

# **Kent and Medway Fire and Rescue Authority**

## **Community Safety Strategy 2018-22**

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# Introduction

For the first time we are introducing a single business plan for Community Safety, incorporating both prevention and protection, as we recognise that the two disciplines need to work more closely together to ensure effectiveness and efficiency. All prevention and protection teams now come under a single manager, the Assistant Director, Community Safety. This strategy has been developed by the community safety management team with input from everyone that works in the department.

For many years we have worked with partners to prevent emergency incidents in Kent and Medway. Our prevention and protection work aims to provide people with the information, skills and incentives to prevent incidents happening in the first place, but also the ability to minimise the impact on people and businesses when incidents do happen.

We have seen a 50% reduction in the number of fire incidents over the past ten years and seen a decline in people killed or injured as a result. We have also reduced the number of people killed or seriously injured on our roads, although this has plateaued in recent years and is showing signs of following the nationwide increasing trend.

We continue to focus on three types of emergencies: fires, road traffic collisions, and incidents involving water. However, the scope of our work continues to broaden and we are taking opportunities to support partners to achieve their objectives where this complements our own.

The Assistant Director leads community safety on behalf of the Corporate Management Board but recognises the invaluable support of other teams within the Operations Branch, especially through the Groups. Firefighters are now routinely undertaking Safe and Well visits and other community safety activities.

Safeguarding children and vulnerable adults is a role we take extremely seriously and we believe that everyone who works for us has a part to play. We have strong governance arrangements in place in this area and train everyone who works for us to recognise the signs and symptoms of abuse and what to do if they have a concern. The Community Safety team leads this important area.

The scope of Community Safety within the Kent Fire and Rescue Service includes:

- Campaigns and social media;
- Engagement with businesses and promoting fire safety;
- Developing and supporting partnerships;
- Safe and Well visits to people's homes;
- Visits to children in school;
- Youth engagement;
- Attending events;
- The Road Safety Experience;

- Reassurance activity for specific groups, such as people living in high-rise buildings or specialised housing;
- Planning consultation;
- Inspection and audits of regulated premises;
- Enforcement of fire safety legislation (when required);
- Planning and licencing consultations;
- Fire-setters interventions;
- Safeguarding;
- Supporting operational crews in developing tactical plans.

## Customer focus

In common with the rest of the Service this strategy puts customers at the centre of what we do. Our customers are the people living in, working in or visiting Kent and Medway. We exist to help make them as safe as possible. At the same time, we want to ensure that our services are accessible and do not place an unnecessary burden on businesses or individuals.

In order to achieve our goals we need to have a good understanding of our communities - what their needs are, and the best ways to engage with them. Traditionally we have relied heavily on analysing data about the incidents we attend, sharing data with key partners, and working with local authorities to understand local needs. Whilst this analysis continues to be important it does not provide the customer insight we need.

We recognise that addressing the remaining risks will become increasingly difficult as they are more likely to be associated with hard to reach groups or hard to change customer risk factors. We are therefore undertaking more research and engagement with customers to understand their needs, behaviours and motivations. The knowledge gained through all of this work allows us to tailor our activities to achieve the best possible outcomes.

We will also make greater use of tools such as social marketing, equality impact assessment and social return on investment models to identify our customers' needs and continuously monitor that we are being effective in reducing risk in the community. There is more on this later in this strategy.

We often use standard marketing approaches to promote our services, for example placing an advert in a community magazine for Safe and Well visits. This can be very useful but should not be confused with social marketing where the focus is on achieving specific behavioural goals with specific audiences, using market segmentation, and then applying levers to influence behaviour. These levers may include increasing motivation or reducing barriers to encourage positive behaviour.

So for instance, we have recognised elderly frail people as a key risk group and already take action such as supporting Dementia Friends and promoting Safe and Well visits. Social marketing as an approach suggests conducting further research with individuals and their carers to look at the behaviours that create risk, e.g. hanging onto a favourite but frayed rug, and working with them to see what actions could change those behaviours, e.g. supplying a new safer rug.

Once we have undertaken research and customer engagement it is important to test and evaluate the impact of the interventions to ensure they have the desired effect and no unforeseen negative impacts on customers. In the longer term we will then use evaluation and return on social investment models to measure the overall benefits. The knowledge gained through all of this work allows us to tailor our activities to achieve the best possible outcomes.

We recognise the impact that enforcement has on businesses and occupants of regulated buildings. We will only resort to the use of formal enforcement powers when businesses

disregard the law, or there is immediate and serious risk to the lives of those using the building. We are taking this approach to work in a collaborative way with businesses running care homes and specialised housing to ensure their residents are safe.

### **Box 1: What is Segmentation?**

Segmentation is the process of dividing the population into groups (or segments) based on shared characteristics. In dividing or segmenting populations, researchers typically look for common characteristics such as shared needs, common interests, similar lifestyles or demographic profiles. For us, the overall aim of segmentation is to identify people with the same characteristics that may put them at risk, to enable us to provide community safety interventions in the most effective way. It also enables evaluation of the benefits as it allows a segment of the population to be benchmarked against a control group with similar characteristics.

### **What is Equality Impact Assessment?**

The EIA process aims to prevent discrimination against people who are categorised as being disadvantaged or vulnerable within society, i.e. those with protected characteristics. These categories are called equality target groups (ETGs). In Kent we refer to the assessments as People Impact Assessments (PIAs) as we believe this makes the purpose clearer.

It is good practice when developing a policy or strategy or a new initiative to anticipate the likely effects it may have, and to take steps to prevent or minimise any likely harmful effects, especially on persons who share any of the characteristics that are protected under the Equality Act. As part of the process, organisations must obtain the views of people with protected characteristics to find out how the proposal is likely to affect them and use those views to inform their recommendations.

## Why are we here?

We are committed to **working together, saving lives and reducing harm**. 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.

The Community Safety strategy sets out how we will achieve that aim in terms of preventing fires, serious road traffic incidents, water incidents and other emergencies. The strategy also aims to reduce the impact of incidents when they occur by using risk assessment and regulation to ensure buildings are designed and maintained to reduce the likelihood, and minimise the impact, of potential fires on users of the buildings.

This strategy supports the Authority's objectives; in particular:

- Promoting behaviours which help you to stay safe and well in your home
- Helping you adopt behaviours which keep you safe on the roads
- Supporting businesses to help people stay safe in their buildings and comply with legislation.

We also want to support partners to address health inequalities and improve the physical and mental wellbeing of people living in Kent and Medway.

## How will we achieve our objectives and support the priorities?

In order to achieve this vision and ensure we continue to improve we will:

- Carry out research and analysis including understanding and influencing the behaviours that put people at risk;
- Provide a range of services according to risk, focusing resources where they will be most effective;
- Raise awareness of the range of services we offer to our customers;
- Provide education and information on fire and road safety to children and young people;
- Provide Safe and Well visits to people identified as being at greater risk;
- Provide people with safety information through media and events;
- Provide businesses with guidance and advice about fire safety;
- Support or deliver activities to improve or maintain people's mental and physical wellbeing;
- Carry out audits and enforce regulations where necessary to ensure people are kept safe;
- Work with partners to promote water safety to public and businesses.

We have ambitious plans to keep people safe, and we prioritise this work, but we do not have infinite resources. It is therefore essential that, to be effective, we use a risk-based approach to all of our prevention and protection activities. In principle, we target most of our resources to areas of highest risk. Some of our activities, such as Safe and Well visits and fire safety audits of premises, use more resource and we therefore only undertake these activities where data or other information shows there is higher risk. Other activities, such as the use of social media or one of our officers speaking to a large group, are less resource-intensive and we can therefore reach the wider population in this way. In common with all public sector organisations, we need to be efficient and thus effective risk-based targeting of our available resources will become even more important. (See **Annex 1**).

## How will we know how well we are doing?

We know that the combined effect of our prevention and protection activities has successfully driven down the number of fires and other emergency incidents, but we have been less successful at being able to identify which elements of our work are most effective. This needs to change. From now on, we will always focus on the benefits – i.e. what positive impact will the action have on customers? We have introduced an evaluation framework (see **Annex 2**) but this is not yet embedded.

It is important to demonstrate we are achieving the ‘outcomes’ we want to achieve, but often these are very hard to measure in statistical form. We therefore sometimes have to measure ‘outputs’ and use research to establish confidence that the outcomes will be achieved. For example, we want fewer people to die in house fires (outcome) but we can only measure this over the long term and it is impossible to establish a statistical link with individual interventions as there are too many variables. However, we can use research to identify that some outputs will impact on the outcomes. For example, there is good evidence that a Safe and Well visit reduces risk, so measuring the number of visits is useful. In the longer term we can use statistical analysis to further establish a link between outputs and outcomes.

One way we are doing this 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.

We have improved the quality of our community safety data to support this type of analysis. We also now measure pre- and post-visit risk. Although this is quite subjective, it does allow us to measure the difference we are making. Quality Assurance checks are completed by managers, focusing on the highest risk customers to ensure we have done everything possible to make them safer. All safeguarding cases are quality-assured by a designated safeguarding officer.

A project is underway to improve data across other areas of our activity including business fire safety. This will support the introduction of a new risk-based inspection programme and allow outcomes to be measured effectively.

In terms of quality, we aim to introduce processes to ensure that we engage with our customers to get feedback about our services so that we can ensure they are as good as they can be. This not only enables us to measure satisfaction but gives us an ideal opportunity to check whether customers’ behaviour or circumstances have changed adversely.

Measuring social return on investment is becoming more important as we need to demonstrate effectiveness and efficiency to a greater extent than before. We have commissioned Kent County Council to develop a tool for measuring return on investment. Although this will primarily be designed for Safe and Well visits it will be fully configurable and therefore can be used to measure other services provided data is available. The results

of these measures will help us to ensure we are using our resources where they have the greatest impact.

**Box 2: What is social return on investment?**

Social return on investment (SROI) is a method for measuring non-financial value relative to the resources invested. It can be used to evaluate the overall impact of initiatives or proposals on customers and other stakeholders in order to ensure activities are cost-effective. The results can be used to ensure the right choices are made and to enhance performance.

For community safety, it goes a step further than evaluation by allowing us to measure the 'social value' of our activities and not just the direct outcomes we are aiming to achieve. It also allows us to compare different outcomes by placing a monetary value against them.

Social value is the quantification of the relative importance that people place on the changes they experience in their lives. It is important to consider and measure this social value from the perspective of our customers. For example, the value to the customer of a fire in their home being prevented will be far greater than the insurance value of their property.

By understanding the SROI, choices can be made about whether to invest £x to deliver an initiative which has the potential to produce a social value of £y.

## What did we achieve over the last five years?

Previously we had separate strategies for prevention and protection. These strategies were for a five-year period and were replaced by this single strategy in 2018.

The Table below shows the most significant actions included in our previous strategies. Good progress was made against the majority of these actions although some will continue to be delivered through this new strategy.

Focus on your safety	Progress
<p><b>Increase our understanding of the needs of communities we serve and ensure we keep these needs at the heart of everything we do.</b></p>	<p>Good progress including social marketing and other research. This work will continue.</p> <p>Engagement of a public health advisor for eight months to support this area.</p>
<p><b>Continue to collaborate with partner agencies to deliver community safety.</b></p>	<p>Good progress including the creation of the Kent Community Safety (CS) Team.</p>
<p><b>Continue to develop Safe and Well visits.</b></p>	<p>Safe and Well visits embedded in community safety; new home safety team created; Safe and Well visits now undertaken by stations. This work will continue through the 'Fire as a Health Asset' workstream.</p>
<p><b>Improve post-incident customer care.</b></p>	<p>Incorporated into a new customer care project.</p>
<p><b>Continue to embed social marketing, which has a focus on listening to the public, and working up projects/interventions from their perspective of what will work.</b></p>	<p>Good progress including within the review of schools education. This is now business as usual.</p>
<p><b>Implement a new system to support our community safety activities.</b></p>	<p>New system implemented for community safety. Future integration with Technical Fire Safety (TFS) and operational services is required.</p>

**Review our approach to delivering road safety and prevention activities at schools.**

Review of schools education completed and implementation commenced – this will ensure our programmes are effective . Led a review of road safety arrangements in Kent and Medway on behalf of the Road Casualty Reduction Board. KFRS's role in implementing the recommendations is included in the new strategy.

### Focus on business

**Review the way our CS and TFS teams operate to achieve integration and facilitate information-sharing for the benefit of the public.**

Good examples of progress, for example with high-rise building reassurance work but further work required. Carried forward to the new strategy.

**Provide fire safety advice during the planning and development of the London Resort entertainment complex and other major developments such as Ebbsfleet Garden City.**

Development of the London Resort has been rescheduled and therefore carried forward to the new strategy.

**Continue to work with managers of sheltered accommodation schemes to support them in reducing risk in their premises, including a reduction in the number of false alarms.**

Some good progress with development of the Safer Living initiative and further work planned. Carried forward to the new strategy.

**Work with our partners to support risk reduction in commercial premises, e.g. waste and recycling sites.**

Signed a Memo of Understanding with the Environment Agency and built strong working relations with partners. Visited high-risk sites and successfully reduced risk.

**Update our website to increase the range of information we offer to assist businesses to keep their staff, customers and buildings safe.**

Some progress but further work planned. Carried forward to new plan.

## The environment in which we operate

In order to be effective we need to understand the world in which we operate. Some things remain constant but other factors change over time sometimes unpredictably. In response to these changes we have already put a new management structure in place with one Assistant Director and one Area Manager for the whole of prevention and protection. We believe this will help us to work in a more coherent and efficient way across all teams within Community Safety.

We have been very successful in reducing the number of fire incidents, which is obviously very positive, but addressing the remaining risks becomes increasingly difficult as they are more likely to be associated with hard to reach groups or hard to change risk factors.

Working with our partners, we have also been successful in reducing the number of people killed or seriously injured in road traffic collisions but the number appears to have plateaued in recent years.

The population is continuing to grow and people are living longer. This is increasing demand on some public services, especially in health and social care. The mental health of our population has increasingly become a political and social priority. Incidents resulting from poor mental health are highly significant for all emergency services.

In the present financial climate, the Authority has inevitably had to make some tough decisions. However, it has recognised the valuable work undertaken in community safety and budgets have broadly been protected so far – although opportunities have been taken to reduce the management structure where possible.

The team recognises that these financial challenges are set to continue and we will increasingly need to evidence that our work is effective and efficient. This comes at a time when a new inspection regime for the fire and rescue service has been announced by Government. We will respond to this challenge by ensuring that resources can be justified through robust evaluation of our community safety work.

We also recognise that collaboration and greater partnership work will be required to meet this challenge. We will continue to explore opportunities for innovation in the way we deliver community safety services. We also want to make sure that we target our resources efficiently by paying special attention to those most at risk in our communities, since we believe that we can make a bigger impact by concentrating on these groups.

The impact of the fire at Grenfell Tower in London is one we want to manage. The publicity surrounding the event has changed the public's perception of fire safety. As a result we experienced an increase in demand for services such as Safe and Well visits and audits of premises, not just high-rise premises.

The best time to ensure that 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 developments planned in Kent, such as the London Resort and Ebbsfleet. Furthermore, the investigations into the Grenfell Tower fire are likely to lead to greater scrutiny of building design and adaptations.

## How are we changing?

We have already started to respond to the changes highlighted above, although further changes will be required over the lifetime of this plan.

We recently undertook a review of prevention and engagement to look again at everything we do with a fresh understanding of purpose and challenge. The review set clear direction and priorities but also identified some areas where more research or evaluation was required. As a result we commissioned a detailed review of schools education which highlighted a lot of good practice but also some areas for development. The recommendations are now being implemented.

In 2017 we led a review of the road safety arrangements on behalf of the Kent and Medway Casualty Reduction Board to ensure we work effectively together on the challenging ambition to reduce the number of people killed and seriously injured on our roads. The review, which was approved by the Board, 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.

We are becoming more customer-focused, ensuring we understand and consider customers' needs in whatever we are planning to do. Customers include businesses as well as individuals so, for example, we are introducing a web portal to provide tailored advice to businesses, and using targeted initiatives such as those with care homes and specialised housing. One of the successes of the Primary Authority Scheme is that it allows us to understand our customers' needs and work with them on innovative solutions.

We are increasingly engaging with customers when we are designing our services. For example, we are working with teachers to develop a new educational programme for schools.

We are undertaking a greater level of research and using a social marketing approach to understand people's behaviours and motivations to ensure we can be effective. We have introduced a new framework for evaluation and we are increasingly using the framework to inform future initiatives (see **Annex 2**). We are also investigating how we can measure social return on investment to ensure our interventions are both efficient and effective.

In addition to developing customer insight through research, we will continue to gather and analyse data in order to inform our risk-based approach to prevention and protection (see **Annex 1**). We have recently developed new methodologies for targeting protection (technical fire safety), including business engagement as well as inspection. A new risk data system is being developed which will support this approach and, in the meantime, we have purchased data which identified the highest-risk business premises.

In recognition of the demands on the health service, and available capacity within the fire and rescue service, we are supporting the national 'Fire as a Health Asset' initiative. This

includes the development of Safe and Well visits to help people live independently and safely for longer in their own homes – although fire safety remains our primary focus. We have worked with the health sector to identify opportunities to support their priorities whilst minimising impact on ours. At the current time this includes promoting wellbeing; preventing falls in the home; reducing excess winter deaths; helping people to live well with dementia or poor mental health; reducing burns and scalds; and smoking cessation. We also provide support in specific circumstances, such as providing Safe and Well visits to enable vulnerable people to be discharged safely from hospital.

We have already increased the size and skills of our home safety team to ensure we can offer more Safe and Well visits to improve the safety and wellbeing of more people. We are hoping this team will complete up to 18,000 visits per annum, but also recognise that the quality of the visits is vital, and that we need to give home safety officers sufficient time where needed.

Since 2017, operational crews have also undertaken Safe and Well visits, initially targeting people over 70 years old, as we know that age group is more likely to be killed or seriously injured in accidental dwelling fires. We have set a challenging target for all wholetime and day-crewed stations to complete 14 Safe and Well visits per week, per fire engine.

The LIFEVID research identified a number of insights into how people behave when faced with a fire in their home. For example, many people do not follow our advice to: Get Out, Stay Out and Call the Fire Service Out. This underpins the need to understand that providing good advice does not always ensure safe behaviour, and we need to understand the motivations and barriers which people face. Over the course of this strategy we will need to consider the findings from this research and ensure our community safety messages are effective.

The high-rise building reassurance work undertaken following the Grenfell Tower fire has highlighted the benefits of Community Safety and Technical Fire Safety (along with Groups) working more closely together. Demarcation between teams is not always clear and working together has allowed a more cohesive approach which we will now adopt for other initiatives including specialised housing.

## **Enablers**

The team recognise that a number of changes are needed to enable us to deliver our plans. As already set out in this strategy, prevention and protection teams need to work more closely together and the breaking down of silos is necessary. A cultural change is needed to ensure this is successful, supported by good communication.

Managers need to ensure plans are coherent and communicated well to ensure all staff are clear about our strategic direction and tactical plans. A clear customer focus is required which will help ensure a common purpose.

As described new technology will be required to address weaknesses and exploit opportunities. Delivery of the Information Technology programme will therefore be essential

for Community Safety to deliver its plans. Managers will also need to work closely with the Communications team to exploit opportunities to use social media and channel shift.

The development and implementation of a single system for all community risk and premises information is a major IT project. This will ultimately replace the systems used by Community Safety and Technical Fire Safety. This will enable easier sharing of risk information and a more coordinated approach.

Managers need to take responsibility to identify the training and development that staff need, and work with the Head of Learning and Development to ensure it is delivered and recorded. Succession planning needs to form an inherent part of our planning.

## Action plan

### Our priorities for Community Safety include:

1. Continue to develop customer insight and ensure this informs all of our activities;
2. Ensuring that everything we do achieves benefits for our customers, through effective evaluation;
3. Developing our contribution to the road safety partnership, including a new business plan for the Road Safety Experience;
4. Continue to develop ways of supporting the health sector to help people stay well;
5. Improve business engagement and ensure SMEs have access to the information they need;
6. Introduce robust processes to measure and assure the quality of services that we provide;
7. Ensure we are as efficient as possible.

### Objectives:

1. Promoting behaviours which help you stay safe and well in your home;
2. Encouraging you to adopt behaviours which keep you safe on the roads;
3. Supporting businesses to help people stay safe in their buildings and to comply with legislation.

Task Name	Priority	Objective	Owner	2017/18	2018/19	2019/20	2020/21
Implement the recommendations from the schools education review	1,2,6	1	GM CS				
Complete the review of the road safety partnership	3	2	AM P&P				
Support the Kent and Medway Road Safety Casualty Reduction Board to implement the agreed recommendation from the review undertaken in 2017	3	2	AM P&P				
Develop business plan for the Road Safety Experience	3	2	Consultant				

Implement new business plan for the RSE	3	2	RSE Business Manager				
Continue to develop the 'Fire as a Health Asset' initiative including Safe and Well visits and falls-prevention	4	1	PM CS				
Support the development of an integrated information system (CRM replacement)	2	1,3	AM P&P				
Develop and implement the customer care project	1	1,2	Customer Experience Manager				
Develop and implement processes and procedures for effective customer engagement for all services	1	1,2,3	AM P&P				
Develop services to meet the needs of our customers	1	1,2,3	AM P&P				
Develop and implement improved information and engagement with businesses, including channel shift	5	3	GM TFS				
Provide advice and support for major local developments, including London Resort		3	GM TFS				
Develop and deliver support to managers of specialised housing through the Safer Living initiative	5	1,3	GM TFS				
Develop and deliver action plan to build stronger partnership with parish councils and community groups	2	1,2	GM CS				
Contribute towards the development of robust Safe and Well data and evaluation methods for NFCC	2	1	PM CS				
Develop evaluation methodology, supported by research and analysis, for prevention and protection	2	1,2,3	PM CS				
Implement and embed analysis and research to support evaluation	2	1,2,3	PM CS				

Ensure effective evaluation is embedded in CS and used by other teams where appropriate	2	1,2,3	PM CS				
Develop and maintain effective training, development and succession plans for all teams in the division		1,2,3	PM CS				
Develop quality systems and assurance for all services	6	1,2,3	PM CS				
Implement and embed quality assurance processes	6	1,2,3	PM CS				
Identify opportunities for improved communications and joint working between teams	7	1,2,3	AM P&P				
Explore how we can use Primary Authority Schemes to support community safety	5	3	SM CS				
Develop and introduce better performance management information	6	1,2,3	PM CS				
Support the Kent Integrated Dataset initiative	2	1	PM CS				
Continue to develop Make Every Contact Count including e-learning for all KFRS staff	4	1	PM CS				
Explore and develop ways to engage with minority groups' business networks to promote safety	5	1,2,3	GM TFS				
Introduce a risk-based inspection programme for protection	7	3	GM TFS				
Development of a formal process for protection to provide operational crews with awareness, plans and training of high-risk/complex buildings		3	GM TFS				
Implement TFS operational awareness for high-risk/complex buildings		3	GM TFS				

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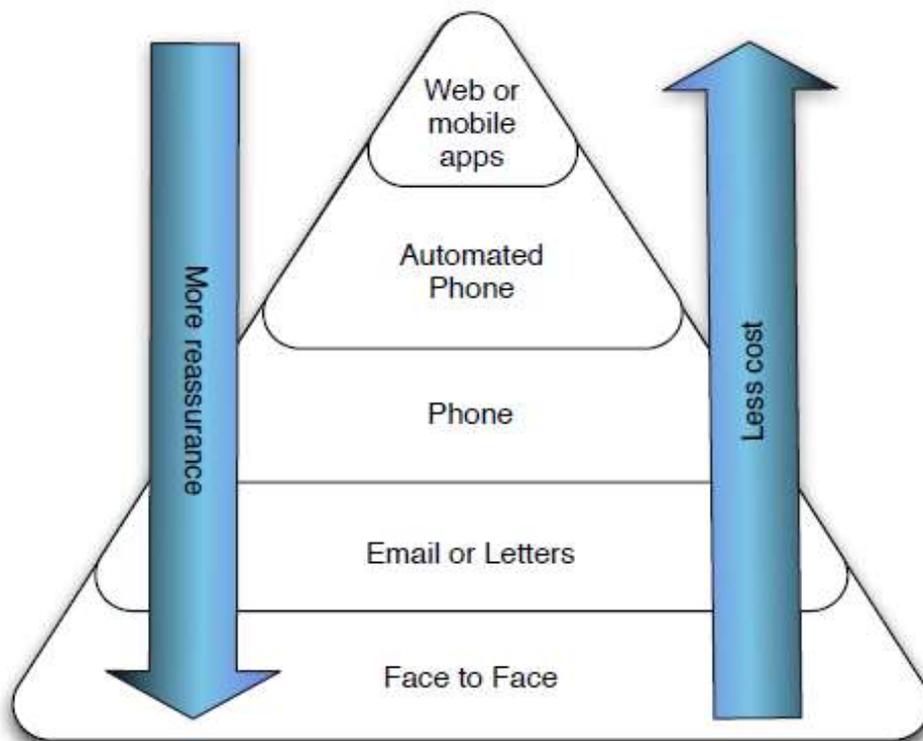
# Annex 1: Community Safety Risk Based Strategy

## Introduction

Kent Fire and Rescue Service (KFRS) has a finite resource to undertake prevention and protection activities. In order to achieve its objectives it therefore needs to ensure that resources are targeted at areas of greatest risk. This approach will become even more important as the Authority needs to reduce overall costs, and there is greater focus on ensuring that all resources are used effectively.

In principle, around 80% of our resources will be used on the highest 20% of risk. Some activities, such as Safe and Well Visits and fire safety audits, use a lot of resource and therefore need to be very focused. However, we are able to offer advice and guidance to the wider community, including businesses, in a very cost-effective way through media and by using our officers where necessary to speak to larger groups.

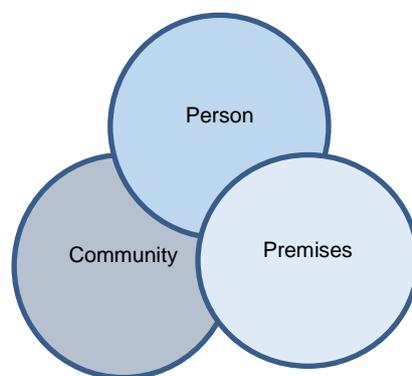
**Figure 1: Communication Channels**



In order to take a risk-based approach we need to understand the risks and what we can do about them. In general, risks come in two forms: environmental risks and behavioural risks. Fires, road accidents and other incidents are preventable. They only result from someone's behaviour. Even in the case of environmental risk, such as poorly designed or maintained buildings, someone is responsible. Therefore most of our interventions are aimed at influencing positive behaviour.

In order to identify and reduce risks we rely on information. Often that comes in the form of data which can help us to identify and group risks according to demographics, building type, business type, location, etc. This is referred to as risk stratification. However, increasingly we also undertake research to gain customer insight and understand customers' behaviours and motivations, in order to know how to influence them positively.

**Figure 2: Community Safety risk types**



## **COMMUNITY SAFETY**

Community Safety focuses on preventing fires, road accidents and other emergencies that impact on individuals through influencing behaviour or improving the environment in which they live. The priority is to save lives and reduce harm to individuals.

### **Safe and Well Visits**

KFRS has been carrying out home safety visits for many years. In 2017 these were developed into Safe and Well visits to include wider health interventions. There have been various local and national evaluation reports which demonstrate the effectiveness of fire safety visits in reducing fire risk<sup>1</sup>. More recently, KFRS has worked with Kent County Council Public Health to establish a methodology for evaluating the impact of Safe and Well visits on hospital admissions<sup>2</sup>.

Safe and Well visits are therefore established as a pivotal part of KFRS's community safety strategy. A previous Safety and Wellbeing Plan set out our intention to increase the number of visits undertaken per annum through expansion of the Home Safety Team, and to reintroduce stations routinely undertaking visits. However, it is important to emphasise that

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<sup>1</sup> For example, [Evaluating the Effectiveness of Home Safety Visits](#)

<sup>2</sup> Kent Public Health Observatory – [Evaluation of Home Safety Visits](#)

we do not want to sacrifice effective targeting of the most vulnerable in the community, or the quality of the visits themselves, simply in order to increase numbers.

The agreed criteria for offering Safe and Well visits is currently:

- Anyone aged 70 or over resident in the home;
- Anyone aged 5 or under resident in the home;
- Any smokers in or around the home;
- Anyone with a disability (including long-term physical or mental health conditions) in the home;
- Anyone who has any other reason to feel unsafe at home;
- Referral by a partner agency.

These criteria were informed by research and analysis. The criteria will be regularly reviewed to ensure that our Safe and Well visits remain focused on risk. For example, KFRS is currently targeting people aged over 70 but, as risk increases incrementally with age from around 65 years, this is a figure which can change according to available resources.

Safe and Well visits are delivered by a specialist Home Safety Team as well as by operational crews.

### **Home Safety Team**

The Home Safety team currently consists of 20 officers (although one is dedicated to the Margate Task Force and another to Fire-setter cases). The officers currently undertake up to six visits per day and, if an efficiency of 70% is achieved, then the capacity for these officers to undertake visits is around 378 per week or nearly 20,000 per annum. If the remit of a Safe and Well visit expands significantly then the number of visits that can be achieved in a day may reduce. However, KFRS has agreed in principle that it will not dedicate resources to health issues where there is no fire risk, so this needs to be kept in balance.

### **Stations**

All wholtime and day-crewed stations now undertake Safe and Well visits as part of their routine work and these visits form around 80% of their community safety activity. Stations are provided with the addresses of people over the age of 70 using NHS 'Exeter data' (the date of birth and address of all individuals registered with a GP and over the age of 65).

In total we have 26 stations (wholtime and day-crewed) and it is hoped that each station will eventually complete up to 120 visits per month (average of 4 per day). If this is achieved we would complete up to an additional 31,680 visits per annum. Currently, stations have been asked to complete an average of 2 visits per day (60 per month) per fire engine. By 2020/21 this would mean stations performing around 28,000 visits per year.

In addition to targeting the elderly, stations will continue to carry out Safe and Well visits in response to any serious accidental dwelling fire (post-incident protocol) and other risk-based interventions as directed locally.

## **Risk-based approach for home safety**

The approach for undertaking Safe and Well visits can best be shown by means of a triangle (Figure 3). The top of the triangle illustrates the small number of individuals at high risk, while the bottom of the triangle illustrates the greater number of people at low risk.

All vulnerable people referrals, both from external agencies and internally, go to Home Safety Officers. Over recent years there have been around 4,000 referrals per annum but there is potential for this to increase significantly. These individuals have already been identified as being at risk and therefore form the top of the triangle. A good percentage of these will also be over 70 years of age.

We know that over 70s are significantly more at risk from fire and other risks around the home. KFRS regularly receives NHS Exeter data through a national data sharing protocol. This data indicates that there are around 200,000 households with someone aged over 70 in Kent and Medway. Approximately 145,000 of these addresses are within Wholetime and Day-crewed station grounds. A further 36,000 are within On-call station grounds. The remaining addresses have not been matched to the gazetteer and therefore cannot be allocated to a station ground. We are exploring methods to enhance the rate for successfully matching this data.

It is estimated that it will take four to six years for Wholetime and Day-crewed stations to visit the home of everyone over the age of 70, although it is important to note that some stations have far more NHS Exeter addresses to visit than others.

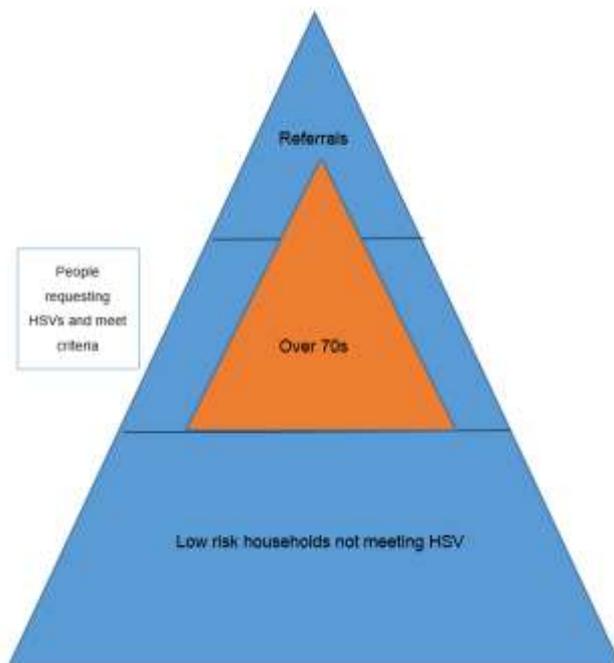
In areas outside Wholetime and Day-crewed station grounds we are currently relying on Home Safety Officers to undertake the Safe and Well visits. We use the NHS Exeter data to send letters directly to these households to encourage them to book a visit. Additionally, we are piloting the use of on-call firefighters to undertake visits in their station grounds.

We also have the flexibility to use Home Safety Officers to undertake 'cold' calls to over-70s using the NHS Exeter data on days when they are not fully booked. Home Safety Officers can therefore be used to undertake Safe and Well visits outside of Wholetime station grounds and to support those stations with larger numbers.

Further down the triangle there are other people who qualify for a Safe and Well visit, due to meeting the criteria, for example having smokers, young children or disabled people in the household. We offer these people home safety advice but often this does not need to involve a visit to their homes. Advice is offered to this group via social media and other communication channels including personal engagement (e.g. events, schools) with an opportunity to book a Safe and Well visit if required.

At the very bottom of the triangle there is the remaining population. This is a very large group who do not qualify for Safe and Well visits. We will continue to provide advice to this group through general channels which require less resource (e.g. social media and website).

**Figure 3: Risk-based targeting of Safe and Well visits**



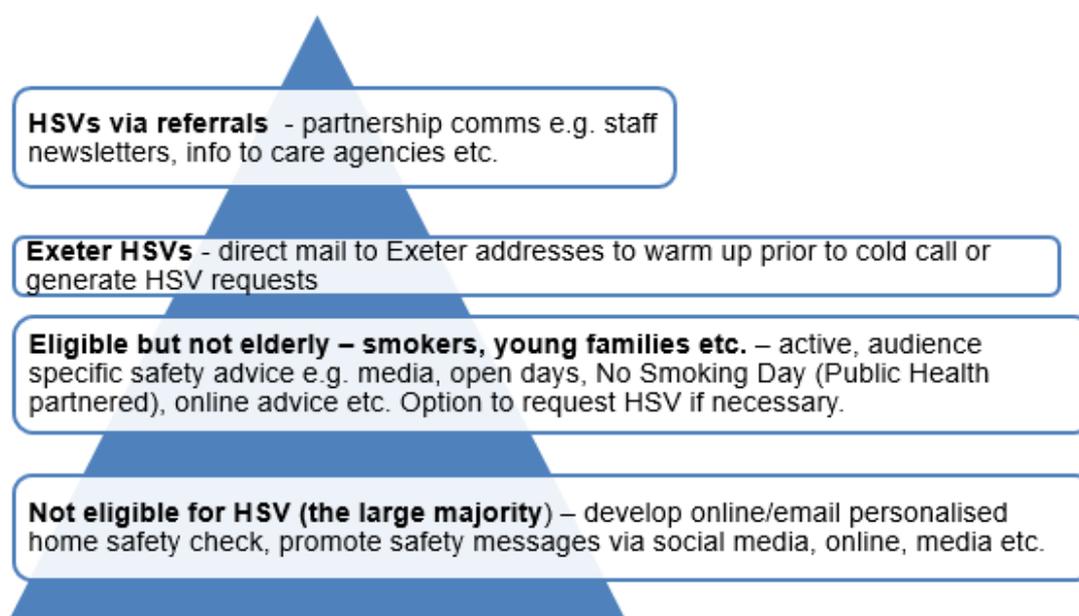
### **Marketing strategy for Safe and Well Visits**

The NHS Exeter data allows us to market Safe and Well visits directly to over-70s. This has proved to be a highly successful and efficient way of reaching this group, with response rates consistently in excess of 15%.

Additionally we will:

- Continue to encourage partner agencies to make relevant referrals. This will include specific groups such as people with dementia, mental health issues or disabilities, and those receiving social care.
- Offer home safety advice aimed at those households at greater risk. Audience-specific advice designed to influence behaviour and improve safety, e.g. media, open days, No Smoking Day (Public Health-partnered), online advice, etc. Offer Safe and Well visits to those people who need them most, i.e. where messaging alone is unlikely to change behaviour.
- Although our primary objectives remain focused on fire safety, we will take opportunities to market our Safe and Well visits in other ways, for example, by saying that we can help to keep people safe and well.
- For lower-risk households which are not eligible for Safe and Well visits (the large majority) we will develop online/email personalised home safety checks, promote safety messages via social media, online, media, etc.

**Figure 4: Marketing Safe and Well visits**



### **‘Show You Care’**

‘Show You Care’ is a campaign to encourage people to visit their neighbours to check they are safe. The campaign is designed to reduce social isolation and raise awareness about fire safety. People are also encouraged to arrange a Safe and Well visit for those who need one.

### **Schools education**

We undertook a review of schools education in 2016/17. The review demonstrated that the programme is highly effective and recommended that it be delivered to all schools in Kent and Medway if possible.

We deliver all schools work in a group session. This can be a single class, but is often a larger group such as in an assembly. The lessons are delivered by a single officer and therefore the programme reaches a high number of pupils with very little resource. Furthermore, one of the objectives of this type of programme is to try and ensure the whole population has a basic awareness of fire and road safety. It would therefore not be advantageous to attempt to target schools or individuals according to risk.

### **Youth engagement activities**

KFRS does not have a dedicated youth engagement team, and any interventions are delivered by the same officers as schools education and other public engagement activities. Most interventions which KFRS supports are carried out in conjunction with partner agencies such as the Prince’s Trust, and we do not recruit individuals onto the courses ourselves. We therefore rely upon the partner agencies to ensure any programmes we support are targeted

at the right individuals. The effectiveness of programmes is evaluated to ensure they are correctly targeted and achieve the agreed objectives.

### **Fire-setter interventions**

We have a juvenile fire-setter scheme. The majority of referrals to the scheme are received from schools or parents concerned about low-level fire-setting behaviour or interest in fire, which is causing them concern. Referrals are risk-assessed on an individual basis through initially speaking to the parents or referring agency, followed by an initial visit with the young person. The case remains open, with subsequent visits being undertaken, until the behaviour has been addressed and the risk is considered low enough to close the case.

### **Public engagement events**

We attend or hold numerous events throughout the course of the year. Requests are received from event organisers via a form available on the website, although often the initial request is received via telephone or email. Each request is evaluated to determine whether there is merit in utilising resources using the standard evaluation process. In order for us to attend an event it needs to meet one of the following criteria:

- Opportunity to engage with a specific audience in order to address an identified risk;
- Opportunity to engage with a hard to reach audience in order to gain customer insight;
- Opportunity to engage with a large number of people with little resource;
- Good public relations.

In each case, the potential outcomes of attending an event need to align with KFRS's priorities and justify the level of resources being committed. In other words, the event needs to be an efficient method of reaching the identified audience and be likely to influence their behaviour.

In some cases a decision is made to request support from stations, either because the event does not warrant attendance from specialist Community Safety staff, or because attendance of operational staff/equipment will enhance the opportunity to engage with the target audience.

KFRS holds some events of its own, most commonly Station Open Days. These events need to meet the same criteria as above, with a clear stated purpose for being held.

### **Road Safety Experience**

The Road Safety Experience (RSE) at Rochester is a multi-agency hub for road safety in Kent and Medway. The centre is designed to positively influence behaviours by offering an interactive and fun experience to visitors. The RSE is primarily aimed at young people (aged 17-24) as they are a high-risk group. School visits are probably the easiest and most efficient way of reaching this audience; although other avenues are being explored. Diversification to reach other audiences, such as older drivers, is being considered.

## **TECHNICAL FIRE SAFETY**

Technical Fire Safety is responsible for enforcing the Fire Safety Order (FSO) 2005. There are over 65,000 businesses within Kent and Medway, the majority of which are small and medium enterprises (SME's). However, other types of buildings with common areas - such as purpose-built flats - also come under the order. This brings the number of buildings up to around 130,000 premises where KFRS is the enforcing authority, although the local authority will be the lead on many occasions where the Housing Act 2004 also applies.

It is unrealistic for us to be able to visit each of these buildings and therefore the effective use of our resources is always considered. This is so we can provide regulatory advice to all, but also target our resources to where the risk is greatest.

### **Business advice**

Effective advice to the business community via the web is the cheapest and most effective way to promote compliance with the FSO as it enables us to reach the widest audience with the least resource.

Our website navigates businesses towards the Fire Protection Association's 'Business and Property Protection Portal' as the main method of providing advice. The portal is a business continuity tool that uses datasets relating to business-specific risks that are linked to geographical risk factors, and Office for National Statistics' business classification codes. The portal is therefore able to provide bespoke advice to business customers.

Because the data is specifically linked to a business this information can also be fed back into the risk-based inspection programme to improve it. Therefore the advice we provide directly influences the buildings we audit.

Advice to business via the portal is classed either as 'targeted' or 'general' advice:

#### Targeted Advice

- Direct email shots to property listed on an 'at risk' list encouraging businesses to use the portal. This is informed by the risk-based inspection programme and the business owner's willingness to engage. If a business fully engages it would be seen as lower risk than a business owner who fails to engage.
- The Service also uses campaigns targeted at specific business types which have been identified as higher risk or pose a significant life risk, such as the 'Safer Care' campaign aimed at residential care homes.

#### General Advice

- This will be a general advice campaign encouraging businesses to use the portal. The types of businesses that are not accessing the portal can then have additional focus placed upon them to encourage the portal's use, similar to a targeted campaign.

- Data from the portal will enable us to develop the most effective campaigns and business engagement.
- Data from the portal can be fed back into the risk-based inspection programme.

### **Other business engagement**

**Seminars** - The value of targeted seminars has clearly been demonstrated through the Safer Care and Living initiative.

**Site advice and visits** - These visits are intended for businesses we perceive to be the most risky and will include support on achieving compliance or post-incident. However, it should be noted that visits can lead to enforcement action.

**Business Safety Webinars** – To deliver fire safety advice to the wider business community than those who attend business safety seminars.

**Business start-ups** – For example, providing information packs to commercial banks to give to their clients when starting up a business account.

**Colleges and Universities** - Delivering business safety presentations to business and management students.

**Phone Advice** - As and when needed, although we encourage customers to choose a less costly channel such as the web.

### **Inspections**

The targeting of inspections is broken down into three integrated components: data-driven day to day inspection programme; focused campaigns; and intelligence-led work through other partners. It is important to recognise that the approach to undertaking inspections may change as a result of the Dame Judith Hackitt review following the fire at Grenfell Tower.

#### **Day to day Inspection Programme**

KFRS does not currently have a system for accurately informing risk by business type. A project to develop a new system for recording inspections and premises' risk data is being developed which will in future inform our risk-based inspection programme for technical fire safety.

Currently, we use data provided by Experian to identify high-risk business types. Experian states that the model it uses can predict 80% of non-domestic fires in the following year within the top 20% of its data. The data also provides extensive contact details for responsible persons, which can be used to directly mailshot higher-risk premises as part of the marketing strategy above.

## Focused inspections

KFRS also targets inspections as part of a targeted approach co-ordinated with marketing. This approach has been proven in recent campaigns such as Safer Living (specialised housing) and Safer Care (care homes) campaigns where each district completes an allocated number of audits per month from a targeted list. It also dovetails into business engagement, which includes a number of seminars where TFS provide face-to-face advice to businesses.

## Intelligence-led work through partner agencies

Working with partners to undertake technical fire safety inspection is a well-established approach. It includes the following types of activity:

- Targeting Licensed premises during performance;
- Working with local authority housing departments to target rogue landlords;
- Working with the Police on businesses known to be linked to serious crime;
- Trading Standards;
- Environment Agency (bulk waste sites);
- Health and Safety Executive.

It is proposed to formalise this approach and enhance the coordination and planning of partnership initiatives.

## Audit Targets

The following targets and ratio have been adopted by technical fire safety:

**Table 1: Target per inspector**

Inspector	Number of full audits per year	Types of property
District Managers	Flexible	QA and development audits.
Level 4 qualified and above or deemed to have this level of experience.	100	Varied property types across all DCLG guides. 80% high-risk premises.
Level 3 qualified or deemed to have this level of experience.	100	Varied property types. 70% Medium and low-risk premises. 30% High-risk premises QA'd by senior colleagues.

New inspectors	Shadow	50/50 in terms of property risk – again varied building stock.
<b>Total per office at full capacity</b>	2000+	

**Table 2: Ratio of Audits to targeting method**

Type of full audit inspections	Ratio	Inspections per year
Day to day Inspection Programme	60%	1200
Campaign-related	25%	500
Intelligence-led	15%	300

## CROSS-CUTTING INITIATIVES

Increasingly, Technical Fire Safety (protection) and Community Safety (prevention) work together with operational stations to ensure a co-ordinated response to identified risks. Examples of recent initiatives include:

### High-rise reassurance

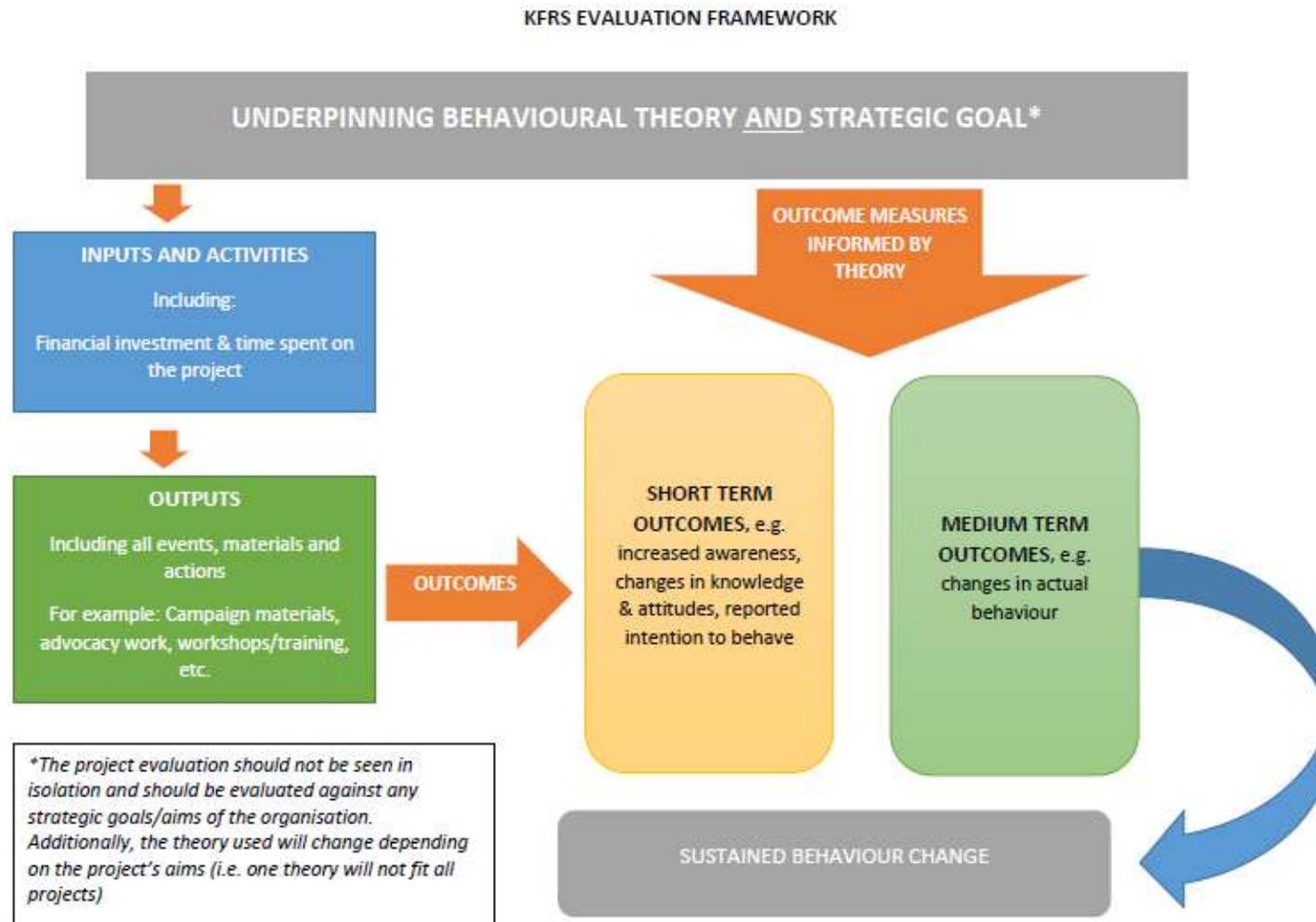
Following the fire at Grenfell Tower in London KFRS developed a coordinated activity to offer reassurance to local residents, and to ensure that high-rise residential buildings in Kent and Medway are as safe as possible. Teams from Technical Fire Safety, Community Safety and operational crews visited each of the identified premises on a planned basis. The Technical Fire Safety teams worked with the responsible persons and housing officers to check that the common areas were compliant with fire safety regulations; Community Safety teams offered reassurance to residents and offered advice to ensure they were safe and well; whilst operational crews undertook familiarisation visits to ensure tactical plans were in place and rehearsed.

### Safer Living

Safer living is a campaign targeted specifically towards specialised housing, which includes sheltered housing and assisted living. The risks associated with this type of premises has been highlighted by recent fires such as the one at Emily Court, Dartford, and the publication of new Specialised Housing fire safety guidance. We are raising awareness about the guidance as part of the initiative to ensure providers of this type of accommodation are aware of their responsibilities to keep residents safe. Technical Fire Safety, Community Safety and operational crews work together in a co-ordinated way to offer businesses advice and support, including Safe and Well visits for the residents.

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## Annex 2: Evaluation Framework



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