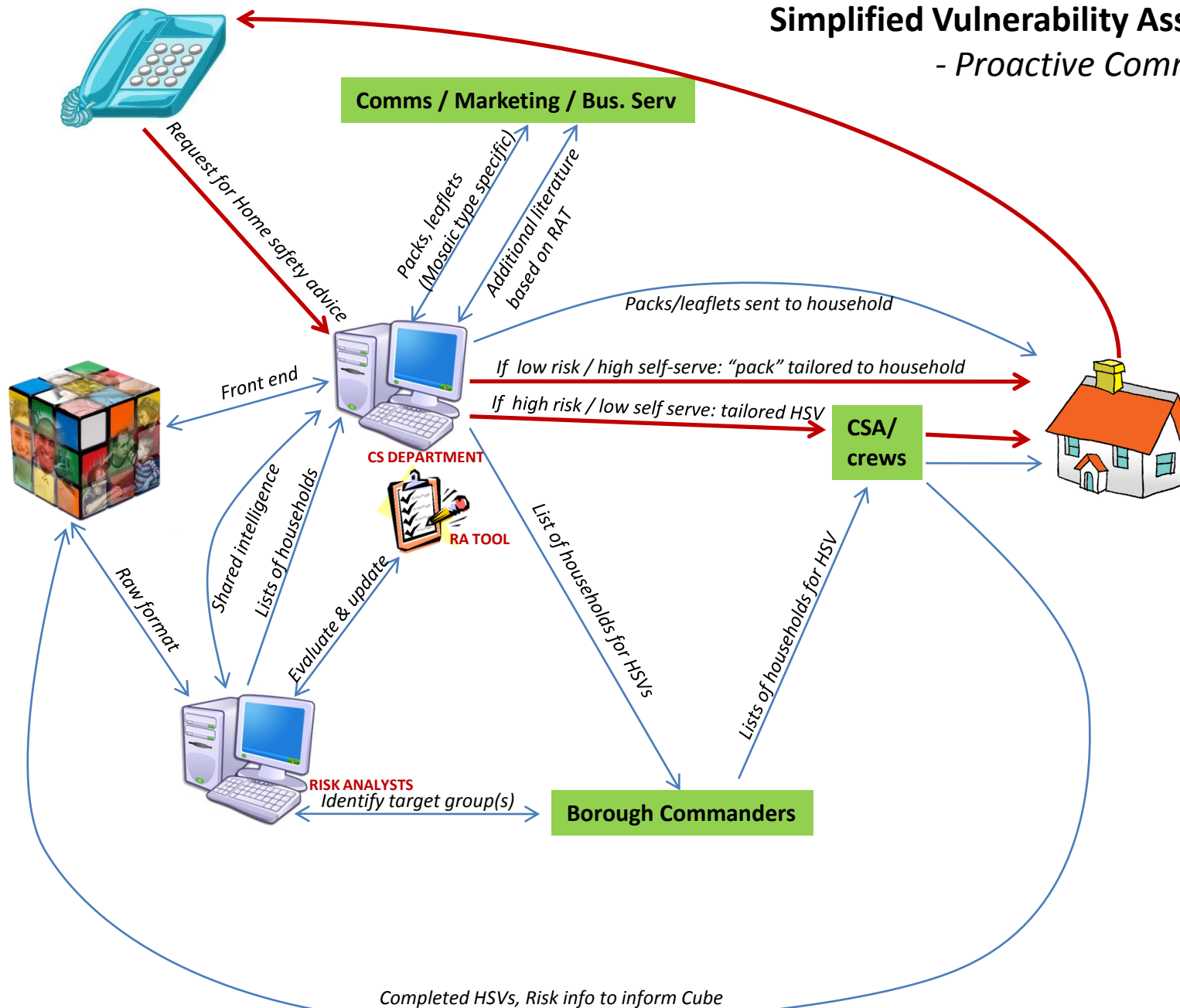
| Mosaic Group       | No. of Dwl Fires (05-10) | %            | No. of Households | %            | Pen. %     | Index     |
|--------------------|--------------------------|--------------|-------------------|--------------|------------|-----------|
| A                  | 167                      | 4.5          | 24,490            | 6.9          | 0.7        | 66        |
| B                  | 256                      | 7.0          | 45,630            | 12.8         | 0.6        | 54        |
| C                  | 70                       | 1.9          | 8,657             | 2.4          | 0.8        | 78        |
| D                  | 154                      | 4.2          | 29,116            | 8.2          | 0.5        | 51        |
| E                  | 123                      | 3.3          | 23,459            | 6.6          | 0.5        | 51        |
| F                  | 52                       | 1.4          | 10,717            | 3.0          | 0.5        | 47        |
| G                  | 1,017                    | 27.7         | 63,414            | 17.8         | 1.6        | 155       |
| H                  | 125                      | 3.4          | 15,563            | 4.4          | 0.8        | 78        |
| I                  | 148                      | 4.0          | 11,316            | 3.2          | 1.3        | 127       |
| J                  | 106                      | 2.9          | 19,892            | 5.6          | 0.5        | 52        |
| K                  | 163                      | 4.4          | 18,874            | 5.3          | 0.9        | 84        |
| L                  | 222                      | 6.0          | 36,566            | 10.3         | 0.6        | 59        |
| M                  | 462                      | 12.6         | 24,064            | 6.8          | 1.9        | 186       |
| N                  | 445                      | 12.1         | 16,120            | 4.5          | 2.8        | 267       |
| O                  | 166                      | 4.5          | 8,308             | 2.3          | 2.0        | 194       |
| <b>Grand Total</b> | <b>3,676</b>             | <b>100.0</b> | <b>356,186</b>    | <b>100.0</b> | <b>1.0</b> | <b>--</b> |



# Simplified Vulnerability Assessment process

- Proactive Community Fire Safety

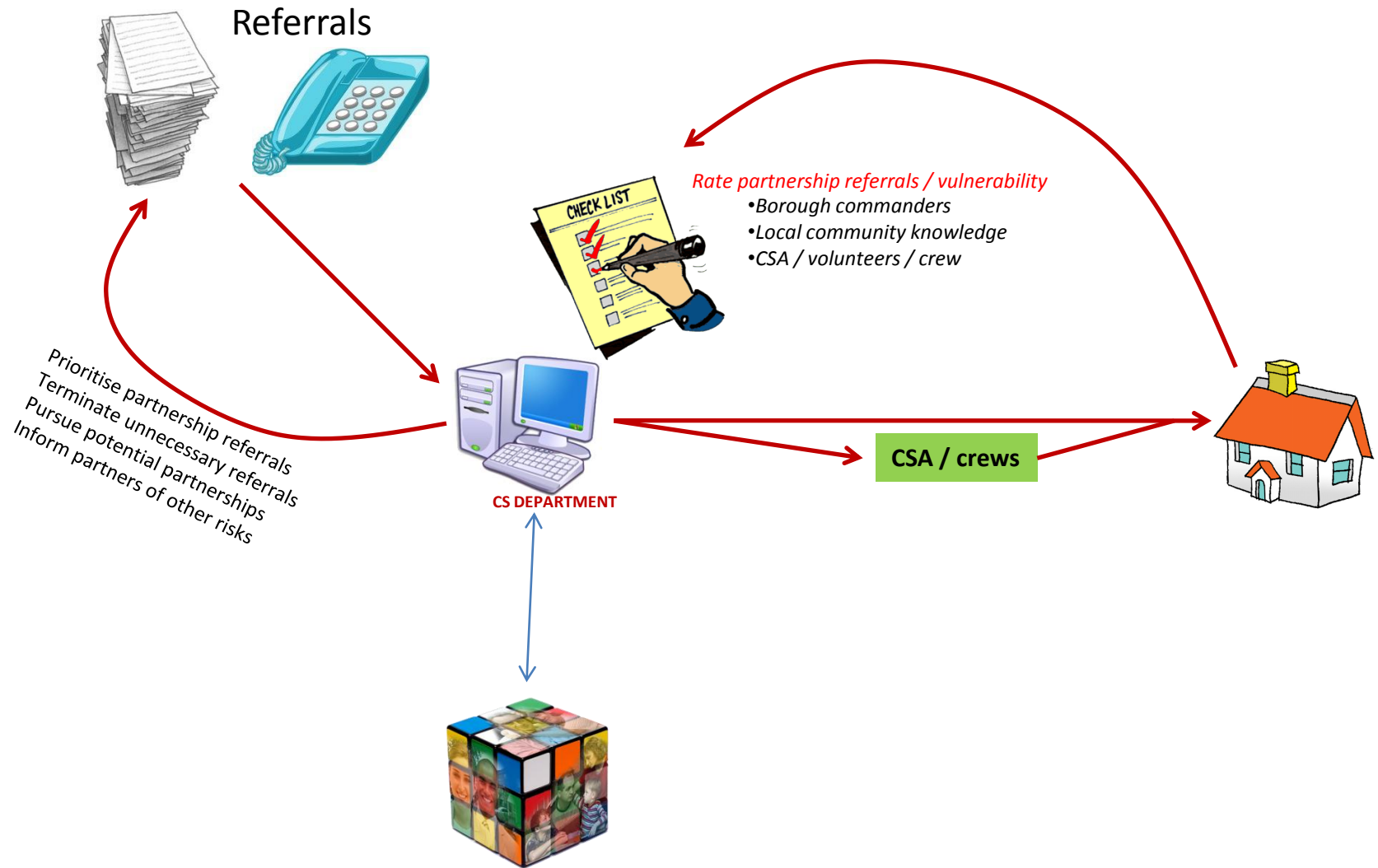
- Public requests





# Simplified Vulnerability Assessment process

## - Referrals



## Delivering the message - Communication channels

[illegible]

# Changing risky behaviours?

- ❑ Bad example – messages on medication bags
- ❑ Good example – medication deliverers (+ practical intervention)?
- ❑ Driven by Community Profiling Working Group - protagonists
- ❑ Supported by Community Safety Advisers, Fire Investigators work with partners, develop new approaches to data collection

## Focus: The case study

- Project inception in 2010
- Scoping, development and delivery
- Ongoing development 2012-13
- Publication in *Social Business Journal*

# Project scope

- Internal and external reports including University of Brighton 2 year study, government reports such as **Fire Futures**, social marketing models
- Fire and Rescue services contacts within risk, community, performance and communications networks
- Limited review of literature (initial project scope)
- Further secondary research by Community Profiling Working Group into other services

# A phased approach: building insight and understanding

- **Phase One** developing Mosaic-based modelling tool and pilot profiles for testing with Borough staff
- **Phase Two** scoping, immersion and staff workshops to review *The Cube* and profiles. Report for Senior Management Team. The Community Profiling Working Group (CPWG) agreed Terms of Reference for ongoing social marketing management.
- **Phase 3** showcasing & testing model at a Borough level. Reviewing new ways of working with insight, integrating new Home Safety Visit (HSV) data management system, evaluating communications and marketing activity, asking about core behaviours

# What did desk research show ?

## Internal sources

- Mosaic well used, but mostly risk and performance
- Few ask behavioural questions except Kent FRS; build into SEFIP survey?
- Differently resourced & not yet in many job descriptions
- High levels of skill and understanding
- People are key drivers for change
- Opportunities for community-based staff with partners

## External sources

- Rise in general awareness for insight and intervention, but seen as communications by some
- DCLG, Fire Futures review provided robust framework
- MINDSPACE & NSMC characteristics models fit well
- Stages of Change model can work well for core questions
- Key role with other partners around vulnerability and risk

# Workshop approach

Designed to be flexible – workshops aimed to build layers of information and gather qualitative insight:

- Cement current relationships, create right environment for dialogue
- Ensure staff are listened to and feedback is acted on
- Find common understanding for problems and work out solutions
- Key elements for insight management, for strategy implementation
- 40 staff across all levels, from borough command to community delivery
- Used 4 different profiles, as discussion focus



# Profiling activity: interventions and messages

## Workshop discussions

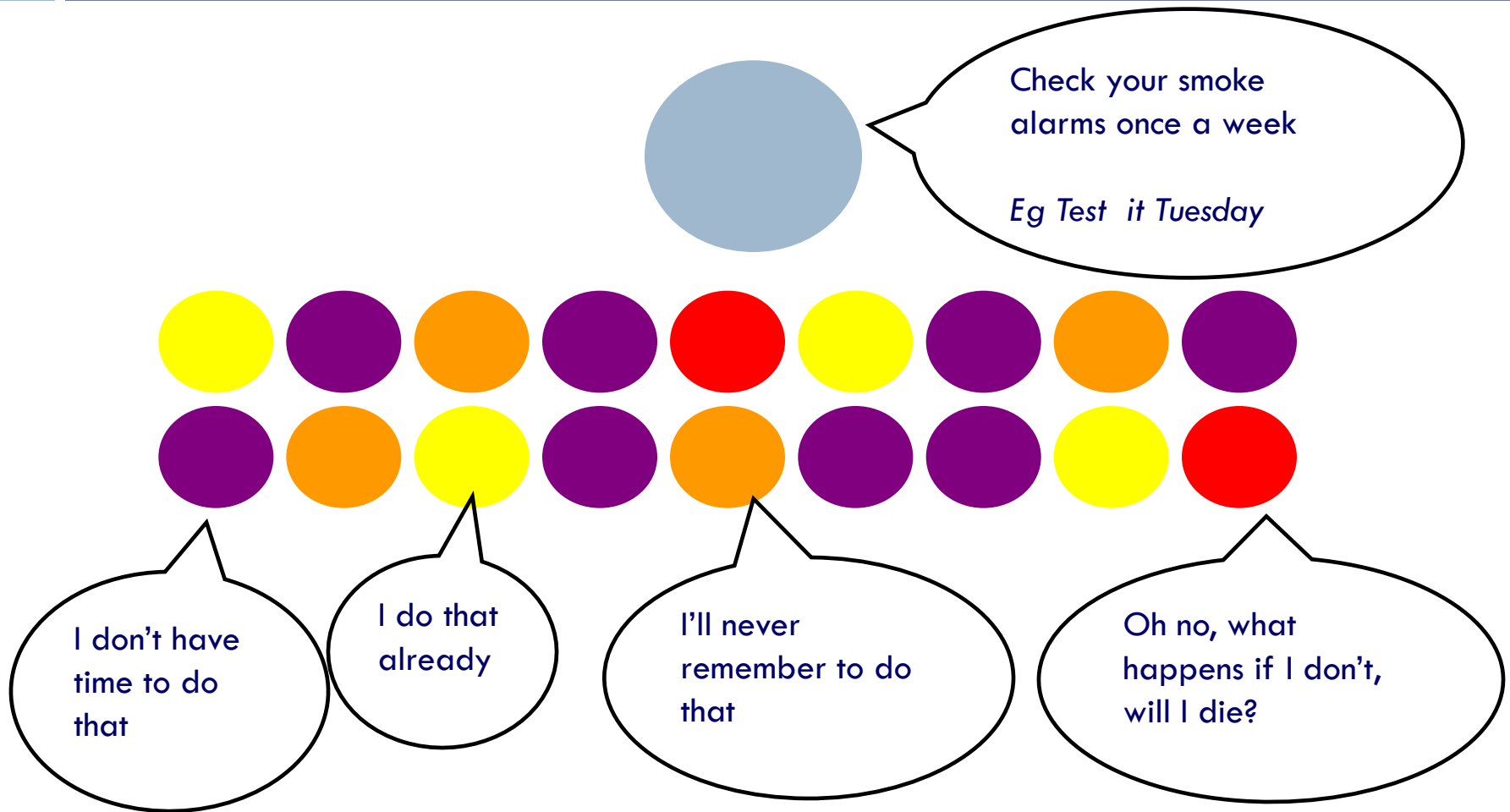
Around four fire incidents:

- Children in terraced house
- Older woman in bungalow
- Vulnerable woman in Bexhill
- Couple in caravan site

## The task

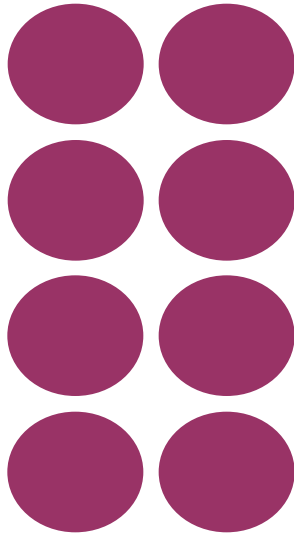
- Who is the audience?  
Used profile activity
- How do you reach them?
- What else can you do?
- What interventions could the service develop?

# The Brilliant Futures model: segmentation

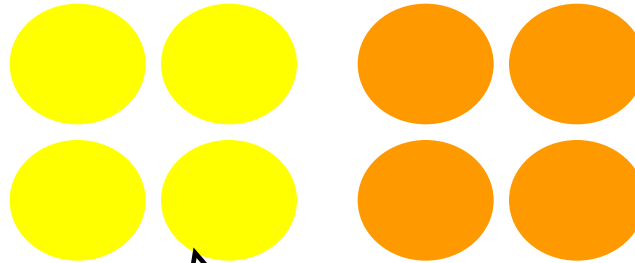


# Using the insight: segmentation, targeting and positioning

Emphasise the risk and benefits, show ease of checking



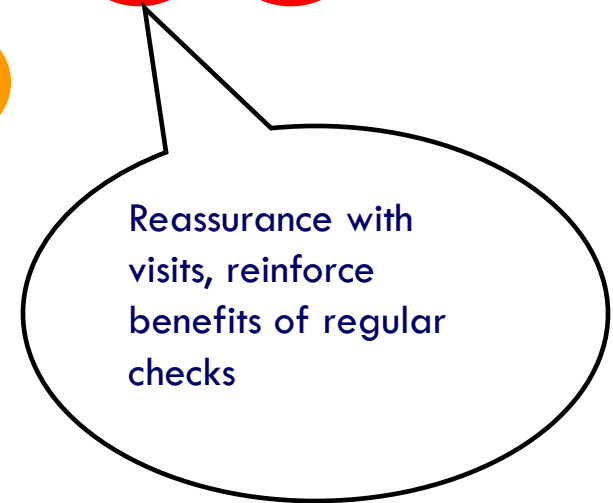
Practical solutions to make it easy eg safer ashtrays and small fire blankets



Keep it up, and help others to understand and act, save a friend



Reassurance with visits, reinforce benefits of regular checks



# Insight summary: key themes 1

- **Robust** project evaluation – clear outcomes and outputs: must work “from the ground up”
- Cultural and organisational **appetite**, but how can we collect more/different data, how can we define vulnerability and work with partners?
- Target risk profiles **made sense** to participants
- **Parity** at both ends of The Cube: forms and process **rationalisation**: work on operational framework,(closing the process loop)

# Insight summary: key themes 2

- Focus on **practical and deliverable**, clear understanding for social marketing interventions - safe ashtray, knee blanket
- **Instinctive** social marketers – “our job to step into someone else’s shoes” and use the insight
- Opportunity for more community research, tap into **insight seam** and use qualitative data
- Staff wanted to know when it will happen, not what it is – reassurance for **operational framework**
- **Getting the language right** : plain speaking and definitions of vulnerability; partners are in homes too: how can this be developed?

## Focus: Models and success factors

- Which models can work in Fire and Rescue?
- What are the critical success factors?

# Critical success factors

- **MEASURED** Taking a strategic marketing approach: blending performance, profiling and communications
- **PRACTICAL** Developing user-friendly resources, a menu of interventions and messages for target audiences: what works? Who can deliver?
- **REALISTIC** Making the connection between improved profiles and risk factors in communities to set deliverable targets
- **UNDERSTOOD** Focus on practical intervention and communications which targets understand - and TEST
- **PEOPLE-BASED** building in core competencies when new roles arrive, work with believers

# The models: MINDSPACE

## The behavioural influences

- ☐ Messenger
- ☐ Incentives
- ☐ Norms
- ☐ Defaults
- ☐ Salience
- ☐ Priming
- ☐ Affect
- ☐ Commitments
- ☐ Ego

## What can be done?

- ☐ Home safety visits, investigation & partners
- ☐ Triggers and interventions eg rescuing pets
- ☐ Profiles base on **Value Modes?**
- ☐ Notions of common sense?
- ☐ Redraw profiles
- ☐ Fire safety in the sub conscious?
- ☐ Consistency and ground level staff
- ☐ Small steps and rewards



# The models: Stages of Change

**Build core questions for tracking & measuring change or sustained positive behaviour**

- **When did you last check your fire alarm?** What do profiles suggest? What is the evidence ?
- **How ready are you to do a weekly check?** What is the best language here?
- **How did you find out how to check your alarm?** What is currently done?
- **How do you remember to check your fire alarm?** What is used?
- **Is it easy to remember to check your alarm?** How can action be remembered? How likely are you to remember each week?
- **How can a habit be sustained?** Key triggers, words or actions?

# The models: Rose & Dade's value modes, Rogers' adopter profiles

- **Pioneers** are like early adopters and may be the first in communities to get fire alarms fitted, or a fire safety visit when they move home; they show great potential for spreading the word
- **Prospectors** are the early majority, who may ask for a visit if they think it's important for their community and it might give them status; they may prefer to have the best kind of alarm and set the pace for others
- **Settlers** are usually the last to adopt behaviours and represent Rogers' late majority and 'laggards', they like to conform and *could* be highly motivated by safety, but they want others to try things first

# The models: NSMC characteristics

## Focus on characteristics

- Customer need
- Driven by genuine insight
- Test for language, understanding & value
- Behavioural challenges and voluntary compliance?
- Practical interventions
- Involve stakeholders

## Risk and mitigation

- Customer journeys, touch points, ROI system, CRM?
- Regional, core questions, build around staff roles, qualitative package
- Set up internal, then Borough panels
- Partner profile exchange
- Thinking laterally, using insight and measuring along with Comms
- Build in evaluation – use Kirkpatrick's model for internal learning?

# Social marketing metrics

- What was the **need**, and how was it identified?
- What was done or used? Type of intervention and communications, for which profiles?
- What difference did we make? Was there a change in incidence within target audience?
- Have we made the changes to our core profiling data?
- Why was it a success? Have fatalities reduce Which behaviours have changed?
- Which profiling factors may have impacted on results eg vulnerability and mobility?

# What can we do nationally?

- Use 'good and bad marketing' principles: strategic marketing practice for national, social good
- Keep repeating the mantra: marketing is not the devil and public services write very good tunes!
- Continue working with partners, driving national change eg CIM member interest group
- Develop national approach to measuring VFM in Fire and Rescue, work up to measuring ROI
- Build core competencies for staff for new recruitment: use MSSB as springboard

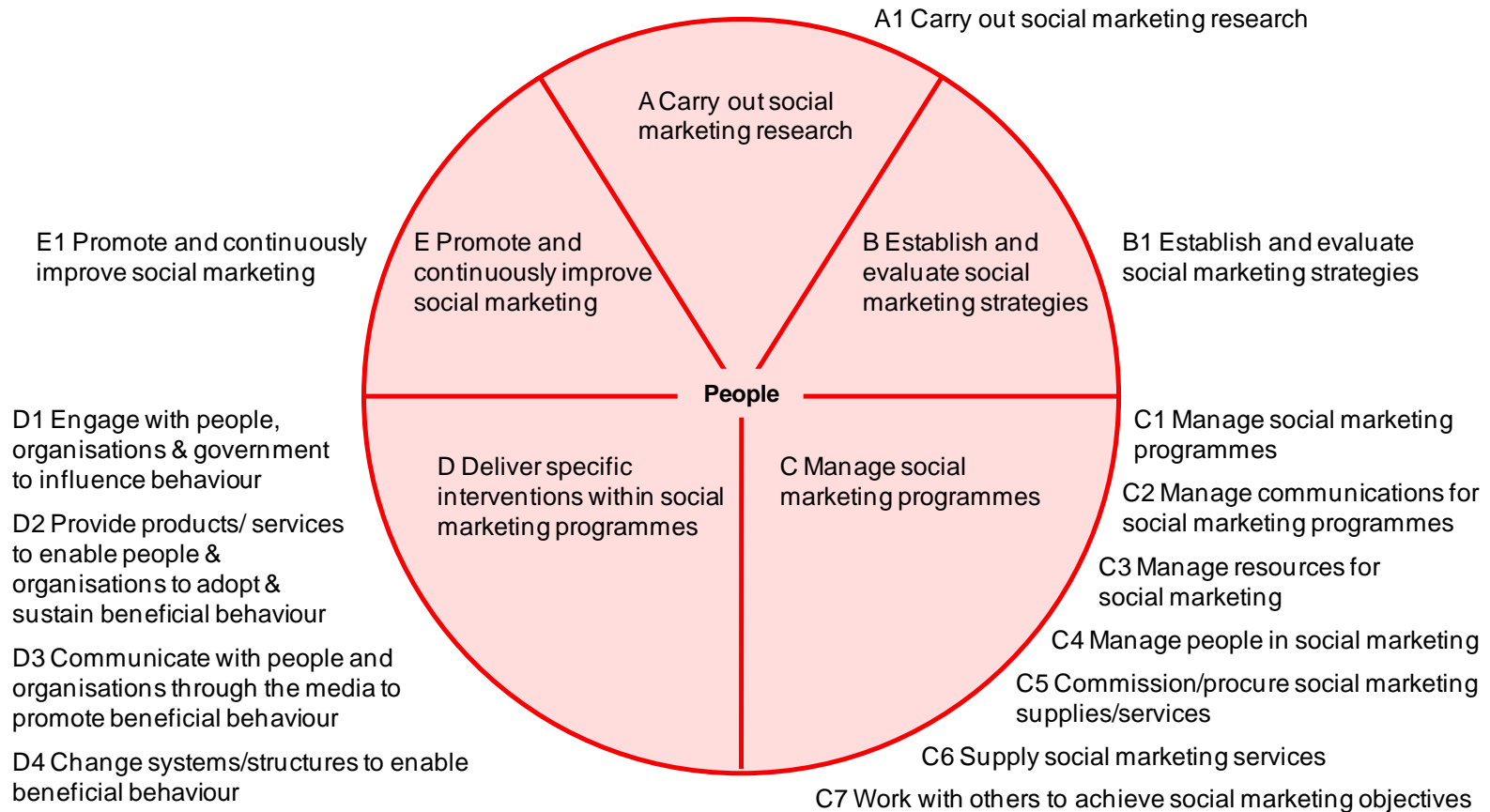
# Further references

Jeff French,(2011) *Don't let the good times go bad! Embedding Social Marketing within Social Policy*, Association of Social Marketing in Australia

Walter Wymer (2011) , *Developing more effective social marketing strategies*, Journal of Social Marketing, Vol.1 Iss: 1 pp.17-31

Ann-Marie Kennedy, Andrew Parsons (2012), *Macro-social marketing and social engineering : a systems approach*, Journal of Social Marketing, Vol 2 Iss: 1 pp 37-51

# Marketing and Sales Standards Body: core competencies



## Focus: questions and answers

- Questions from the floor
- What else can we do?
- What can we learn?
- Next steps and close



# Tessa Allgeier MCIM

**Chartered Marketer**



Tel: 01273 733099 Mob: 07866 512912

[tessa@pragma.freeseve.co.uk](mailto:tessa@pragma.freeseve.co.uk)

# Additional resources

- National Social Marketing Centre: case studies, benchmark criteria [www.nsmcentre.org.uk](http://www.nsmcentre.org.uk)
- Chartered Institute of Marketing: Social Marketing Member Interest Group [www.cim.org.uk](http://www.cim.org.uk)
- New Local Government Network: Changing Behaviours report [www.nlgn.org.uk](http://www.nlgn.org.uk)
- The Cabinet Office, MINDSPACE influencing behaviour through public policy report [www.instituteforgovernment.org.uk](http://www.instituteforgovernment.org.uk)
- DCLG fire and rescue research on performance, risk, target setting and measurement: [www.communities.gov.uk/publications/fire](http://www.communities.gov.uk/publications/fire)