

Kent and Medway Fire and Rescue Authority

Customer and Corporate Plan 2019-2023

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Introduction

Welcome to Kent and Medway Fire and Rescue Authority’s Customer and Corporate Plan. This plan sets out a simple narrative that conveys the breadth of activity we perform and sets out our aims and ambitions for the future.

We have renamed this plan the Customer and Corporate Plan to reflect the importance we place on doing the best job we can for the public we serve. Our focus on customer is embedding into the organisation, starting with the publication of our Customer Promise in 2017 and, because of this, how our plans affect our customers is at the forefront of our thinking. Prior to this plan our corporate approach was focused around five strategies but these came to the end of their life in 2018. They have been replaced by a new aim, vision statement and objectives, all of which are clearly explained in this plan. We are committed to **working together, saving lives and reducing harm** to help everyone be safer by working towards a future where no one is killed or seriously injured by a fire or other emergency. Our objectives and plans focus on home safety, road safety, assisting businesses, responding to emergencies, and protecting the wider community from the impact of major events.

Over the next few years there will be a number of areas of focus which will continue to challenge us and ensure we are constantly learning from our activities to improve the services we deliver. One major focus will be the evaluation of our activities, ensuring that there is benefit from the activities we carry out, and refining them to ensure they are providing the best possible value for money. We will also continue to invest in our assets to provide the best emergency response we can, whilst keeping our firefighters as safe as possible.

As an emergency service, clear leadership is essential for us. We will spend considerable time continuing to develop the leadership skills within the organisation. We need to ensure that we train and develop our leaders. Our Leadership Framework clearly defines the qualities required at each level of management. It offers a suite of learning and development opportunities which will be available to support our next generation of leaders. Leadership is not defined by what courses we have attended or what qualifications we have achieved, but instead by the difference we are making to the people around us and to the performance of the team and organisation.

Nick Chard

Chairman – Kent and Medway Fire and Rescue Authority

The area

There are just over 1.82 million people living in Kent and Medway in around 750,000 homes. There are also over 55,000 other business properties, along with a considerable number of other buildings such as schools and hospitals, in an area of approximately 1,442 square miles. Kent is known as the “Gateway to Europe” – there are 250 miles of motorways and major roads, six ports, four small airports and the Channel Tunnel. The county has water borders with the River Thames, North Sea, Straits of Dover and the English Channel and has land borders with Greater London, Surrey and East Sussex. Kent also shares borders with Essex, along the estuary of the River Thames, and the French department of Pas-de Calais along the English Channel.

We have continued to monitor the risk profile across the county and to obtain information from local authorities and partner organisations relating to any significant developments and infrastructure changes that may impact on our service delivery or provide indication of future risks within the county. To do this we use a variety of data and information provided by partner agencies, such as The Kent and Medway Growth and Infrastructure Framework and Local Transport Plan, as well as information provided from internal departments and operational intelligence. [The full Kent and Medway Risk Profile can be found on the KFRS website.](#)

The area is divided into one county authority, with 12 local district authorities, and one unitary authority for Medway. The area is relatively affluent with Kent being one of the least-deprived local authorities nationally, despite having some significant pockets of deprivation such as Thanet – one of the most deprived areas in the country. Life expectancy and the proportion of the population over 70 are both predicted to increase, with a related rise in mobility problems and disability, but the proportion of young people in the county is expected to reduce.

Our Performance

In general, demand for our emergency response service has reduced significantly over the past ten years. Our continuous investment in community safety has contributed to these great results. We continue to place importance on monitoring our performance against a range of local performance indicators and set targets which will challenge us to make improvements in average performance over a three to five-year period. A new medium term reporting period began in 2018. The purpose of setting medium term targets is to allow for fluctuations in operational activity. For example, the number of fires we attend can be heavily influenced by the weather so a three to five-year average is a fairer reflection of performance. We set targets to achieve continuous improvement which means at the very least a target will be set to maintain previous performance, but in most cases will drive an improvement.

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There has been a consistently higher level of fire activity over the last three years, which can be attributed to outdoor fires as a result of prolonged dry weather. As a result, performance against the fire indicators was higher than target. The exception to this however was accidental fires in the home which are at the lowest levels we have ever seen. Our response times to life-threatening incidents has not changed significantly compared to previous years although they remain below the levels we would like to achieve. Road traffic collisions, and the number of people who die or suffer life-changing injuries as a result, is a priority area for us and our partners.

How We Have Changed

Back in 2010 we introduced a programme of work called ‘Towards 2020’ which was a

package of work designed to help us to do our job more efficiently whilst dealing with a reduction in funding and a rise in public expectation. Whilst this work has generated a considerable amount of major change to us as an emergency service, we have been making changes, both major and minor, for a considerable number of years to improve the services we provide. A full history of change can be found at the end of this plan but some of the major achievements over the last few years are:

- Built and opened three new fire stations in Chatham, Rochester and Ramsgate alongside our Road Safety Experience (2016, 2017 and 2018).
- Enhanced our partnership with SECamb to provide emergency medical response from more of our on-call fire stations (2017).
- Completed recruitment for wholetime firefighters for the first time since 2007 (2017).
- Completed the roll-out of a flexible rostering system to all wholetime fire stations (2018).
- Joined the Institute of Customer Service and started embedding the customer into our daily operations and policies (2016).
- Started the 'Think Contaminates' project to protect the health of our firefighters (2016, ongoing).
- Maintained our excellent status against the Local Government Association Equality Framework (2017).
- Procured 29 new smaller fire engines fitted with the latest technology and equipment (2016).

Financial performance

Every year external audit assesses the Authority's financial position and the findings are reported to the Authority. The latest report confirms that the Authority continues to have in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Governance assurance statement

The Authority is required to undertake an annual review of its governance processes and to publish a statement setting out the results of the review. The statement, which is available on the Authority's website, shows how the Authority demonstrates good governance in its actions and also how it meets the requirements of the National Framework for Fire and Rescue Services.

Transparency

We publish extensive performance and financial information on our website, including transparency data such as all our spending over £250 excluding VAT, a register of contracts and the pay of our senior managers. This allows you to judge for yourself how well we are performing and providing value for money. You can also request data from us through our website. On average, we respond to Freedom of Information requests within around five days.

Efficiency

Over the past five years we have saved approximately £18m and, whilst this is good progress, we are expecting a need to generate a further £8.5m of savings between 2019/20 and 2022/23. The challenge this presents of course is to make these savings whilst still delivering a high quality and effective service to our customers. To this end value for money is key to making us as efficient as possible as a Service, both on the

front line and in our support functions. Value for money however is not simply about reducing costs, although at times this is necessary and inevitable. It is also about spending money responsibly in key areas to ensure that our operational equipment, buildings and technology are kept up to date which, in turn, will lead to greater efficiencies. Our commitment to this approach is clear through our plans for the future such as building new and more energy-efficient fire stations, investment in new technology on our fire engines and working in partnership with other organisations to maximise the benefits we provide to our customers.

[Full details of our plans for how savings can be achieved are detailed within our Medium Term Financial Plan](#) and [we have also produced a comprehensive efficiency statement which can be found at Annex 1](#).

The Service’s approach to project management has improved significantly over the last few years. In 2013 we undertook a review of our project practices in order to identify areas for improvement and, as a result, we strengthened our arrangements and created a Project Management Office (PMO) to set the standards, oversee projects and provide project expertise and assurance. Currently, the Service has just under 80 projects in the corporate portfolio, almost half of which are projects of significant scale or with a significant corporate impact. These projects are managed at local level by trained project managers and overseen by sponsors, who are members of Corporate Management Board. Progress on corporate projects is overseen by the Corporate Portfolio Board (CPB). Performance of the corporate portfolio is monitored through monthly progress reports to CPB. Trend reports showing performance against four main areas (financial, customer, internal project processes and learning/innovation) are also presented and discussed by CPB every quarter.

Related corporate projects

- Workforce planning procurement and implementation.
- Risk modelling methodology development.
- CCTV/Telematics/Telemetry fitted to vehicles.
- Incident Recording System Replacement.
- Apprenticeships in KFRS.
- Replacement of light fleet.
- National workwear framework.
- Learning management system.

We will measure performance by:

	2018-2019 targets	2019-2020 targets	2020-2021 targets
Absence Rate (LPI 406)	3.40%	Targets are set annually	Targets are set annually

Performance against the following indicators is also monitored:

- Number of RIDDOR- reportable injuries (LPI 500)
- % CO2 reduction from operational activity (LPI 703)

- Corporate project portfolio performance

- Corporate project portfolio performance

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Working together, saving lives, reducing harm



Our vision

Helping everyone to be safer by working towards a future where no one is killed or seriously injured by a fire or other emergency

Our aim

Working together, saving lives, reducing harm

We provide a wide range of services to our customers, whether in their homes, on the roads or out and about in the community, by assisting to bring about behaviour change and providing a high quality, rapid operational response. These services are grouped together under our five objectives:

- Responding effectively when you need us;
- Promoting behaviours which help you stay safe and well in your home;
- Encouraging you to adopt behaviours which keep you safe on the roads;

- Supporting businesses to help people to stay safe in their buildings and comply with legislation;
- Helping you and the broader community to stay safe from harm caused by accidents, natural events or people intending harm.

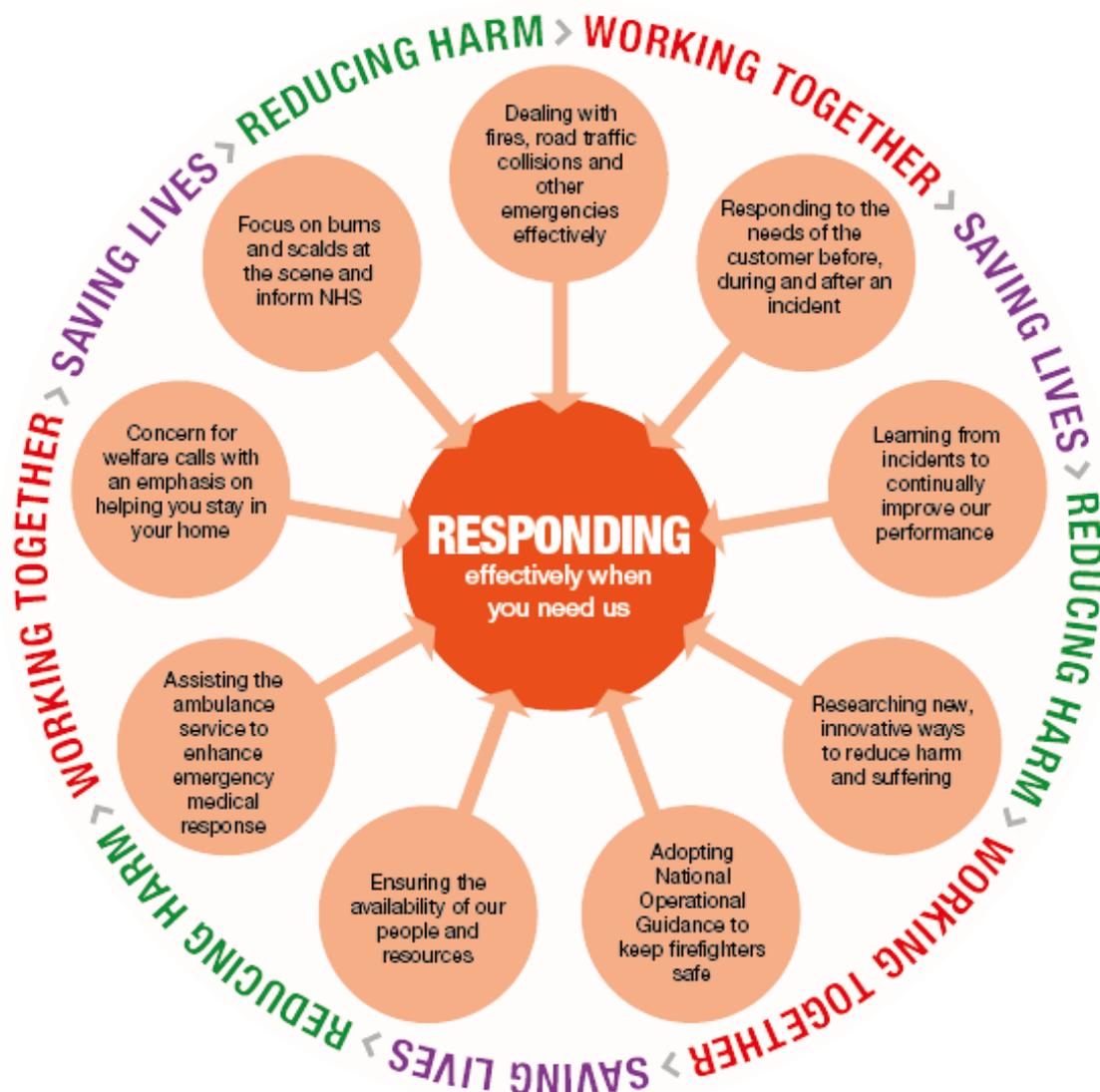
This range of services is underpinned by a number of core activities and values such as collaborating with partners, continually learning from our activities, ensuring an active role in safeguarding and putting the customer at the heart of what we do.

In addition, there are also two supporting detailed strategies which set out the rationale behind each service we provide: the Community Safety Strategy and the Operational Response Strategy. No service can be delivered to customers without the ability to buy goods and services, use buildings and assets, and train and develop the people who work for us, so there are further six strategies covering these areas. These will be refreshed in 2019.

This plan will now look in detail at each of the five objectives.

1

Responding effectively when you need us



When we receive a call, we will gain as much information as we can from the caller to enable our operators to quickly determine what level of resources are likely to be needed and then send the nearest, most appropriate vehicle.

In order to respond to emergencies effectively we need to be sure that our stations are in the best possible locations and are staffed by the right number of people, at the right time, with the right skills. A lot of our fire engines are staffed by on-call firefighters, who provide a certain number of hours, often outside of their main employment, and respond from home when needed. It is important that these hours match times which are more likely to be busy. We have, and will continue to, invest in our fire stations, vehicles and equipment. Some recent changes have included buying 29 new smaller fire engines which are fitted with the latest technology and equipment to improve both operational efficiency and our crews' safety so that we can provide the best service we can to you.

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Our response to emergencies is always improving. Information gathered after an emergency is used to improve procedures, equipment and training, which means that we can improve our response in the future. Typically people associate us with fires and road traffic collisions, but we respond to a much wider variety of emergencies, some of which are duties assigned to us through the Fire and Rescue Services Act 2004 or the Civil Contingencies Act 2004 (please see www.kent.fire-uk.org for more information on these Acts). The other types of incidents, such as animal rescue, and water safety incidents, are attended because we, the public and our partners believe we are best placed to provide the response.

We are constantly looking for opportunities to collaborate with our partners and work more closely with them to ensure we provide the best service to the public, as well as provide value for money to the taxpayers of Kent. One area where we have seen real value added is in our emergency medical response activity in support of the South East Coast Ambulance Service (SECAmb). Given our crews' medical training and the provision of defibrillators on our emergency vehicles, we are now able to respond to people suffering from immediately life-threatening medical issues such as cardiac arrest, where we have a nearer resource than SECAmb and so can start lifesaving assistance whilst SECAmb are on their way.

We plan for and test our plans for major emergencies on a cyclical basis, alongside partner agencies, to make sure we are ready for the incidents we could reasonably be expected to attend.

What we have been developing is a better focus on ensuring people's needs are at the centre of our response. The customer is central to our policy development and how we evaluate our practice. We aim to reduce harm in every situation through work during and after the incident. This starts with our call-handling team and ends with post-incident care, advice and support, and learning from incidents through debrief.

Case study: Co-responding

We respond to medical emergencies in support of SECAmb quite simply to save lives. The Arrhythmia Alliance charity estimates that 100,000 people die from sudden cardiac arrest in the UK every year. Early cardiopulmonary resuscitation (CPR) together with use of a defibrillator will increase the survival rate from 9% to 50%. For every minute a person is in cardiac arrest, without receiving basic life support, their survival chances reduce by 10%. Since expanding the resources available for these types of calls in October 2015, we have responded to over 12,000 incidents with SECAmb as part of our medical response.

To make this initiative possible we have worked with SECAmb and Surrey Fire and Rescue Service to develop a Memorandum of Understanding, a training plan and a scope of practice to ensure our responders meet the clinical governance requirements of SECAmb and the Health and Social Care Act.

An example of how important this work is can be seen from an incident we attended in September 2017. A 70-year-old gentleman collapsed while watching his favourite local football team play a game at the ground opposite Paddock Wood fire station. One moment, he was chatting with friends and the very next, he literally fell to the ground. Players and members of the public who knew him immediately started CPR, while someone else alerted the crew at Paddock Wood fire station. Two firefighters were on station at the time and they immediately put a call in to alert the other crew members on duty, who responded rapidly, and then ran across to the field with their medical bags to help. The crew set up the defibrillator, assisted with CPR and management of the incident. Working with SECAmb, two shocks with the defibrillator were administered and CPR continued. The gentleman was then transferred to hospital by air ambulance for emergency surgery. Four months on he is fully recovered and has returned to work. Having ready access to a defibrillator, together with basic knowledge of CPR can make a huge difference to the outcome for someone in cardiac arrest, providing potentially early life-saving intervention at a point where every second counts.

Priorities

- Employ and retain more on-call firefighters with a focus on increasing the number of under-represented groups we attract to the job e.g. women, BME and LGBTQ.
- Continue to provide a learning environment that creates operational excellence and embeds 'customer' into our response plans. This will also include the introduction of new equipment such as fire hoods for those trapped and fire/smoke curtains to aid evacuation and limit damage.
- Introducing national operational guidance for improved interoperability.
- Invest in redeveloping and refurbishing our fire stations.
- Continue to invest in Operational Assurance
- Support individuals to maintain their health and build their resilience.
- Working with managers at every level to improve leadership.
- To continue work with SECAmb to expand the ability to co-respond with them to certain medical emergencies.
- Focus on burns and scalds at scene.

Related corporate projects

- Review of operational incident management.
- Refresh the fireground radio provision.
- Replacement of mobile data terminals on fire engines.
- Implementation of the Emergency Services Network.
- Collaboration with SECAmb.
- Workforce planning system procurement and implementation.
- Review arrangements in complex buildings

We will measure performance by:

	2018-2019	2019-2020	2020-2021
	targets	targets	targets

Total number of fires attended (LPI 100)	3 year average target of 3,930 fires (21.6 fires per 10,000 population)	3 year average target of 3,930 fires (21.6 fires per 10,000 population)	3 year average target of 3,930 fires (21.6 fires per 10,000 population)
Number of accidental fires (LPI 128)	3 year average target of 2,216 fires (12.2 fires per 10,000 population)	3 year average target of 2,216 fires (12.2 fires per 10,000 population)	3 year average target of 2,216 fires (12.2 fires per 10,000 population)
Number of deliberate fires (LPI 101)	3 year average target of 1,714 fires (9.4 fires per 10,000 population)	3 year average target of 1,714 fires (9.4 fires per 10,000 population)	3 year average target of 1,714 fires (9.4 fires per 10,000 population)
Reaching life-threatening incidents within 10 minutes (LPI 143i)	80%	80%	80%
Reaching life-threatening incidents within 12 minutes (LPI 143ii)	89%	89%	89%
Reaching non-life threatening incidents within 15 minutes (LPI 144)	94%	94%	94%

Performance against the following indicators is also monitored:

- Number of emergency medical response incidents attended



Promoting behaviours which help you to stay safe and well in your home

To keep people safe in their homes our focus is on behaviour change, which we know is difficult, but is the right thing to do to effect safer living. Research has shown us that affecting behaviour in the long term is difficult and the initial impact of interventions wears off. Even something as simple as fitting a smoke alarm relies on the person testing it. We carry out a large range of activities designed to promote behaviour change for the most vulnerable members of our society such as targeted safe and well visits, working with carers/family and neighbours through our Show You Care Campaign and our Safer Living Campaign. The schools programme aims to educate the next generation about fire risk but it also has an added advantage of encouraging children to use pester power to influence their families to adopt fire safety measures at home. We also work closely with other agencies such as parish councils to reach socially excluded and hidden vulnerable people in our communities.

The argument for prevention as a core activity for fire services is still strong. The overall reduction in fire deaths over the last ten years nationally and in Kent is to be celebrated. It has been achieved through many things such as better regulations, changes in lifestyle and as a result of prevention work carried out by each Service. To achieve the final desired outcome of no fire deaths in the UK we need to recognise that fire most often is a product of deprivation and vulnerability.

Evidence of that lies in the fact that in recent years we have had 34 fire deaths, of which 15 were people aged over 60 and living in some form of specialised housing or still in their own home. Sadly included within these numbers are 13 fire deaths as a result of suicide.

So to further reduce fire fatalities and injury we need to recognise and understand different aspects of vulnerability such as dementia, social isolation, mental health and poverty. We then need to design responses to reach those people and influence the behaviour of either the person directly or someone in their life who can support a new safer behaviour. Finally we need to evaluate our prevention activities with the people we serve, to determine if they work and what can be done to ensure continuous improvement.

Case Study: Dementia Friends

The number of people living in the UK with dementia is continuing to increase and the effects of fire on someone suffering with the condition can be devastating.

Hazards such as leaving the gas unlit or boiling a pan dry can be real risks for those with dementia.

In 2017 we led a project to create a joint strategic commitment with our emergency service colleagues to work towards making Kent and Medway a more dementia-friendly county. This important commitment made by ourselves, Kent Police and SECAMB is a mark of how the emergency services are working together to support people living with dementia. This support can vary from simple advice and guidance through to adapting the way we work to better support those affected.

Undertaking home safety visits for those with dementia will contribute to helping people stay safe and independent in their homes for longer, while also providing peace of mind for family and friends.

Case Study: Safer Living initiative

A disproportionate number of deaths as a result of fire in specialised housing have happened in recent years across the county. Safer Living is a new initiative designed to assist people with fire safety within specialised housing such as sheltered and supported housing. The campaign focuses on making a positive impact on these housing types through a joint approach from our technical fire safety team, community safety team and operational crews.

A new database has been developed which incorporates in excess of 700 of these types of premises across the county. Each of these premises will receive a joint visit which will include a technical fire safety audit to ensure all regulation fire safety measures are in place, a community safety talk to residents aimed at keeping them safe in their homes, and a familiarisation visit by local operational crews to ensure they can provide the best response and intervention in the event of a fire.

Priorities

- Working with the burns sector to reduce long term impact of burns and scalds.
- Investigate how we can better support hospital discharge.
- Complete the high-rise building reassurance work, with programme of continued safety advice and reassurance.
- Develop the Safer Living and Safer Care programmes to improve fire safety in care homes and specialised housing.
- Increase Safe and Well visits carried out with a focus on elderly and vulnerable people who are at most risk of fire.

- Continue to help protect vulnerable adults and children by identifying and referring potential safeguarding issues as part of our day to day activity (continued staff training).
- Contributing to keeping people safe and independent in their own homes and reducing social isolation through campaigns such as 'Show You Care'.
- Evaluation of the Prevention of Falls project.

Related corporate projects

- Improvement of customers and premises risk management data and system.
- Review and delivery of community safety education.

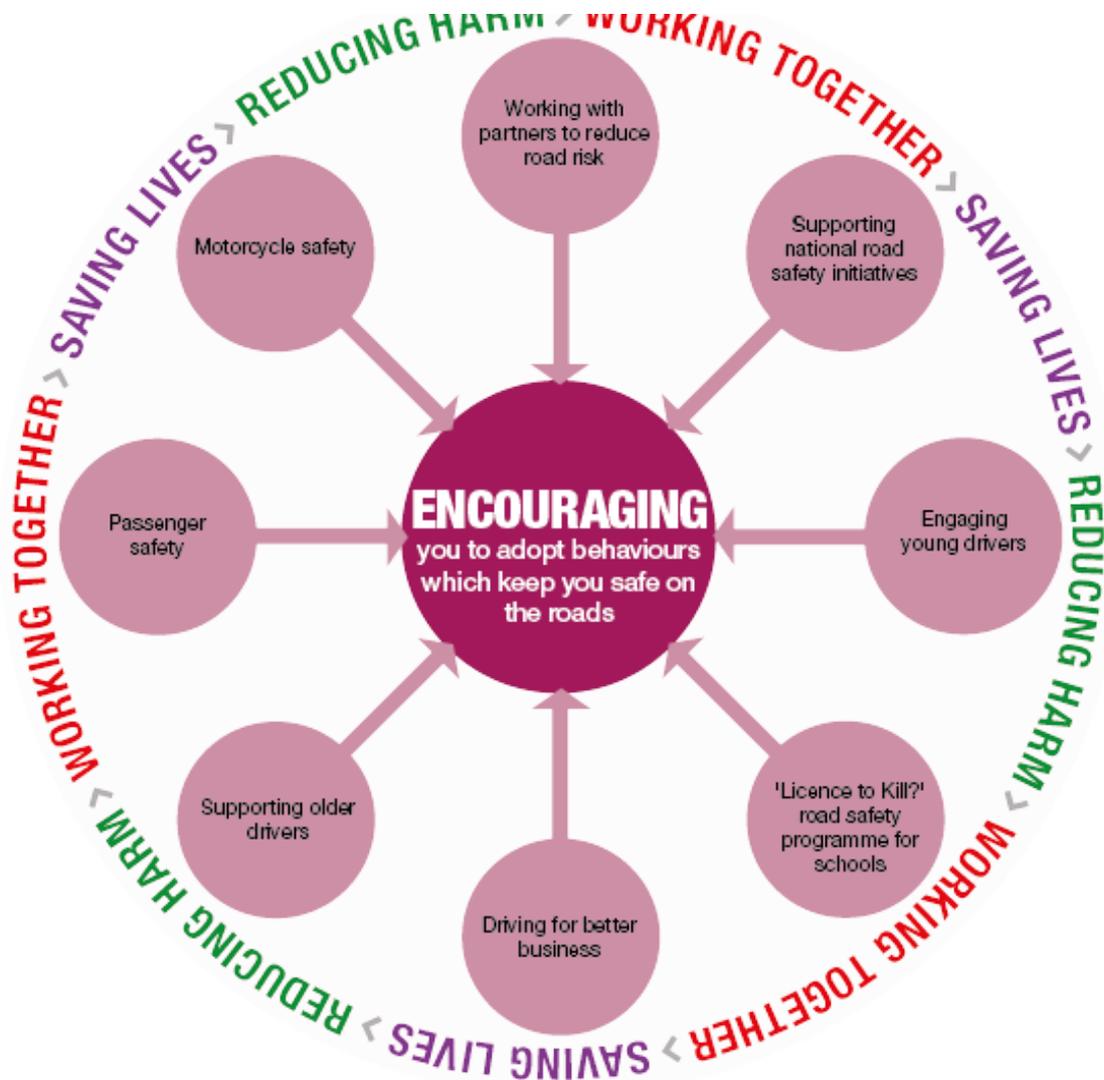
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We will measure performance by:

	2018-2019 targets	2019-2020 targets	2020-2021 targets
The number of fatalities and casualties in accidental fires (LPI 134)	5 year average target of 4.96 per 100,000 population (2015-2020)	5 year average target of 4.96 per 100,000 population (2015-2020)	
The number of accidental fires in the home (LPI 105)	3 year average target of 546 accidental fires in the home (7.1 fires per 10,000 homes)	3 year average target of 546 accidental fires in the home (7.1 fires per 10,000 homes)	3 year average target of 546 accidental fires in the home (7.1 fires per 10,000 homes)
The number of Safe and Well visits carried out (LPI 200)	34,000	34,000	41,000

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Encouraging you to adopt behaviours which keep you safe on the roads

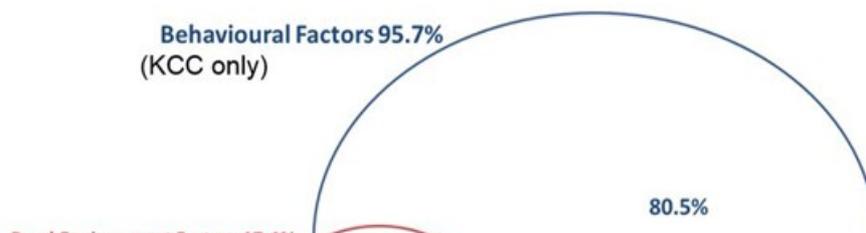


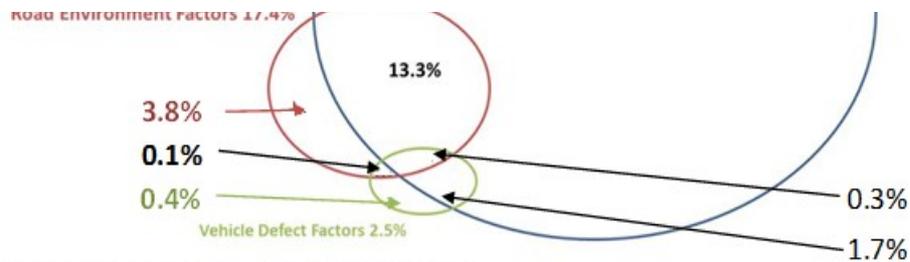
The road network in Kent is one of the most complex found in the UK with a wide range of road types, road users and uses. Incidents on these roads continue to account for a considerable proportion of our operational response. In fact, last year we attended more road traffic collisions (RTCs) than fires in the home.

Unsurprisingly we tend to be called to the more serious incidents on the roads where people need to be cut out from a vehicle. These incidents are often traumatic for the individuals involved, could have life-changing consequences and have huge impacts on the wider economy. For all these reasons we invest a lot of time and effort in encouraging behaviour-change to keep people safe on the roads through a range of initiatives. We are heavily involved in working with partners to effect change.

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We are a member of the 'Safer Roads for Kent, Strategic Board' which also includes Kent Police, Kent County Council, Medway Council and Highways England. The board exists to ensure a coordinated approach to driving down the number of RTCs on the roads of Kent and Medway which result in people being killed or seriously injured (KSIs).





- Road user behaviour factors - 96% of collisions
- Road environment factors - 17% of collisions and the sole cause in 3.8%
- Vehicle defect factors - 2.5% of collisions.

The Safer Roads for Kent, Strategic Board is committed to a programme of activities aimed at modifying road-user behaviour to reduce the occurrence and severity of RTCs. KFRS, as an active partner, will support the delivery of the Board's plans.

Though it is sometimes speculated that age, deprivation or foreign lorry drivers are contributing factors to the number of RTCs, analysis over many years has shown that human behaviour is the primary causal factor in RTCs in Kent and Medway.

The fatal four human behaviour issues - speed, seatbelts, distraction and impairment are a causal factor in 80% of RTCs and a significant factor in 96%. It also impacts on the severity of the outcomes of all RTCs.

In 2017 we led a review of the road safety arrangements on behalf of the Kent and Medway Casualty Reduction Board to ensure we and our partners work effectively together on the challenging ambition to reduce the number of people killed and seriously injured on our roads. The review, recommended the appointment of a full-time coordinator for road safety and to bring all partnership road safety activity under the Board's governance. This approach will ensure that the partnership continues to be successful and will significantly enhance the effectiveness of road safety activities delivered by all the agencies involved.

1

Case Study: Road Safety Team

Our road safety team is based at our Road Safety Experience (RSE), which is the UK's only road safety centre dedicated to delivering driver and passenger safety education for young people. The RSE is aimed at groups of students from the age of 16 and delivers messages through an interactive style rather than traditional classroom-based learning. The RSE has been in operation since June 2016 and utilises a multi-agency approach to delivering road safety advice. Each session at the RSE begins with a video and multi-agency demonstration of an RTC so partners' support in this initiative is important.

Recently, Kent Police has seconded an officer to KFRS's road safety team. All members of the road safety team, including the seconded officer from Kent Police, have formal qualifications in education delivery (Cert Ed and PTLLS) and are qualified as GB Foundation Road Safety Practitioners. This collaboration has meant that expertise can be shared and that visitors to the RSE can have a better insight into the police's involvement and perspective on road safety. In addition, the RSE works with young offenders and those who are on the cusp of offending so the joint working relationship allows these people to interact with a police officer in a neutral environment, which helps break down some barriers.

While the majority of our road safety intervention and educational activities is aimed at

Whilst the majority of our road safety intervention and educational activity is aimed at young road users, our ambition for the RSE is that it becomes a ‘whole life’ road-user resource and caters for road-users of all ages. This will reflect the road safety issues affecting the older generation and the effects these can have for drivers and families alike and will be reflected in how we market the RSE in 2019/20.

Priorities

- KFRS now host a co-ordinating manager for the multi-agency Road Safety Partnership with the aim of more joined-up working, and maximising the value of each agency’s investment in road safety.
- Support the Driving for Better Business programme.
- Design the most effective social return on investment methodology to evaluate outcomes of our road safety initiatives.
- Talk to young people to further understand how we can help them adopt safer behaviour on the roads.

Related corporate projects

- Improvement of customers and premises risk management data and system.

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We will measure performance by:

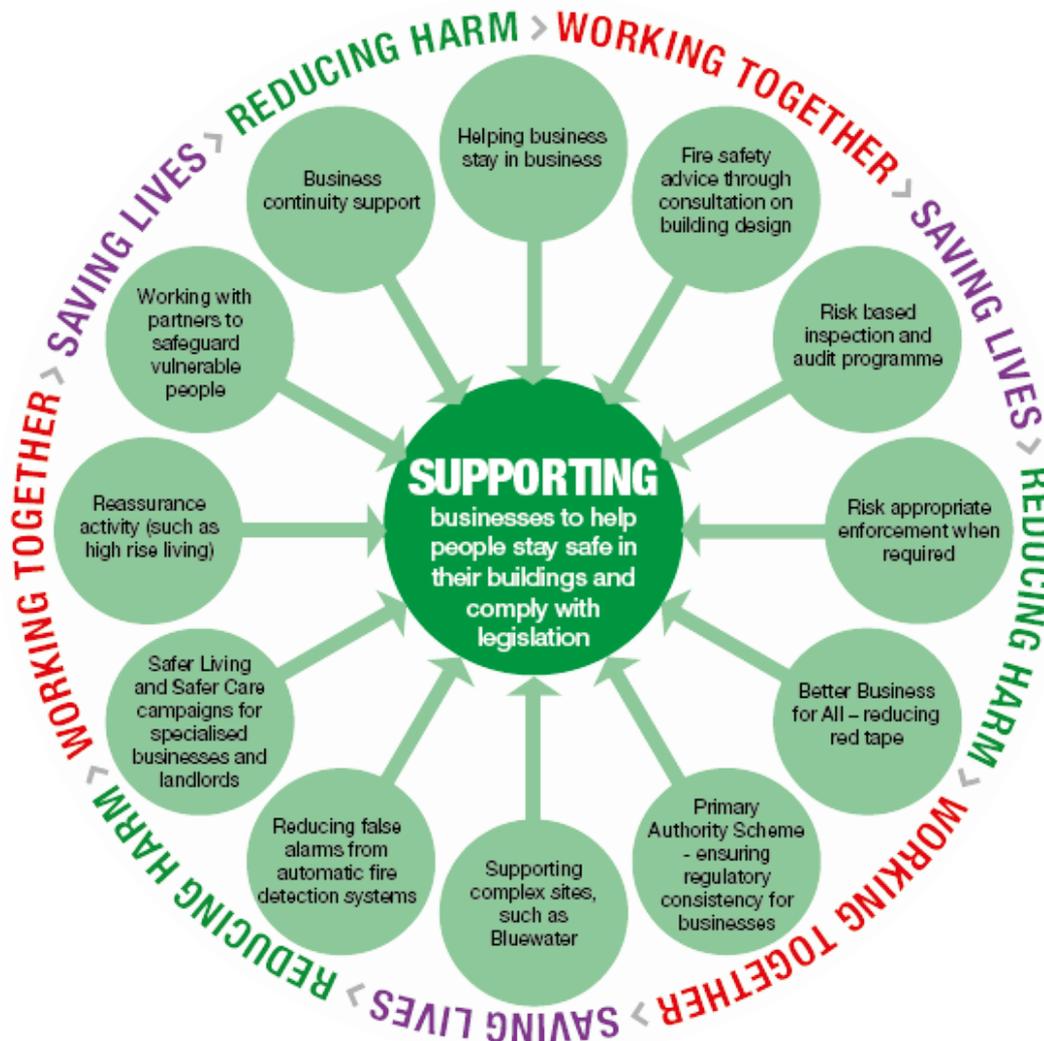
	2018-2019 targets	2019-2020 targets	2020-2021 targets
Number of people killed or seriously injured in road traffic collisions (LPI 136i)	Reduction to 552 people killed or seriously injured by 2020	Reduction to 552 people killed or seriously injured by 2020	
Number of children killed or seriously injured in road traffic collisions (LPI 136ii)	Reduction to 46 children killed or seriously injured by 2020	Reduction to 46 children killed or seriously injured by 2020	

Performance against the following indicators is also monitored:

- Number of RTCs attended

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Supporting businesses to help people to stay safe in their buildings and comply with legislation



Put simply, we want to work with as many businesses as possible to help prevent fires and reduce risk.

Our fire safety work in commercial buildings contributes to a prosperous economy in Kent and Medway and we seek to help businesses stay in business. Our work however is not limited to assisting businesses after a fire or supporting them to make their buildings safer once established. One of the best times to make sure people can escape safely from a building if there is a fire is when the building is being designed. This work will be essential with the major development planned in Kent, such as Ebbsfleet Garden City.

Our specialist staff use their knowledge of building design, relevant laws and regulations, human behaviour and building management to assess the fire safety arrangements in commercial buildings. This helps prevent fires and to limit the risk from fire to employees, customers and the public. The more we prevent, the more we can use our resources in other areas of our work.

There are two primary drivers for Kent Fire and Rescue Service to undertake fire safety work:

- The Fire and Rescue Services Act 2004 which places a duty on local fire and rescue services to promote fire safety in their area;
- The Regulatory Reform (Fire Safety) Order 2005 which places a duty on fire and rescue services to enforce the requirements of the Order.

We have been working with businesses and residential landlords to manage the fire

risks their premises may have and will continue to do so. Early interventions protect people, stop fires developing and ultimately result in smaller production losses, earlier returns to work and fewer fire service resources being needed to deal with the incident.

We have also worked with partners in the public and private sector whose premises tend to contain large numbers of people, such as hospitals and shopping centres, to achieve greater safety by better prevention and management, with similar results.

We want to go further and make information and advice more accessible especially for small businesses. We have identified that many businesses find it hard to get the information or advice they need from us. We have introduced a web portal for businesses to ensure they can easily access information specific to their needs and this will continue to evolve over the coming years. The final report and action plan from the review led by Dame Judith Hackitt – ‘Building a Safer Future: Independent Review of Building Regulations and Fire Safety’ – has now been published, and the government is consulting on the next steps. Once guidance from the Government is provided we will seek to fully implement any recommendations with speed.

Case Study: Fires at waste sites

It has been recognised nationally that fires at waste sites have caused severe damage to the environment and tied up response services for long periods of time. Fires at waste sites, regardless of whether the sites are licensed, exempt or illegal, can impact on water and air quality, and damage can cause disruption to local communities and local commercial interests. In partnership with the Environment Agency we have been working in collaboration with other agencies who have an interest in or regulatory function relating to waste such as Public Health England, Health and Safety Executive and local councils to address this issue. All high-risk sites across the county have been identified on a risk and intelligence-based matrix, and joint visits have been carried out at those sites to work with the business owners to reduce not only incidents, but also the risk of incidents occurring in the first place. As a result of this programme of work, 20 high-risk sites were identified and, through ongoing engagement with the businesses, sometimes employing regulatory powers where necessary, all of these sites are now classed as medium risk.

In addition to the visits, we have hosted training events and continuous professional development days for both waste site staff and regulatory staff such as our own technical fire safety officers, Trading Standards staff and Environment Agency staff. The aim of these events is to ensure all impacted staff are informed of any new working arrangements.

Priorities

- Continue to develop the online portal to support businesses in risk management and safety planning.
- Develop a comprehensive engagement plan to provide local businesses with the safety advice they need to keep themselves in business and comply with legislation.
- Expand multi-disciplinary visits of sheltered and residential accommodation (Safer Living and Safer Care).
- Continue to develop an updated risk-based inspection strategy for fire safety audits.

Related corporate projects

- Improvement of customers and premises risk management data and system.

We will measure performance by:

We will measure performance by:

	2018-2019 targets	2019-2020 targets	2020-2021 targets
Number of fires in non-domestic properties (LPI 103)	3 year average target of 268 fires (4.8 per 1,000 non-domestic properties)	3 year average target of 268 fires (4.8 per 1,000 non-domestic properties)	3 year average target of 268 fires (4.8 per 1,000 non-domestic properties)
The number of unwanted calls to automatic fire alarms (LPI 145)	2,000	Targets are set annually	Targets are set annually

1

Helping you and the broader community to stay safe from harm caused by accidents, natural events or people intending harm



The fire and rescue service has a wide remit covering a broad spectrum of activity that ranges from a large-scale incident in a nuclear power station or a fire in a hospital to flooding or an animal rescue. Often large-scale incidents require a large amount of resources and a multi-agency response so it is important that the action taken is well co-ordinated. To ensure this happens, we work closely with other agencies (e.g. Kent Police, SECamb, Kent County Council and Medway Council) as part of the Kent Resilience Forum to identify the best way to deal with major emergencies.

We are also involved in supporting people who have been hurt or harmed in different ways. A terrorist attack represents, at one end of the scale, people who have been visibly targeted with the intention of harm, but we are also dedicated to looking for harm which is intended to be hidden. Domestic abuse, emotional, sexual, physical and financial harm of children and adults can sometimes be witnessed in small behaviours or signs as we go about our daily work. Safeguarding vulnerable people is central to our goal of saving lives – it is not always about immediate life-threat – for us it is also about reducing harm so people can lead full positive lives.

Case study: Missing persons

Up until 2016 we did not routinely get involved in high-risk missing person searches. Then, in 2016, in collaboration with Kent Police Search and Marine Unit, we developed an approach that would make use of the resources we have available for these searches. In these situations, we can provide officers and fire crews to undertake searches of the immediate area and to keep a look out for a missing person in the first instance, and provide further resources throughout the search where required. We wanted to expand our involvement in these situations quite simply to save life. Most high-risk missing people have some form of dementia, or are despondent and at high risk of suicide, or they could also be young children at risk of harm. We now have specialist trained officers who can be called upon by Kent Police when required and they will co-ordinate the response of operational crews. To date, we have assisted in several missing person searches, including small children and older people suffering from dementia, and we will continue to offer assistance in these situations and work collaboratively with our partners.

Case study: Volunteer response team

The volunteer response team has been set up to assist at operational incidents focusing on public and crew welfare. The team was originally formed in 2014 to respond to serious flooding in Kent by warning and informing affected residents, and to identify vulnerable persons in the affected locations. The role has since expanded and now the team is available 24 hours a day, 7 days a week, and aims to respond within 60 minutes of being requested. Some examples of the role they perform are:

- Assisting victims of serious house fires, including rehousing and assisting with insurance claims;
- Supporting local authorities in setting up rest centres;
- Carrying out reassurance visits in communities affected by fire.

Priorities

- Effective collaboration with other blue light services, local authorities and other agencies to share resources and undertake joint training and exercising.
- Continuing to develop our multi-agency Kent Resilience Team to deliver an effective, joined-up service in major emergencies and promote community resilience.
- Support for the Kent Association of Local Councils (KALC) to identify risks and develop local community resilience plans

and develop local community resilience plans.

- Providing guidance to staff and crews on the communities they serve and what to look for when in homes and work premises re safeguarding and hidden vulnerabilities – female genital mutilation, human trafficking, child sexual exploitation and ‘cuckooing’.

Related Corporate Projects

- Review of response to water, flooding and unstable ground incidents.

We will measure performance by:

Performance against the following indicators will be monitored:

- Number of missing person searches attended
- Number of safeguarding referrals handled

Evaluation

Evaluating what we do is key to understanding whether the services we deliver are providing a positive impact on our customers. Evaluation of our operational response is commonplace and has been carried out for many years, although there are still improvements to be made in this area. Defining what ‘good looks like’ at different types of incident is something we will be progressing over the life of this plan as well as putting in place an evaluation framework for our community safety activities. It is important to demonstrate we are achieving the ‘outcomes’ we want to achieve, but often these are very hard to prove with statistics because there are too many variables.

For example, we want fewer people to die in house fires, but proving that a reduction in the number of deaths in the short term (which thankfully are already very small in number) is directly linked to any interventions we have carried out is very difficult.

However, we can use research to assist with this. There is good evidence that a Safe and Well visit reduces risk, and therefore measuring the number of visits is useful. In addition, with the extended remit of our Safe and Well visits there are potential benefits to our work that can be realised by our partners.

One way in which we are evaluating the impact we are having through these visits is by working with the Kent Public Health Observatory to use an integrated dataset. This allows us to measure, for example, whether Safe and Well visits reduced the rate of hospital admissions for segments of the population.

For operational response and community safety there are two areas we will be focusing on evaluating over the life of this plan:

Operational assurance

Learning from operational incidents is key to providing the best possible service to our customers. This learning is taken from feedback from crews, formal debriefs after significant incidents, random sampling of incident data and trend analysis amongst other sources. All of the information collated by Operational Assurance will support and inform the development of evaluating what ‘good looks like’ by assessing if we have done a good job and reduced harm.

Community safety initiatives

Developing how we evaluate the activity of our community safety and technical fire safety teams. This will include identifying the behaviours we are aiming to change and implementing an evaluation framework to establish whether cause and effect is achieved. In other words, as a result of the actions we took a behaviour was changed. This work will also include developing our methodology to include the use of social

This work will also include developing our methodology to include the use of social return on investment models and an academic evaluation of the falls programme to help us determine if any further expansion is possible.

The need for evaluation does not stop with operational response and community safety activities however. We will be developing our approach to evaluation in three further areas over the life of this plan.

Project working

Further develop our approach to project management by ensuring that the business benefits and deliverables are identified from the outset and that these are monitored throughout the life of the project to ensure they are realised. Finally, we need to ensure this is still measured after the end of the project to ensure we are still getting the benefits.

Training

Use the Kirkpatrick model (a four-level training evaluation model consisting of reaction, learning, behaviour and results) to ensure we are evaluating the full impact of the training. Rather than just evaluating whether the training was delivered as expected, we need to assess whether we have achieved the organisational impact we need. We also need to ensure that training is also informed by wider organisational learning.

Internal and external audit

Ensuring we utilise our internal and external audits to test our systems and processes to ensure they meet the intended outcomes.

Annex 1 – History of Change

We have undergone considerable changes in recent months and years to ensure that we are delivering the best service we can in a restricted financial climate. However, we have been making changes to the service for many years now and these are detailed below.

Pre 2007

- Introduction of co-responding. KFRS has been responding to medical incidents since November 2004. Initially this involved 7 on-call fire stations.
- Reduction of WT establishment through alternate crewing of height vehicle fleet at the time (7 units).
- Making Kent Safer starts the prevention agenda – one of the first fire services to do this.

2007

- First workforce strategy introduced. This set out the HR processes, wellbeing, cultural, and learning and development aspirations for the Service and the delivery mechanisms.
- Improvements to leadership and operational training e.g. live-fire training.
- Changed focus to performance management and systemic improvements to the processes. Performance appraisal system developed and cascaded for all staff.
- Empowerment and intended changes to culture and main management style through use of coaching. Most managers have now undertaken the coaching programme and we encourage this as the main style of line management.

- Removal of the third fire engine at Folkestone.
 - Increased staff engagement in organisational development, and development of managers through use of surveys, focus groups and improved communications.
 - An improved focus on education provision, through such schemes as 'License to Kill'.
 - Margate Task Force established – an inter-agency response to the problems suffered by a deprived area in Margate.
 - Clean Kent campaign undertaken with local authorities in Kent.
 - Introduced a new process of self-assessment and peer review to assess operational assurance.
- 2008**
- Organisational Development team established, focusing on individual support and coaching for managers.
 - Began a systematic review of HR policies to better meet the Service's needs.
 - Re-focus of equality agenda to 'operational diversity'. Created a service-wide working group to develop new philosophy, guidance and tools. Focus on the people we serve as well as internal focus on bullying and equality.
 - Renewed the Community Safety Strategy focusing on hard to reach groups and the vulnerable in society.
 - Establishment Group created to examine in detail sickness, job movements, vacancies, downsizing.
 - Height vehicles reviewed and reduced from seven to five across the county.
 - Reviewed our Technical Fire Safety division to improve the service provided to businesses and improve efficiency.
 - Began calculating the carbon footprint for the organisation and created the Environmental Steering Group with wide participation.

- 2009**
- Began the 'Smarter Working' programme. This is a move away from paper driven processes to electronic systems and getting rid of time/money wasters.
 - Significantly increased regional working with other fire and rescue services in the South East on collaborative procurement (workwear, breathing apparatus, fire-gear).
 - Review of bars on fire stations which led to their removal throughout the Service and a decision not to allow social events such as discos on station so they remain always available for duty.
 - A new set of values - 'Our aims and objectives' - were adopted across the Service.
 - People Impact Assessments introduced and training done throughout management.
 - Began to dispose of surplus assets.

- Assistant Director role created in both uniformed and non-uniformed departments to bridge gap between head of section and director-level posts, to aid succession planning, and to ensure equal pay.

- 2010**
- Started 'Ways of Working', a project to standardise operational response across the region. This became collaborative partnership and then NOG.
 - Initiated the review of the Emergency Response Provision in Kent and Medway with an initial focus on Medway and Thanet.
 - Creation of 'Vulnerable Adults Unit' to focus on complex needs in the CS team.
 - Review of catering at Service HQ which led to the closure of the canteen.
 - Removal of spoiled meal allowances.
 - Removal of time off in lieu (TOIL).
 - Review of cooks on fire stations leading to their removal.
 - Review of fitness standards.
 - Removal of Turn-out and Attendance Forms and Day Crewed allowances.

- 2011**
- Retained duty system was converted to a contracted 'on-call' system, giving guaranteed part-time cover for the first time in the Service's history and meeting the needs of part-time workers' legislation in full.
 - Flexible Duty System review. This reduced overall officer numbers, but gave officers more exposure to incidents against a backdrop of reducing demand.
 - Restructured organisational framework of the Service, creating 'Groups' and 'Clusters' to move decision-making closer to the front-line and reduce hierarchy.
 - Ownership of the KFRS museum was passed to a group of enthusiasts and the museum moved to a brand new site.
 - Outcomes of Medway and Thanet reviews were implemented, leading to the closure of Thanet, Chatham and Gillingham fire stations.
 - Restructured senior management, removing the Deputy Chief Officer, Director of Community Safety and Director of Human Resources posts.
 - Developed a strategic partnership with Kent Police and SECamb.
 - Created a set of operational procedures and guidance to mitigate the impact on the environment of our actions at incidents.
 - Seminars and guidance for staff on how to manage and cope with change.
 - Staff focus groups on five year strategies.

- 2012**
- Relocation of Control to the joint Fire and Police Control Centre at Kent Police HQ.
 - Review of Emergency Response Provision (RERP) completed. This was the largest review undertaken by the Service of emergency response provision, which balanced risk, demand and isolation:

- Maximum 61 fire engines during the day, 76 at night;
- 10 Stations closed in places where they were no longer needed bringing the total of closures over two years to 10 stations and 12 pumps;
- 5 new fire stations commissioned;
- Recruitment of more on-call firefighters.

Review involved working with staff at stations asking them to look at the raw data and offer ideas and challenge. A huge engagement exercise but it helped in eventual closure of stations as management were seen as transparent and caring throughout and used many of the staff's ideas.

- Variable Crewing project started following the RERP. This examined what we respond with in terms of people and duty systems. As part of this the Service started a review of the day-crewed system and began to look at the options around a flexible rostering pattern of work.
- Operational Capability review commissioned to examine what the Service responds with in terms of equipment and approach. Research carried out across the sector and worldwide for best practice.
- Scrapped the lease car and senior officer car schemes, and introduced response and pool cars.
- Changed our approach to responding to calls from automatic fire alarms seeking to make a significant reduction.
- Section 13/16 (mutual support) arrangements improved through new model agreement developed by Kent.
- Increased focus on personal wellbeing to remove mental health stigma.

2013

- The first phase of the Operational Capability review was completed. We completely re-examined firefighting tactics resulting in:
 - Agreement to reduce the number of height vehicles;
 - Decision made to use a new type of smaller fire engine;
 - Introduction of firefighting from outside buildings using COBRA and Fogspike to improve conditions inside for occupants and our crews;
 - Thermal Image Cameras enabling officers to scan the building and make key decisions on how best to attack the fire;
 - RTC innovations – using heavy rescue equipment;
 - Improvement of question sets used by Control to ensure we send the right response to each RTC.
- Started a programme of building new fire stations. New fire stations at Ash-cum-Ridley, Rochester, Chatham and Ramsgate opened or will be opened between 2013 and 2020.
- New fire station opened at Ash-cum-Ridley.
- Achieved the level of “Excellent” under the Equality Framework for Fire and Rescue Services.

- Reviewed our Project Management arrangements and each year seek to develop further our maturity in managing projects.
- Reviewed our Corporate Management Board to meet the future needs of the Service.
- Developed and agreed our five primary strategies developing and consulting with staff.
- Carried out our first Lean Review, with assistance from Kent Police, and started to implement the recommendations.

2014

- Started implementing changes recommended in the first phase of the Operational Capability review, which included the following:
 - Reduced the number of height vehicles;
 - Procured three new height vehicles;
 - Started the process to buy 29 new smaller fire engines;
 - Procured water-mist systems to support innovative new firefighting tactics;
 - Trialling the use of crews when fewer than four firefighters are available.
- Started the second phase of the Operational Capability review, including:
 - Information requirement for crews and officers at the incident;
 - Welfare of crews which led to reduction in cost and increased productivity.
- Completed a review of the day-crewed system and implemented the proposed changes including a flexible rostering pattern of work which meant a reduction from 14 to 12 staff per station. Started in April 2014 with Sheppey, Herne-Bay and Deal. Tonbridge moved across in October 2014.
- Introduced a fifth watch to provide resilience and allow smaller crews.
- Smart meters put on all buildings.
- Brought area managers and CMB all onto one floor at Service HQ to assist communications.
- Introduced a Primary Authority Partnership scheme to provide consistent advice for large national businesses.
- Reduced the number of printers across the Service reducing costs – now flexible printing in place.
- Set up the multi-agency Kent Resilience Team, based at Service HQ in Maidstone.
- Police and Fire collaboration board established.
- Signed up to Time to Change agreement with MIND, in partnership with Police, to support mental health.

2015

- Undertook a second review of Emergency Response Provision (RERP 2) to take into account the lower number of incidents we now attend and look for opportunities to make efficiency savings.
- Remaining six Day-Crewed stations went across to flexible rostering, January 2015.
- Implemented a new command and control system on the same software used by Kent Police.
- Created the Kent Community Safety Team - a single community safety team in partnership with Kent Police and Kent County Council to deliver county-

wide functions in community safety.

- Implemented a new HR and payroll system and a module to manage recruitment online from 2017.
- Introduced a new premises risk management system (PRM).
- Improved welfare arrangements for our firefighters at emergency incidents.
- Worked with local authority partners to launch the 'Better Business for All' initiative in Kent.
- Replaced diesel fuel tanks at fire stations and added smart technology.
- Delivered new height vehicles to stations.
- Completed a review of training.
- Cultural audit carried out.
- Fire Futures meeting forum started to engage with and inform managers about Service-wide issues.
- Start using crews to support Predictive Policing with Kent Police.

2016

- New fire station and the Road Safety Experience (RSE) opened in Rochester. RSE offered a new focus on engaging young people.
- Joined the Institute of Customer Service and started embedding concept of "customer" into our daily operations and policies.
- Outcomes of training review implemented.
- Completed a review of our IT department and implemented the outcomes.
- Implemented a flexible rostering pattern of work in Control.
- Developed and introduced the concept of Safe and Well Visits.
- Completed innovative research into human behaviour in domestic fires which led to a change in how we carry out call-handling and work with customers, plus focus on burns/scalds.
- Researched and developed a new approach for the commissioning and delivery of engagement and prevention activities.
- Roll-out of flexible rostering to Rochester, Strood and Chatham whole-time stations, January 2016.
- Enhanced collaboration with SECamb by sending resources to the most serious medical emergencies when our resources are closer than the nearest ambulance.
- Completed a review of our Distribution Centre.
- Started 'Think Contaminants' project which led to national work.
- Completed a review of the Human Resources department.
- Purchased 29 new smaller fire engines with the latest technology and equipment and put them into service.

- 2017**
 - New fire station opened in Chatham.
 - Building work started on the new fire station at Ramsgate.
 - Introduced improved desktop terminal devices and software across the Service.
 - Maintained emergency medical response capability from the majority of on-call sections and a number of whole-time sections.
 - Roll-out of flexible rostering to Dartford, Thames-side, Tunbridge Wells, Dover, Folkestone and Ashford - January 2017.
 - Maintained “Excellent” status in the Local Government Association equality framework.
 - Achieved Kent Dementia-Friendly employer of the year.
 - Recruited whole-time firefighters for first time since 2007.
- 2018**
 - Embedding Customer e.g. developing the customer advocate programme
 - Completed the move to flexible rostering
 - Rolled out response to medical emergencies by On Call crews
 - New fire stations built
 - Invested in new operational assets to improve our capabilities.
 - Consolidated our support for mental health and well-being, culture change
 - Embedded the outcomes of the Think Contaminants project
 - Cultivation of talent pipeline and future leaders
 - Restructured middle management layer to bring resource into projects and new Station Leaders following restructure of station leadership teams
 - National lead on collaborative procurements (PPE, workwear and training)
 - Created a team to focus solely on On Call
- 2019**
 - The new fire station in Ramsgate officially opened, replacing the previous fire station which had been in operation since 1905.
 - New leadership model for managers launched