Creating a

safer future
together

Community Risk Delivery Plan

2025 to 2029

Kent Fire & Rescue Service | **together**

Foreword

Welcome to the Kent and Medway Fire and Rescue Authority's Community Risk Management Delivery Plan covering the period 2025 to 2029. Our delivery plan sets out what we will need to plan for (our 'strategy') in the forthcoming four-year period.

We are a forward thinking, customer focused fire and rescue service with a long and proud history. We spend your Council Tax on delivering a range of services to help keep you and your family safe. We will continue to evolve to meet the changing needs of our customers, to build a safer future for Kent and Medway.

In October 2020 we published our ten-year analysis of potential issues which may impact the people of Kent and Medway. In October 2023 we published our 'Creating a safer future – together: Risk assessment' – a more detailed summary of wide-ranging risks facing the people we serve for the next four years, which was subject to a public consultation. We saw a significant increase in the number of our customers responding to this consultation, with 90% of people agreeing with our risk assessment and giving consent to further develop solutions to these challenges.

We are coming to the end of the current delivery plan for the last strategy period (2021 to 2024). This new delivery plan for 2025 to 2029 outlines the key areas we will be working on over the coming four years, along with details of what we are seeking to achieve over the next 12 months.

Thank you

Nick Chard
Chair of Kent and Medway Fire and Rescue Authority

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Creating a safer future – together

Introduction

Community Risk Management Planning (CRMP) is carried out in Kent over four-year strategy periods to allow for longer term thinking and planning.

We constantly scan for emerging risks which impact people, businesses and the environment across Kent and Medway.

We engage with our colleagues and customers to add to our knowledge and gain consent to our interpretation of risk and the consequent actions we need to take to help us respond to these challenges.

We identify what we will focus on to reduce or mitigate risk and improve services.

Every year of the four-year period, we draw out actions for delivery which meet our strategic priorities, including areas for further consultation with our customers.

All our teams have an annual plan which delivers against these strategic priorities. Our CRMP policy and guidance gives full detail of the process.

Our vision, aims and objectives

Our vision

A future where no one is killed or seriously injured by a fire or other emergency.

This four-year strategy is the next step towards achieving this vision.

Our aim and objectives: working together, saving lives, reducing harm

We are Kent Fire and Rescue Service. Every minute of every day, we are here to save lives and make our county even safer. Together with our customers we are creating a safer future for Kent and Medway. Helping people in their homes, where they work, places of education and visitors to Kent and Medway to help keep them safe – whoever they are. We are there for our customers in times of need – whether it's a fire, a road crash, water rescue or other emergency. Every one of us helps to save lives. We are one team. Together, we are Kent Fire and Rescue Service.

We provide a wide range of services to our customers, in their homes, on the roads or across our community. These services are grouped together under our four objectives:

- Responding effectively in times of need.

- Promoting behaviours to help everyone stay safe and well in their home.

- Encouraging safer behaviours on the roads and near inland water.

- Supporting businesses to keep their buildings safe and comply with legislation.

Responding

Engaging

Supporting

Encouraging

Helping

Working together with our customers to reduce harm and save lives

Customer focused • Innovative • Collaborative • Speaking up • Leadership • Wellbeing • Safety • Inclusive • Ethical • Learning • Professional •

Community Risk Management Plan (CRMP) and supporting plans

Our process and timeline

We work in four-year strategy periods to create clarity of purpose, and to support effective action planning. This is the governance structure for our CRMP process:

We follow CRMP guidance from the National Fire Chiefs' Council, the seven principles of public life (known as the Nolan principles), and the Gunning principles (complete transparency and not making decisions until we have consulted with our customers).

The process starts with a ten-year horizon scan of emerging risks and issues in Kent, the UK, and globally. For example, issues of climate change, societal changes etc. This was carried out in 2011 and again in 2021. These forecasts are shared via colleague and customer consultations.

The next stage is analysing the risks and issues to get more detailed risk information for planning. We use a network of sources such as the National Risk Register, the Kent Community Risk Register, incident data, and local area risk profiles, amongst other data sets. We then clarify and consult on current and emerging risks which will affect the communities we serve for the next few years. Between October 2023 and January 2024, we carried out a large consultation and saw more than 1,800 people respond. More than 90% agreed with our risk assessment. These risks had also been through an internal consultation.

In the forthcoming period 2025 – 2029, we are ensuring effective integration of actions from our Building Safety, prevention, and response and resilience teams. Our CRMP consultation identified areas of focus grouped together under seven themes – climate change and

environment; health and society; rescues, major industry; buildings and places; transport; utilities fuel and power. We also assessed the risk from malicious attacks and our response, although we did not publish the detail against this for security reasons.

To ensure we can deliver our strategic priorities and actions, we will produce enabling plans, which highlight the work required from our support teams to allow us to deliver front line services. This provides clarity on work plans and the change management mechanisms for the next period.

Once we have developed our strategic plans and overarching priorities for the four-year period, these will be presented to Kent and Medway Fire & Rescue Authority (KMFRA) in July 2024 for consideration. Once agreed, time will be spent over the subsequent months developing draft detailed plans, so that these detailed plans and proposals can then be presented to the Authority (KMFRA) in the summer 2025, for approval by Members. Once approved, they will then go out for public consultation.

At the November 2025 KMFRA meeting, Members will review the outcomes of the consultation. The final strategic plans and enabling plans will be developed after the public consultation has closed and KMFRA have agreed the responses and consultation recommendations.

Members of KMFRA will review the Medium-Term Financial Planning (MTFP) assumptions at the November 2025 meeting, alongside the consultation responses.

At the February 2026 KMFRA meeting, Members will agree the Medium-Term Financial Plan, which supports the delivery of the strategic priorities and plans over the medium term.

Every team will create an annual plan, which aligns with the organisation's strategic priorities and plans as agreed by the Corporate Management Board (CMB) and KMFRA.

We evaluate progress against the actions throughout each year to ensure we are meeting customer needs and delivering against our objectives.

The annual process outlined above will be followed throughout each of the strategy periods.

There will be the need on occasion to do focused consultation on a

particular subject. In October 2024 for instance, we will launch the annual Council Tax consultation and a consultation on Performance Standards following discussion at KMFRA on 17 October. The results of which will be presented to KMFRA in February 2025.

CRMP timetable

October 2023

We consulted on the risks that our customers face.

February 2024

The fire authority agreed the risks following the consultation.

July 2024

We will present our strategic plans and overarching priorities 2025-29 to the fire authority.

October 2024

Council Tax consultation and Consultation on Performance Standards. Also, the presentation of the four year delivery plan.

July 2025

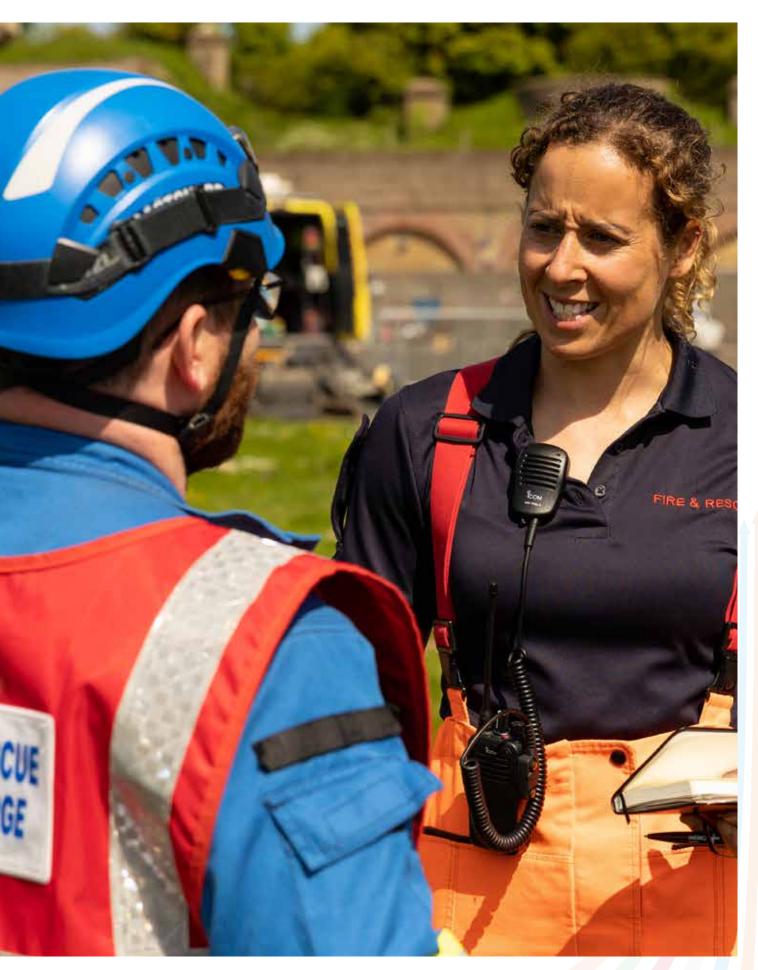Presentation and public consultation on the detailed plans and proposals

October 2025

Final detailed plans and medium-term financial planning assumptions presented to the fire authority for approval.

February 2026

Medium-term financial plans agreed.

CRMP cycle

We will do a mix of consultation exercises and annual briefings to customers.

Our Medium-Term Financial Plan (MTFP) aligns and supports our four-year strategy

Our MTFP plays a crucial role in ensuring that funding is available and sustainable over the medium term, to deliver the actions in our plans effectively and efficiently. Here are the key aspects of this financial planning:

Resource allocation

The MTFP looks to the future, generally the next four years, to establish a funding plan that is realistic, affordable, and deliverable over that timeframe, to support the delivery of KFRS's strategic priorities. This ensures that funding is distributed optimally to various operational needs, including personnel, equipment, training, and infrastructure maintenance. The CRMP clearly sets out what we want to deliver, how we are going to do that and what we want to achieve. Most of the MTFP is allocated to the people who deliver those services – 84% of our funding. Other funding decisions are about the equipment we need, the vehicles that we need to deliver our everyday support to the customer and the maintenance of our buildings, all of which contribute to delivering the CRMP. We have a portfolio of differing sized projects, which are overseen by the Strategic Leadership Team and Corporate Management Board. Funding, which is incorporated in our MTFP, is allocated to specific projects to deliver our CRMP.

Financial sustainability

This is a key aspect of financial planning. Sustainable financial planning helps ensure that funding is there when it is needed. Funding commitments are forecast into the future, alongside potential inflationary pressures, but potential funding gaps are also anticipated too. This is important as planning ahead helps buy time to determine how future funding pressures may be mitigated. Financial Reserves are a key aspect of this planning approach. Consequently, the MTFP provides an important framework for maintaining financial stability within Kent Fire and Rescue Service.

Reserves

An appropriate level of reserves is always necessary, as they provide flexibility to bridge gaps in funding or to meet unexpected cost pressures

in the short term. It is therefore prudent to maintain an appropriate level of reserves, to allow time for a sustainable way forward to be established. Reserves are also a useful tool to help pump prime improvement efficiencies too, which will generate greater financial savings in the medium to longer term. The Authority has a clear Reserve Strategy which sets out its approach to its General and Earmarked Reserves.

Strategic planning

The MTFP aligns financial resources with strategic objectives and operational priorities. We prioritise investments in areas such as training, technology upgrades, community outreach programs, and emergency response capabilities based on identified risks and needs.

Risk management

Our well-developed MTFP includes provisions for risk management, such as setting aside reserves for unforeseen emergencies, or fluctuations in funding sources. This helps mitigate financial risks and ensures continuity and the sustainable delivery of our services, even in challenging circumstances.

Performance reporting

As part of the MTFP the Treasury Management reporting includes performance indicators and targets, allowing us to monitor our financial health. Internal reporting provides financial dashboard data to monitor performance and operational efficiency over time. Regular review of these metrics enables stakeholders to assess progress, identify areas for improvement, and make informed decisions about resource allocation.

Long-term sustainability

By taking a medium-term perspective, the MTFP supports long-term sustainability planning for KFRS. This includes considerations for capital investments, asset management, and ongoing maintenance to ensure that essential infrastructure and equipment remain functional and up to date.

Stakeholder communication

Our MTFP facilitates communication with key stakeholders, including government agencies, elected officials, community members,

and funding bodies. Transparent reporting on financial plans and performance provides assurance and accountability, enhancing support for KFRS's mission and objectives.

Equality of access

We aim to provide excellent services to all our customers, whoever they are. We strive to ensure equality of access to our services for everyone, including people living here temporarily and, anyone who travels through Kent and Medway who needs our support.

Through our experience and research, we know the importance of giving support to customers at greater risk of fire. The following are some of the factors that affect a person's vulnerability to fire and to the risk of injury or death:

- Smokers in their home

- Is 65 years of age or older

- Lives alone and is vulnerable in some way

- Has limited mobility, a hearing impairment or is blind or partially sighted

- Would have difficulty responding to, or escaping from, a fire

- Has had a fire previously or shows signs of burns or scorching in the home

- Has learning disabilities

- Is supported by family, carers, and friends

- Shows signs of neglect or abuse by others

- Has a mental health condition such as dementia or depression

- Has drug or alcohol dependencies

- Has a hoarding disorder

- Shares a home with a child or young person who sets fires

We also recognise, however, that barriers such as health, ethnicity,

language, beliefs, poverty and other societal factors, and perceived prejudices may prevent customers from accessing our services, such as home fire safety visits, or from reporting small fires in the home. Through targeted engagement and using different approaches, we aim to reach specific groups who may be unaware of, or choose not to, access our services. By doing this, we can ensure we provide equality of access to everyone.

We seek to further evolve our ability to meet different customer needs by:

- Embedding people impact assessments into the way we plan for, develop, and implement improvements to the service we provide to our customers. We seek to evaluate customer experiences and understand the customer journey, for our services to continually improve.

- Developing a better understanding of how to improve equality of access to services for everyone.

- Using our understanding of risk to drive improvements to the quality of our service and strive to ensure we exceed customer expectations.

- Working with partners to seek opportunities to deliver targeted activities that provide better customer outcomes.

- Providing guidance, training, and resources to our colleagues to understand how to adapt what they do to meet the needs of individual customers.

Strategic priorities 2025-29

Our plan is designed to deliver our strategic priorities. These have been developed to address our areas of focus, which we developed in consultation with our customers – in our publication 'Creating a safer future together: risk assessment'.

The areas of focus are grouped under the following seven themes:

- Climate change and environment

- Health and society

- Rescues

- Major industry

- Buildings and places

- Transport

- Utilities, fuel, and power

These act as a focus for change and innovation across the organisation. Our actions will be integrated across our Building Safety, prevention, operational response, resilience, and internal customer teams. This ensures that the investments we make and activities we undertake are complementary, and directly contribute to risk reduction for you, our customers, and the communities you live in.

Performance standards (our key performance indicators)

To effectively target the actions that deliver our strategic priorities we will review and consult on our performance standards. Most significant is our response time standard. This standard measures how quickly we get to an incident. It is important that we understand this as it will allow us to

focus our resources. For example, if it takes us longer to reach certain customers because of their location, we may choose to target additional prevention activity to those customers to drive down the risk to them.

This needs to be integrated with a review of our wider performance standards to ensure that we are getting the data and intelligence we need to be able to truly understand the impact of our services and changes that we propose.

We will consult on any proposals to change our performance standards with our customers in October 2024.

The following pages detail our areas of focus and the associated strategic priorities. These strategic priorities are the areas within each area of focus where we feel there is either a higher risk to our customers, or we feel our capabilities need to be further developed. The table also contains the actions we are proposing to undertake to reduce risk and respond more effectively in these areas. It also details how we will measure our success and who will be accountable for delivering the work.

Theme: Climate change and environment

Sponsor: Assistant Director Response   **ID No: 1**

Area of focus

Changes in the climate are resulting in extreme weather events occurring more frequently throughout the year. This is leading demand for our services becoming more seasonal.

Addresses

> Risk 1: Wildifres, Risk 4: Extremes of temperature

Strategic priority

Ensure our resources match seasonal demands and provide improved resilience during periods of high demand.

What we currently do to reduce the impact

- Work with landowners, partner agencies and communities to better manage green spaces, reducing the risk of fires spreading to homes and other buildings.

- Provide additional wildfire training and equipment to our operational colleagues.

- Continue to invest in specialist vehicles designed to help with firefighting in locations that are difficult to access.

- Continue to develop our national wildfire tactical advisors through local, national, and international support.

- Engage with partners and land and property owners to inform, educate, and subsequently mitigate the impact wildfire has on communities through the national Firewise initiative.

- Continue to use intelligence to inform campaign activity.

- Maintain our range of 4x4 capabilities to ensure we can move resources in the event of snow and ice.

- Maintain specialist wildfire response teams at strategic locations.

How we respond to the impact

- Deploy specialist wildfire resources to assist in the management of wildfire incidents.

- Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents.

- Utilise drone assets for reconnaissance and situational awareness during weather related incidents.

- Use operational learning process to gather service-wide and multi-agency learning post incident.

- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

- Work with partner agencies during the emergency and recovery phase.

- Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases.

- Targeted prevention activities post incident.

- Utilise or support existing mutual aid arrangements.

- Provide business support to ensure safe re-opening of businesses during and post wildfire events.

New actions to deliver the strategic priority

- Review our attendance time standards to take account of seasonal demand and rurality, allowing us to make better resourcing decisions.

- Redesign our workforce to be able to scale resources quickly according to seasonal demands.

- Ensure we have sufficient vehicles and equipment to meet peak demands flexibly.

- Develop digital mapping and analysis to inform risk areas.

- Review strategic and tactical response to extreme weather events.

- Review command and control processes and adapt to respond to weather-related incidents and wider impacts.

Performance indicators

Flexibility of resources:

- Number of times fire engine availability falls below our desired availability

- Average attendance time to incidents during periods of high demand, particularly during severe weather events

- Number of times strategic reserve is implemented

- Number of people/times recall to duty is initiated

- Overtime claims

Workforce measures:
- Number of unmatched hours

- On call fire engine availability

Efficiency measures:
- Percentage of time off the run for crew welfare and PPE

- Severe Weather Advisory Group meetings initiated/weather warnings of amber and above

Environmental:
- Number of times and duration spent in spate conditions

Interdependencies

- Review of on call duty system project (276ROC)

- ID No. 2 – Wildfires are a direct result of extreme weather events

Theme: Climate change and environment

Sponsor: Assistant Director Response   **ID No: 2**

Area of focus

Wildfires are increasing in scale and intensity, leading to them becoming more challenging to control.

Addresses:

Risk 1: Wildfires

Strategic priority

Design specific approaches to our response and prevention work to control and mitigate wildfire risk.

What we currently do to reduce the impact

- Work with landowners, partner agencies and communities to better manage green spaces, reducing the risk of fires spreading to homes and other buildings.

- Provide additional wildfire training and equipment to our operational colleagues.

- Continue to invest in specialist vehicles designed to help with firefighting in locations that are difficult to access.

- Continue to develop our national wildfire tactical advisors through local, national, and international support.

- Continue to develop our internal provision of wildfire tactical advisors.

- Engage with partners and land and property owners to inform, educate, and subsequently mitigate the impact wildfire has on communities through the national Firewise initiative.

- Continue to use intelligence to inform campaign activity.

How we respond to the impact

- Deploy specialist wildfire resources to assist in the management of wildfire incidents.

- Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents.

- Utilise drone assets for reconnaissance and situational awareness during wildfire incidents.

- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.

- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

- Work with partner agencies during the emergency and recovery phase.

- Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases.

- Targeted prevention activities post incident.

- Utilise or support existing mutual aid arrangements.

- Provide business support to ensure safe re-opening of businesses during and post wildfire events.

New actions to deliver the strategic priority

- Develop and implement a wildfire prevention plan aimed at reducing the likelihood and impact of wildfires starting (e.g. geographical areas of risk, malicious ignition, discarded glass, fires in the open etc).

- Engage with agricultural leads (including National Farmers Union) relating to the scale of damage they experience.

- Improve information sharing and cooperation with partner organisations and communities to better manage wildfires that might impact on homes – for example by improving community preparedness and land management to reduce the risk of wildfires spreading to buildings and other property.

- Improve our capability to fight wildfire incidents including:

- Ensuring our tactics are fit for purpose, safe and effective.

- Taking advantage of the latest firefighting technologies.

- Ensuring our colleagues have appropriate PPE for the wildfire environment.

- Training (including welfare of firefighters)

- Improve available data to measure wildfires and impact.

- Develop digital mapping and analysis to inform risk areas and risk management.

- Further invest in wildfire fighting equipment.

Performance indicators

Incidents:
- Number of wildfires versus grassland/other outdoor fires.

- Number of resources in attendance and duration of incidents.

- Percentage of incidents that affected property.

- Wildfire equipment utilisation.

Workforce measures:
- Number of times strategic reserve is implemented.

- Number of heat related injuries and health and safety incidents.

- Fire engine availability.

- Number of hours per person spent at wildfires.

- Bulk Water Carrier availability

Efficiency measures:
- Percentage time off the run for crew welfare and PPE following incidents.

Environmental:
- Heat health warnings/extreme heat.

- Area damaged.

Interdependencies

- ID No. 1 – as wildfire is a direct impact from extreme weather events

Theme: Climate change and environment

Sponsor: Assistant Director Response   **ID No: 3**

Area of focus

Extremes of temperature are causing health issues for people and placing demand on our partner agencies. We believe we can have a positive impact on peoples' lives.

Addresses:

Risk 4: Extremes of temperature

Strategic priority

Better understand the risk of extremes of temperature and implement capabilities to be able to improve health outcomes for our customers.

What we currently do to reduce the impact?

- Maintain our range of 4x4 vehicles to ensure we can move resources in the event of snow and ice.

- Provide wildfire training and equipment to our operational colleagues.

- Continue to invest in specialist vehicles designed to help with firefighting in locations that are difficult to access.

- Continue to develop our national wildfire tactical advisors through local, national, and international support.

- Continue to develop our internal provision of wildfire tactical advisors.

How we respond to the impact

- Deploy specialist wildfire resources to assist in the management of wildfire incidents.

- Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents.

- Utilise drone assets for reconnaissance and situational awareness during wildfire incidents.

- Use assurance monitoring system to gather service-wide and multi-agency learning post incident.

- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

- Work with partner agencies during the emergency and recovery phase.

- Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases.

- Targeted prevention activities post incident.

- Utilise or support existing mutual aid arrangements.

- Provide business support to ensure safe re-opening of businesses during and post wildfire events.

New actions to deliver the strategic priority

- Explore opportunities to carry out wellbeing checks targeted at the most vulnerable to reduce the impact of periods of extreme cold or heat.

- Refine our messaging to ensure it considers all aspects of issues such as fuel poverty.

- Work with partner agencies to exchange data on health-related incidents and response. This will give a shared picture of future issues in relation to extreme temperatures enabling better planning and giving of clear advice to customers on subjects like fuel poverty and extreme heat.

- Improve data collection to measure impact.

- Educate the community about the links between climate change and extreme weather events, promoting actions that individuals and communities can take to reduce their environmental impact and, in doing so, contribute to reducing the severity of extreme weather events.

- Implement sustainable practices within the service to reduce our carbon footprint and contribute to broader climate change mitigation efforts.

Performance indicators

Customer engagement:
- Number of targeted home safety visits where vulnerabilities to heat and cold extremes are identified.

- Number of referrals received from other agencies for safe and well visits.

- Number of referrals sent to other agencies following safe and well visits, safeguarding or incidents.

- Number of health-related safeguarding cases.

Contributing to protecting the climate:
- Our carbon emissions, both overall, and broken down by function.

Interdependencies

- ID No. 5 – Health impacts on customers can become medical emergencies.

Theme: Health and society

Sponsor: Assistant Director Response   **ID No: 4**

Area of focus

We are seeing an increase in the number of people experiencing mental health issues. We are also attending more suicide related incidents.

Addresses:

Risk 8: Mental health and safeguarding

Strategic priority

Improve our understanding of the impact our interventions are having on the mental health of our customers. Provide further training and equipment to our colleagues to support people in need, and to be able to respond safely and effectively.

What we currently do to reduce the impact?

- All our colleagues undergo comprehensive safeguarding training to equip them with the skills to identify safeguarding concerns and make necessary referrals.

- We collaborate closely with partner agencies to coordinate interventions in relevant safeguarding cases and attend safeguarding boards to enhance outcomes for individuals and communities.

- We provide access to mental health first aid courses, empowering our colleagues to respond effectively to mental health crises.

- Our range of wellbeing services ensures that our colleagues receive the necessary support to manage their mental health, including addressing work-related trauma.

- We actively engage with organisations such as Dementia Friends to gain insight into our customers' needs and tailor our services accordingly.

How we respond to the impact

- Our colleagues are adept at identifying and managing issues related to safeguarding and mental health crises, thanks to their robust training.

- We have 24/7 reporting mechanisms in place, allowing us to swiftly refer individuals in crisis or requiring safeguarding interventions.

New actions to deliver the strategic priority

- Engagement work in communities to ensure our content and messaging takes account of mental health risks / sign posting to help drive better mental health care.

- Collaborate with partner agencies and organisations to ensure our response to mental health incidents (including suicides) follows best practice (including staying within our boundaries) and delivers a customer centred approach.

- Further develop our colleagues' knowledge, understanding, and skills to be better able to respond effectively to incidents involving mental health crisis, including suicide attempts, which are becoming more frequent.

- Ensure our teams are well trained to communicate effectively with people from different cultures who talk about and handle mental health issues in different ways.

- Ensure our demobilising and defusing processes take account of colleagues' attendance at incidents involving mental health.

- Improve data on mental health related incidents and analyse trends to improve messaging to community groups, guidance, training, and response protocols.

- Engage with colleagues to evaluate how they feel about their ability to effectively support customers with mental health issues.

Performance indicators

Community and incidents:

- Number of suicide and attempted suicide incidents attended.

- Number of 'assistance to partners' incidents relating to mental health issues.

- Number of safe space requests.

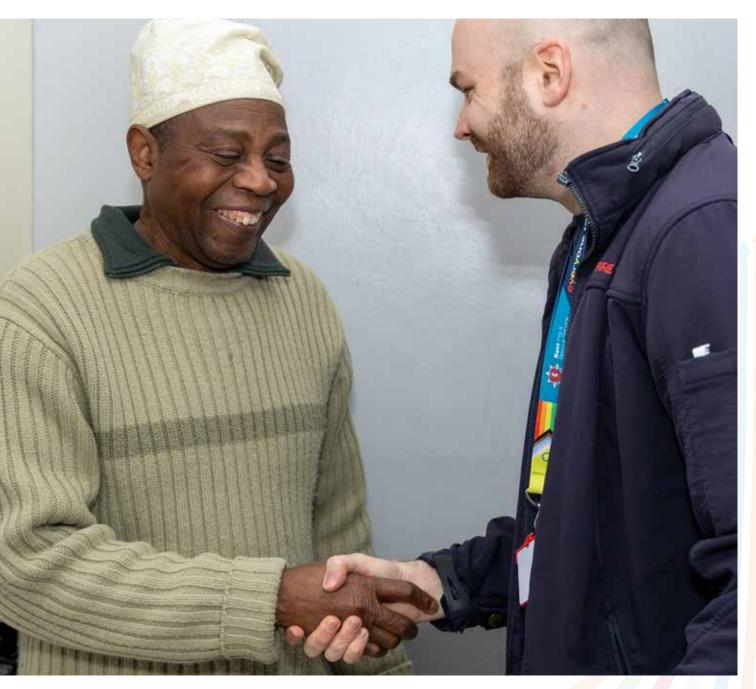- Safeguarding referrals related to mental health.

- Percentage of population diagnosed with a mental health condition.

- Proportion of all incidents where mental health was a contributing factor.

- Number of actions resulting from mental health related safeguarding reviews.

Colleague preparedness:

- Number of colleagues trained in mental health first aid.

- Number of colleagues with recognised safeguarding training.

- Debrief outcomes from incidents involving response to suicide attempts and mental health concerns.

Interdependencies

- None specifically although the mental health of customers is a consideration at all incidents we attend.

- Fire Control Programme

Theme: Health and society

Sponsor: Assistant Director Response   **ID No: 5**

Area of focus

There is a significant number of people in Kent and Medway who have complex medical needs. We are an ageing population and the impact on healthcare services is increasing. We see the direct effect of this as we are now being requested to attend more calls to assist the ambulance service. We believe we can help by providing support within our communities.

Addresses:

Risk 9: Medical emergencies

Strategic priority

Improve our capacity and capability to assist the ambulance service in responding to medical incidents. We want to improve customer outcomes from these types of emergencies by providing timely and effective support.

What we currently do to reduce the impact?

- Work with partners agencies to identify those at risk of falls, or other vulnerabilities, through our safe and well visits.

- Ensure we have firefighters trained to an advanced first aid standard (IECR).

- Give our firefighters training and equipment, recognising that treating, lifting, and moving patients is a specialist skill.

- Evaluating which of our resources are best placed to deal with this additional demand so that it does not adversely affect our ability to respond to fires and other emergencies.

- Continue to work with colleagues in the ambulance service to further improve our response.

How we respond to the impact

- Further integrate medical response into all fire and rescue operations.

- Respond with equipment that is designed for the task, improves patient outcomes, and reduces risk to our colleagues.

- Allocate the right resources to the incident depending on need – this may mean that in non-life-threatening circumstances we send a resource that is slightly further away or not on an immediate response.

New actions to deliver the strategic priority

- Review the way we currently provide 'assistance to ambulance' and implement changes in policies, procedures, training, and equipment to deliver improved outcomes in a more efficient and sustainable way. Agree any improvements, in consultation with partner agencies in the health sector.

- Hold regular meetings between fire and ambulance services to discuss ongoing collaborations, review case studies and address operational challenges. This will help identify areas for improvement.

- Ensure that our colleagues understand when and how to raise issues involving medical vulnerabilities (for example during Home Fire Safety Visits).

- Work with partners in the health sector to further improve the identification of fire risk in the home to people with complex medical needs (we know there is a strong link between vulnerability and fire). For example, following up hospital discharge with safe and well visits.

- Improve our post incident arrangements (the things we do after someone has had a fire or emergency in their home) to ensure we are signposting potential increase in vulnerability to other agencies (we know a fire in the home can result in a big increase in the vulnerability of people living there).

- Liaise with ambulance service to assess the impact / helpfulness of our response.

Performance indicators

Incidents:

- Number of gain entry incidents requested by the ambulance service.

- Number of complex and non-complex rescues measured by emergency and non-emergency response.

- Time spent on incidents assisting the ambulance service.

- Time taken to triage customers using the clinical helpdesk before the ambulance service arrives.

Community:

- Number of targeted home safety visits that highlight complex medical needs and referral for a safe and well visit.

- Number of referrals from other agencies for customers with complex medical needs.

- Population age profile.

- Population disability profile.

Colleague preparedness:

- Immediate emergency care qualifications in date (clinical governance).

- Complex rescue training in date for all operational colleagues.

- Number of musculoskeletal injuries due to work.

- Health and safety incidents related to manual handling.

Interdependencies

- ID No. 6 – Medical Emergencies occurring at water rescues.

Theme: Rescues

Sponsor: Director Building Safety, Prevention and Customer Engagement   ID No: 6

Area of focus

We are a county that has a high number of inland water drownings, which are often located in a small number of hotspot areas. We want a future where no-one drowns or is injured. This requires us to look at our prevention work and campaigns, as well as ensuring our teams have the right specialist skills and are in the right locations to undertake rescues.

Addresses:

Risk 14: Water rescues

Strategic priority

Reducing the number of deaths or injuries in inland waterways

What we currently do to reduce the impact

- Work with partner agencies, including the Coastguard and RNLI, to conduct joint public safety campaigns particularly focusing on locations where we see high numbers of drownings.

- Proactively promote water safety messages in schools and via our social media channels.

- Work with local businesses near waterways to promote educational materials.

- Support the work of the volunteers in the Kent Search and Rescue (KSAR) team who can search for missing persons in water and who also undertake proactive patrolling of high-risk areas during periods such as Christmas and New Year.

- Realign our resources to the areas of greatest need. For example, we have located a new dock and rescue boat in the River Medway near Rochester bridge.

- Ensure our crews who are located closest to areas of open water have the right skills and equipment to be able to respond to conduct rescues.

- Maintain our group of specially trained Water Incident Managers.

- Increase the skills and training of crews in our busiest areas to give them more ability to be able to enter the water safely.

How we respond to the impact

- Deploy the closest crew to an incident with the ability to at least be able to attempt rescue from the water's edge.

- Additionally, send more specialist crews that can enter the water to conduct rescues, including sending rescue boats.

- Deploy our drones to be able to search for missing persons in the water.

- Coordinate with other rescue organisations including the Royal National Lifeboat Institution (RNLI), Kent Search and Rescue (KSAR), and HM Coastguard.

New actions to deliver the strategic priority

- Develop a water safety partnership to reduce the number of water related deaths and injuries in Kent and Medway.

- Exchange information with partners to identify common causes of water related incidents and patterns.

- Create new water safety prevention campaigns with partners focussing on hot spots and high risk groups.

- Promote installations of physical safety measures in areas where there have been a high number of drownings or water rescues. This might include installing life rings, safety signage, barriers or warning systems.

- Make sure our water rescue resources are in the right area and have access to innovations in new equipment to conduct effective water rescues according to local risk profiles.

- Review of policies and training to ensure our tactics are fit for purpose, safe, and effective.

- Support communities to develop resilience in water safety efforts through events and neighbourhood watch initiatives, fostering a culture of safety and vigilance.

Performance indicators

Incidents:

- Number of water rescue incidents attended, split between those that were suicide attempts and those that were accidental (where possible).

- Number of times operational discretion is used.

- Response times to water incidents, broken down into capability type.

Community:

- Number of safety measures installed in hotspot areas.

Interdependencies

- ID 1 – Climate change and environment: extreme weather can increase the number of water rescues

- ID 4 – Health and society: mental health

- ID 12 – Buildings and places: rural communities

Theme: Major industry

Sponsor: Director Building Safety, Prevention and Customer Engagement **ID No: 7**

Area of focus

Fires in waste sites are becoming more common. Incorrect disposal of battery products, such as disposable vapes, are leading to fires in the recycling process. These fires can burn for a long time and significantly impact local communities. Because of their scale and complexity, they can require us to commit large numbers of firefighters for long periods of time.

Addresses:

Risk 22: Waste site fires

Strategic priority

Improve customer awareness of safe battery disposal and look at firefighting innovations to reduce the community and environmental impact of battery fires in waste sites.

What we currently do to reduce the impact

- Continue to collaborate with appropriate partners, particularly the Environment Agency, to ensure compliance and best practice in managing waste sites.

- Work directly with high-risk waste sites to ensure they are operating safely.

- Maintain a waste fire tactical advisor role within the service. This role sits under national resilience and the NFCC waste group.

- Share intelligence to assist in operational pre-planning.

- Collaborate with the Environment Agency providing specialist advice to support them in developing fire prevention plans and issuing permits.

- Develop the waste fire tactical advisor role through continued professional development (CPD) events and shared learning.

- Regularly reassess response plans for waste sites across Kent and Medway

How we respond to the impact

- Deploy appropriate resources to meet the needs of an incident.

- Respond to hazardous materials incidents in a manner that minimises the impact on life, the environment and infrastructure.

- Support the Environment Agency in enforcement where breaches of permits have been identified because of attendance at incidents.

- Maintain a national resilience role in attending incidents within Kent and other areas to support incident commanders at waste fire incidents.

- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).

- Utilise drone assets for effective situational awareness and to support fire investigation.

- Use operational learning process to gather service-wide and multi-agency learning post incident.

- Report areas of notable practice or learning via national or collaborative bodies.

New actions to deliver the strategic priority

- Review roles and responsibilities to ensure we are working effectively with partners to reduce risk and deploy effective tactics when fires occur.

- Review firefighting tactics and operational policy to take advantage of the latest firefighting technologies and innovations.

- Review training materials and support for firefighters to reflect new information from battery-related fires, including safety procedures and environmental considerations.

- Ensure fire control colleagues can identify risk critical information and are able to give customers key safety advice to stay safe.

- Carry out research to understand customer awareness of how to safely dispose of batteries.

- Work with partners to develop prevention campaigns to raise awareness of the dangers of improper battery disposal.

- Work in partnership with the Environment Agency and waste management companies to ensure proper handling and sorting of battery products in recycling facilities.

- Partner with local government to promote battery recycling programmes in the community.

- Work with the National Fire Chiefs Council, and charities, such as Electrical Safety First, to encourage manufacturers to design batteries with safer disposal in mind, and with retailers to issue clear instructions on the disposal of electrical products at the point of sale.

- Support the NFCC to lobby government on changes to building regulations to implement stricter regulations on battery disposal and waste site operations, with penalties for non-compliance.

- Collect data on waste site fires to analyse trends and improve future fire response protocols.

Performance indicators

Incidents:
- Number of battery related fires at waste sites.
- Time spent in attendance at these incidents.
- Severity of the fire at these incidents.

Community:
- Number of waste sites in Kent and Medway.
- Number of unlicensed waste sites.
- Risk assessment visits to waste sites.

Interdependencies

- ID 13 – Transport and utilities: vehicles using alternative fuels.

- Fire Control Programme

Theme: Buildings and places

Sponsor: Director Building Safety, Prevention and Customer Engagement   ID No: 8

Area of focus

Fires in the home – while the number of fires in the home are reducing, they remain a key area of focus. We are concerned with the increased use of e-bikes/scooters as when stored and charged in the home they can be a cause of serious fires. We also remain focused on other sources of fires such as white goods like tumble dryers.

Addresses:

Risk 24: Fires in homes

Strategic priority

Reduce the number of fires in the home and the number of injuries and deaths occurring as a result.

What we currently do to reduce the impact

- Actively engage in National Fire Chiefs Council prevention, Building Safety, and response working groups, both at strategic and tactical levels.

- Stay updated on fire prevention research, firefighting equipment advancements, and techniques to protect people in their homes.

- Conduct customer insight research to understand our communities, identify emerging risks, and address potential barriers to accessing our services.

- Utilise various media channels to promote fire safety based on research and evaluation findings.

- Collaborate with partners to safeguard individuals at higher risk of fire, including people with mobility issues or hoarding tendencies.

- Deploy customer safety specialists for home visits, prioritising high-need households, providing advice, installing smoke alarms, and making appropriate referrals.

- Direct our home fire safety task force and local crews to conduct visits, offer advice, install smoke alarms, and coordinate with our safe and well or safeguard teams as needed.

- Consult on fire safety matters under building regulations, ensuring safety in shared areas like purpose-built flats. Consult on emergency access for new housing developments.

- Work closely with housing associations from prevention and Building Safety perspectives.

- Collaborate with local authorities, including private sector housing, to enhance home safety by using the most appropriate regulatory powers where applicable.

- Maintain fire hydrants across Kent and Medway through a dedicated water team.

- Fire crews report risk information through our mobile reporting system for quick assessment and action.

- Create site-specific risk information and risk summaries as needed to provide fire crews with up-to-date information.

How we respond to the impact

- Ensure well-trained firefighters with appropriate equipment are deployed promptly to respond to emergencies.

- Deploy volunteer rapid response teams to incidents to provide advice and support to homeowners affected by fires.

- Prevention, Building Safety, and response colleagues conduct post-incident community work after fires.

- Collaborate with partners, such as the police, through our fire forensic investigation team to determine the causes of fires and identify emerging trends.

- Conduct incident debriefs at both local and corporate levels to learn from incidents and continuously improve our response and prevention efforts.

New actions to deliver the strategic priority

- Develop firefighting tactics, and operational policy specifically designed to address fires caused by e-bikes, scooters, and white goods.

- Explore and research firefighting technologies and innovations to improve firefighting at battery fire incidents.

- Ensure fire control colleagues understand the risks and can identify battery and electrical fires to give customers key safety advice.

- Develop targeted prevention campaigns with partners on the safe purchase, charging and storage of electrical equipment and batteries to support customers to change behaviours.

- Develop processes for Safe and Well case management to encourage customers to provide feedback and report concerns related to fire safety in their home.

- Provide tailored online safety education for younger people on the purchase, charging and storage of lithium-ion batteries.

- Work with the National Fire Chiefs Council, retailers, and charities, such as Electrical Safety First, to encourage safety features and clear instructions regarding the charging, storage, and use of electrical products.

- Work with local authority trading standards teams to promote mandatory safety features in e-bikes/scooters, such as thermal cutoff switches and fire-resistant charging systems.

- Establish a comprehensive data collection system, including fire investigations, to track incidents relating to e-bikes, scooters, and other electrical fires in the home and identify trends in order to develop targeted prevention campaigns.

Performance indicators

Incidents:
- Number of accidental fires in the home.

- Causes of accidental fires in the home, specifically highlighting those due to batteries.

- Percentage of accidental fires in the home that did not have a working smoke alarm.

- Severity of accidental fires in the home.

- Response times to accidental fires in the home.

- Fatalities, casualties, and rescues.

Community:
- Deprivation.

- Home safety visits and safe and well visits.

- Profile of incidents against targeted education activities.

- Profile of incidents against the accidental fires in the home risk model.

Interdependencies

- ID 8 – Buildings and places: fires in the home

- Fire Control Programme

Theme: Buildings and places

Sponsor: Director Building Safety, Prevention and Customer Engagement   ID No: 9

Area of focus

Fires involving alternative fuels leads to faster fire development in buildings. This can result in an increased likelihood of people being seriously injured or killed. This also increases the risk to firefighters.

Addresses

Risk 23: Fires caused by alternative fuels in buildings

Strategic priority

Ensure our response, Building Safety, and prevention work are designed to meet the challenges presented by alternative fuels.

What we currently do to reduce the impact

- We actively participate in the National Fire Chiefs Council, focusing on the implications of alternative fuel sources in homes.

- We promote fire safety awareness related to alternative fuel sources and collaborate with partner agencies such as local authority private sector housing and Trading Standards.

- Using our building safety expertise, we enhance the knowledge of building safety inspectors and fire engineers, helping them understand challenges and mitigation measures. This knowledge informs building regulations consultations and regulatory site visits.

- Colleague preparedness, by making sure our colleagues in Customer Safety and Operational response receive training to provide fire safety advice when dealing with alternative fuel systems.

- Using our risk information feedback loop, where fire crews relay valuable information to our risk information team for assessment and the creation of response plans as needed.

- Having accessible risk data, with information concerning alternative fuel risks integrated into our risk management database, ensuring accessibility for fire crews during incidents.

- Enhancing fire crew skills by investing in training fire crews to better understand and effectively combat fires involving alternative fuel sources.

- Investing in specialised equipment to enhance our capability to respond effectively to fires involving alternative fuel sources.

How we respond to the impact

- Providing incident Information access so that crews can access critical risk information related to alternative fuel sources during incidents.

- Ensuring our fire crews are competent, skilled, and equipped to comprehend the risks associated with alternative fuel systems and effectively manage fires involving them.

New actions to deliver the strategic priority

- Review firefighting tactics and operational policy to ensure they address the unique characteristics of fires involving alternative fuels.

- Explore and research firefighting technologies and innovations to improve firefighting at alternative fuel incidents.

- Increase technical knowledge and stay informed about the latest advancements in alternative fuels to identify and mitigate against potential risks.

- Develop fire safety messaging and campaigns to educate building owners, occupants and our customers about the risks associated with alternative fuels.

- Provide guidelines for safe storage, handling, and disposal of alternative fuels to reduce the risk of fires in buildings.

- Ensure fire control colleagues understand the risks of alternative fuels, gather critical information, and can give customers key safety advice.

- Develop clear guidance that explains the requirements of The Regulatory Reform (Fire Safety) Order 2005, specifically addressing compliance in buildings with alternatives fuels.

- Identify lessons learned and areas for improvement after each incident involving alternative fuels.

Performance indicators

Incidents:

- Number of fires in buildings caused by, or complicated by alternative fuels.

- Fatalities, casualties, and rescues.

- Severity of building fire.

- Time in attendance at a building fire caused by alternative fuels.

- Response assurance of tactics being employed at incidents.

Community:

- Home safety visits and safe and well visits where alternative fuels are identified.

- Risk assessment visits and risk-based inspections where alternative fuels are identified.

- Site specific risk information or location notices for the presence of alternative fuels

Colleague preparedness:

- Completion of training content relating to alternative fuels.

Interdependencies

- ID 8 – Buildings and places: fires in the home

- ID 14 – Utilities, transport, and fuel: energy in the home

- ID 15 – Utilities, transport, and fuel: water supplies

- Fire Control Programme

Theme: Buildings and places

Sponsor: Director Building Safety, Prevention and Customer Engagement   ID No: 10

Area of focus

The demand for housing is resulting in an increase in the number of commercial buildings being converted to residential use. This transformation often requires substantial changes to the internal layout and structure of these buildings, that can impact both the safety of occupants and how we respond to emergencies.

Addresses:

Risk 28: Conversion of commercial and retail to residential

Risk 25: Residential buildings within the scope of the Building Safety Act

Strategic priority

Designing our response, building safety, and prevention work to meet the challenges associated with the conversion of commercial buildings to residential homes.

What we currently do to reduce the impact

- Fire engineers work with local building control officers to advise on planning applications relating to the conversion of retail and commercial property to residential sites.

- Work with local authorities, approved inspectors, and developers to ensure buildings are designed and maintained to reduce the likelihood of a potential fire.

- Building safety inspectors work with responsible persons to ensure they discharge their legal duties in terms of fire safety as prescribed by the Regulatory Reform Order (Fire Safety) 2005.

- Operational crews, building safety inspectors and customer safety officers undertake risk assessment visits to ensure safety advice is given to residents and appropriate information is gathered ahead of incidents, enabling an effective and efficient response should that be required.

- Training and exercising with our response crews and fire control colleagues around commercial and residential properties that have been converted to residential occupancy.

How we respond to the impact

- Our fire control team responds to 999 calls and mobilises appropriate fire appliances in accordance with our pre-determined attendance for a building type, or the site specific pre-determined attendance for buildings where the risk assessment visit has indicated an enhanced attendance would be required for an incident.

- Our firefighters use site specific information and apply National Operational Guidance to respond effectively to incidents in converted buildings.

- We deploy our volunteer response team to support customers affected by incidents.

- We notify local authorities of incidents where customers may need rehousing due to the impact of fires or other occurrences.

- We seek specialist advice from local authority building control officers to understand the impact of fires on the structural stability of large buildings.

New actions to deliver the strategic priority

- Develop the Dynamics database to support teams with sharing risk information by enhancing the response awareness visit – intelligence (RAV Int) process.

- Further enhance processes within the fire engineering team to maintain 100% target of responding to building consultations within 15 working days ensuring compliance with fire safety requirements.

- Review training and support for firefighters to meet the requirements of the NFCC competency framework for Building Safety.

- Renew the risk-based inspection programme using the latest data and insights, considering buildings converted from commercial use.

- Enhance the duty fire safety manager role to support firefighters with specialist knowledge through training and at incidents.

- Ensure fire control colleagues understand the risks of alternative fuels, gather critical information and can give customers key safety advice.

- Create a 'centre of excellence' within Building Safety – increasing technical knowledge, developing a central library, and investing in advancing building safety education and knowledge.

- Enhance our business engagement to improve awareness of building safety legislation and responsibilities to responsible persons, with a focus on seldom heard groups.

- Develop innovative solutions to aid integration across prevention, Building Safety, and response, for example, the use of 3D cameras to conduct detailed building surveys. Collect data on fire incidents in converted buildings to identify trends and common safety risks.

Performance indicators

Colleague preparedness:

- Number of building consultations of this type received and processed in the correct timescale.

- Risk information (site specific or location notice) in date and accurate.

Interdependencies

- ID 8 – Buildings and places: fires in the home

- ID 9 – Buildings and places – alternative fuels in the home

- ID 11 – Buildings and places – care homes and sheltered accommodation

- Fire Control Programme

Theme: Buildings and places

Sponsor: Director Building Safety, Prevention and Customer Engagement   **ID No: 11**

Area of focus

An ageing population is creating increased demand for care homes and sheltered accommodation. Fires in care homes involve some of our most vulnerable customers and occur in buildings which can have a complex layout.

Addresses:

Risk 33: Care homes

Strategic priority

Design our response, Building Safety, and prevention work to meet the challenges associated with care homes.

What we currently do to reduce the impact

- Work with organisations such as the Care Quality Commission to identify, monitor and respond to issues affecting care homes.

- Site familiarisation visits and, where needed, site specific response plans.

- Engage with care homeowners, responsible persons, and colleagues to ensure we work together effectively.

- Targeted fire safety audits as part of our risk-based inspection programme.

- Safeguarding training.

How we respond to the impact

- We make sure our response is adapted to the needs of those in care homes – for example, where possible, we try to move people to places of safety in a building rather than evacuating outside to reduce the physical and emotional impact on care home residents.

- We can call on partner agencies to provide specialist care and support for any residents that have been displaced.

- Our pre-determined attendance helps us to send the right number of fire engines to the scene quickly – we need more firefighters to deal with fires in care homes as they can be large buildings and residents may have complex needs.

- After an incident we work with partner agencies to ensure there is a suitable recovery plan in place to make sure the needs of residents are met.

New actions to deliver the strategic priority

- Develop the Dynamics database to support teams with sharing risk information by enhancing the RAV Int process.

- Renew the risk-based inspection programme using the latest data and insights on care homes and sheltered accommodation.

- Use data analytics to prioritise inspection and prevention activity, identifying care homes with increased fire risk due to layout, age of building and other factors.

- Develop the Safer Living and Safer Care initiatives to help customers living in residential care and supported housing lead safer lives.

- Review training and support for firefighters and building safety officers to meet the requirements of the NFCC competency framework for Building Safety.

- Complete more response exercises in care settings to enhance firefighter awareness of risks, buildings, and customers.

- Ensure fire control colleagues understand the risks in care settings, gather risk critical information and can give customers key safety advice.

- Enhance our business engagement with care home settings to improve awareness of building safety legislation and to encourage care homes to install and maintain adequate fire safety infrastructure.

- Establish partnerships with healthcare providers and social services to ensure that vulnerable customers have access to fire safety resources and support, collaborating on creating fire safety plans for residents with special needs.

- Explore how we can use the primary authority scheme to support the care sector.

- Work with the NFCC to develop smarter connected fire detection technology for customers living in supported housing.

Performance indicators

Incidents:
- Fires in care homes.

- Automatic fire alarms and false alarms in care homes.

- Response times to fires in care homes.

Colleague preparedness:

- Automatic fire alarms in care homes followed up with a risk assessment visit.

- Exercises in care homes.

- Site-specific risk information for care homes is current and accurate.

- Evacuation of residents.

- Care homes visited as part of the risk-based inspection programme.

- Risk assessment visits carried out to care homes (other than those following an automatic fire alarm).

Interdependencies

- ID 5 – Health and society: complex medical needs

- Fire Control Programme

Theme: Buildings and places

Sponsor: Director Building Safety, Prevention and Customer Engagement   **ID No: 12**

Area of focus

We have a very diverse geography of large urban areas, isolated rural communities, and a long coastline. It can be challenging to deliver the same standard of service across these areas.

Addresses:

Risk 24: Fires in homes

This area of focus addresses multiple risks as geographical location is a key consideration when delivering all our services.

Strategic priority

Design our response and prevention work to meet the challenges associated with the county's diverse geography.

What we currently do to reduce the impact

- Actively engage in National Fire Chiefs Council prevention, Building Safety, and response working groups, both at strategic and tactical levels.

- Stay updated on fire prevention research, firefighting equipment advancements, and techniques to protect people in their homes.

- Conduct customer insight research to understand our communities, identify emerging risks, and address potential barriers to accessing our services.

- Utilise various media channels to promote fire safety based on research and evaluation findings.

- Collaborate with partners to safeguard individuals at higher risk of fire, including those with mobility issues or hoarding tendencies.

- Deploy our home fire safety task force and local crews to conduct visits, offer advice, install smoke alarms, and coordinate with our safe and well or safeguard teams as needed.

- Carry out safe and well visits in vulnerable customers' homes, offering advice, install smoke alarms, and coordinate with our safe and well or safeguard teams as needed.

- Consult on fire safety matters under building regulations, ensuring safety in shared areas like purpose-built flats.

- Consult on emergency access for new housing developments.

- Work closely with housing associations from prevention and Building Safety perspectives.

- Collaborate with local authorities, including private sector housing, to enhance home safety by using the most appropriate regulatory powers where applicable.

- Maintain fire hydrants across Kent and Medway through a dedicated team.

- Fire crews report risk information through our mobile reporting system for quick assessment and action.

- Create site-specific risk information and risk summaries, as needed, to provide fire crews with up-to-date information.

How we respond to the impact

- Ensure well-trained firefighters with appropriate equipment are deployed promptly to respond to emergencies.

- Deploy volunteer rapid response teams to provide advice and support to homeowners affected by fires at the scene.

- Prevention, Building Safety, and response colleagues conduct post-incident community work after fires.

- Collaborate with partners, such as the police, through our fire forensic investigation team to determine the causes of fires and identify emerging trends.

- Conduct incident debriefs at both local and corporate levels to learn from incidents and continuously improve our response and prevention efforts.

New actions to deliver the strategic priority

- Develop and implement a rural strategy aimed at reducing the likelihood and impact of fires and rescues in rural areas.

- Work in partnership with other agencies and Kent Association of Local Councils (KALC) to support delivery of targeted safety messaging.

- Review our attendance time standards to take account of seasonal demand and rurality.

- Review attendance to rural areas, considering specialised equipment to address areas of isolation and long coastline.

- Make use of technology to quickly deploy the right resources, such as accessing video imagery from callers to assess the scale of the incident.

- Redesign our operational workforce to be able to scale resources quickly according to demand.

- Ensure fire control colleagues understand the risks, gather risk critical information, and can give customers key safety advice.

- Build partnerships with local community leaders, organisations, and schools to increase fire safety awareness and community engagement to share prevention messaging.

- Support on-call firefighters to carry out more home fire safety visits in rural areas to help customers stay safe.

- Provide tailored online education messages to deliver safety messaging to younger people in rural communities.

- Review Safe and Well visits and Home Fire Safety visits to explore ways to improve the targeting of the services we provide to customers.

Performance indicators

- Number of times fire engine availability falls below level 2 availability.

- Average attendance time to incidents during period of high demand.

- Actual attendance time compared to predicted attendance time based on rurality of the incident.

- Home fire safety visits targeted to rural areas.

- Number of fires and casualties from fires in the home.

- Severity of the fire.

- Number of fires in properties without smoke detection systems.

- The number of Building Safety visits detailed by geographic areas.

- On call fire engine availability.

Interdependencies

- Fire Control Programme

- Review of on call duty system project (276ROC)

- ID 1 – Climate change and environment: extreme weather

- ID 2 – Climate change and environment: wildfires

- ID 6 – Rescues: water safety

- ID 8 – Buildings and places: Fires in the home – batteries

Theme: Transport

Sponsor: Assistant Director Resilience   **ID No: 13**

Area of focus

Vehicle technology has evolved significantly in the last 10 years. We are seeing vehicles that are stronger, leading to a reduced need to cut people from crashes. We are seeing an increase in the number of vehicles which use alternative fuels (particularly lithium-ion batteries), along with a growing trend toward more advanced safety features and automation. This presents new hazards to the public and firefighters.

Addresses:

Risk 38: Alternative fuelled vehicle fires

Risk 36: Road traffic collisions

Strategic priority

Redesign our approach and implement plans for response to fire and rescue incidents in private and commercial road vehicles considering new and evolving vehicle technologies including electric vehicles, advanced driver assistance systems and increased automation.

What we currently do to reduce the impact

- Maintain a response capability across all operational stations through ongoing training and development.

- Maintain our urban search and rescue and heavy rescue capability.

- Maintain our heavy rescue unit provision.

- Continue to deliver externally accredited road traffic collision instruction.

- Continue to deliver clinically governed trauma training.

- Continue to be an active member within the Kent Road Safety Partnership and share road safety messaging.

- Continue to deliver a wide range of prevention packages across educational settings and identified high risk groups.

- Continue to use intelligence to inform campaign activity.

- We hold technical information on specific vehicle types and construction that provides information around access points on vehicles.

- We are engaged at a national and international level to ensure we have all the latest information around alternative fuels and a member of KFRS senior management is the national fire service lead on alternative fuels.

- We work with partners such as National Highways to help with quick recovery and opening of roads.

- We learn from incidents and have debrief outcomes for several incidents involving alternatively fuelled vehicles.

How we respond to the impact

- Respond to RTCs and vehicle fires in a manner that minimises the impact on life, the environment and infrastructure.

- Respond to RTCs and vehicle fires within the criteria of our key performance indicator.

- Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).

- Utilise drone assets for effective situational awareness and to support fire investigation.

- Use operational learning process to gather service-wide and multi-agency learning post incident.

- Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

- Targeted prevention activities post incident.

New actions to deliver the strategic priority

- Review our attendance time standards, allowing us to make better resourcing decisions.

- Redesign our workforce to be able to scale resources quickly according to demands.

- Develop digital mapping and analysis to inform risk areas and locations.

- Review strategic and tactical response to vehicle fires.

- Review command and control processes and adapt to respond to vehicle fires.

- Carry out technical and industry analysis and research relating to vehicle types and technology.

- Review our work with SECAMB to ensure best care for customers which reduces harm.

- Review of operational policy and procedure – extrication, rescue, and firefighting – and the need for specialist responders, vehicles, and equipment.

- Review the availability of realistic simulated drills for RTC response ensuring new vehicle technologies are available in training scenarios.

- Ensure fire control colleagues understand the risks associated, gather risk critical information, and can give customers key safety advice.

- Develop reviewed recovery arrangements and any impacts that may result in challenges to safe recovery of vehicles and longer impacts on the strategic road network.

Performance indicators

Incidents:

- Number people extricated from vehicles.

- Severity and types of injuries from RTCs.

- Number of times heavy rescue equipment is made up for/used.

- Types of RTCs versus road types.

- Vehicle fires because of RTCs, involving alternative fuels.

- Profile of incidents against the RTC risk model.

Interdependencies

- Fire Control Programme

- Review of on call duty system project (276ROC)

Theme: Utilities, fuel, and power

Sponsor: Assistant Director Resilience   **ID No: 14**

Area of focus

How we use energy in our homes and vehicles is changing, moving from fossil fuel to renewable energy. As this happens the way energy is produced will change. We will see new infrastructure that will present new hazards and challenges. If things go wrong, we will need to know how to adapt our approach to respond effectively.

Addresses:

Risk 50: Energy storage and renewables

Strategic priority

Redesign our approach and implement plans for response to new and evolving commercial energy infrastructure. The plan will include our response to proposed and new sites that may provide additional risks.

What we currently do to reduce the impact

- Work with local planning authorities to ensure that fire service requirements are considered when energy storage sites are constructed.

- Liaise closely with the National Fire Chiefs Council to better understand the risks and responses required at these sites.

- Ensure that our colleagues are provided with the latest risk information.

How we respond to the impact

- Ensure that our plans balance the need to save infrastructure against risks to local communities and the environment.

- Communicate with the public through warning and informing messages to reduce the impact of smoke plumes.

- We send specially trained hazardous materials officers to liaise with site operators and give specialist advice on the best response.

- Make use of strong global networks we have built in this area to be able to obtain timely specialist advice and guidance.

New actions to deliver the strategic priority

- Develop and implement technical and industry analysis, focussing on new, emerging, and innovative commercial developments and align with national government policy.

- Review if firefighters are equipped with the necessary knowledge and equipment to respond to emergencies involving modern energy infrastructure.

- Ensure fire control colleagues understand the risks associated, gather risk critical information, and can give customers key safety advice.

- Establish recovery arrangements and any impacts that may result in challenges to safe hand over of premises to responsible people.

- Work with building regulators, energy companies and safety organisations to ensure safety standards are enforced.

- Review Risk Based Inspection Programme considering new energy infrastructure projects in the area, such as solar farms, wind turbines, bioenergy plants and hydrogen production facilities.

- Review and update Site Specific Risk Information (SSRI) at relevant premises and sites.

- Review incidents involving new energy infrastructure, noting any emerging trends and risks.

Performance indicators

- 100% of building consultations for new energy infrastructure facilities completed within 15 working days.

Colleague Preparedness
- Building consultations for new energy infrastructure facilities completed within acceptable timeframes.

- Risk information accurate and complete for energy infrastructure sites.

- Exercises taken place at high-risk energy infrastructure sites.

- Completion of relevant training packages.

Interdependencies

- Fire Control Programme

Theme: Utilities, fuel, and power

Sponsor: Assistant Director Resilience   **ID No: 15**

Area of focus

New housing and commercial buildings will need water supplies, including water for firefighting. This will put additional pressure on our water supplies, and we will need to work with water companies to ensure that the water infrastructure provides enough water and is resilient and available to us in emergencies.

Addresses:

Risk 52: Loss of public water services

Strategic priority

Redesign our approach and implement plans to safeguard emergency water supplies across all areas of the county and to ensure sufficient firefighting water can be consistently accessed during operational incidents.

What we currently do to reduce the impact

- With partner agencies and water suppliers working through the Kent and Medway Resilience Forum to plan for and exercise the response to possible water infrastructure failures.

- We provide bulk water carriers and high-volume pumps to ensure that we can move water for firefighting into areas where the public water supply has failed.

- Our engagement team works with partner agencies and water companies to help spread public messaging in relation to water shortages and/or failures in water supply.

- We have invested in compressed air foam systems that look to maximise limited water supplies.

How we respond to the impact

- In the event of water supply issues, we join partners in strategic and tactical coordinating centres to understand the likely scale and duration of incidents.

- We move specialist response resources such as bulk water carriers and hose layers, moving them into the affected areas.

- We send more appliances, enhancing the pre-determined attendance, to reported fires in the affected areas to provide more water for the initial fire attack.

- We can if required use our community volunteers along with operational and corporate colleagues to support the distribution of water supplies to vulnerable people, along with colleagues from partner agencies.

New actions to deliver the strategic priority

- Develop and implement technical and industry analysis – research implemented, including:

- Hydrant supplies.

- Water infrastructure.

- Location and impact of pressure restriction valves and/or systems.

- Open water supplies and access.

- Work with the water industry to enable the sharing of information and data so that KFRS can ensure the safety of our customers.

- Influence developers, councils, and water companies to establish emergency water supplies as appropriate in areas where water provision or pressure is poor.

- Ensure robust fire hydrant testing arrangements in place, to ensure they are functioning properly and meet firefighting requirements.

- Review our attendance time standards, allowing us to make better resourcing decisions.

- Redesign our workforce to be able to scale resources quickly according to demands.

- Review the capability, location and type of vehicles and equipment providing or transporting water for firefighting.

- Explore new firefighting equipment that uses less water to achieve the same operational outcomes.

- Develop digital mapping and analysis to inform risk areas.

- Ensure fire control colleagues understand the risks associated, gather risk critical information, and can give customers key safety advice.

- Develop prevention campaigns, addressing the importance of fire hydrants, the need to report any issues and keeping them clear of obstruction.

- Review of operational policy and procedure considering evolving risks and changes.

- Work closely with water companies during the planning phase of new developments to ensure firefighter water needs are incorporated into the infrastructure design.

- Review and update SSRI information at relevant premises and sites, using data analysis to identify areas of potential water supply risks.

- Ensure fire service representation on zoning and planning committees to advocate for fire safety considerations.

- Review incidents where water supply issues affected firefighting operations, noting any areas for further action.

Performance indicators

- 100% of building consultations for new developments completed within 15 working days.

Colleague preparedness:
- Number and percentage of fire hydrants that have been tested and are fully functioning.

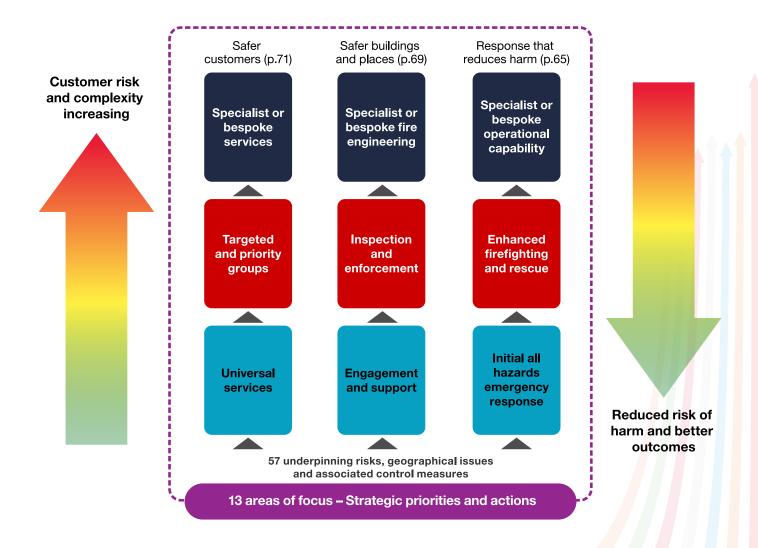- Availability of bulk water carriers.

Interdependencies

- Fire Control Programme

Building Safety, Prevention and Response and Resilience guiding principles

As outlined above, we have integrated our strategy to demonstrate how our work interlinks across the functions of our service. This approach helps us to clearly demonstrate how our work meets specific objectives, and the impact of our work.
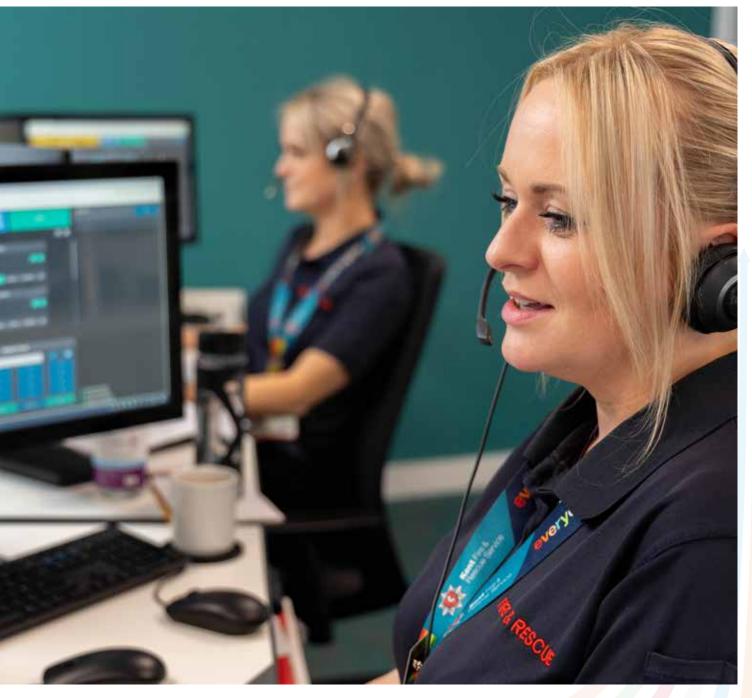
It is, however, important to recognise that our three main services of Building Safety, Prevention, and Response and Resilience have different components and guiding principles which are noted here:

Customer risk and complexity increasing

Safer customers (p.71)	Safer buildings and places (p.69)	Response that reduces harm (p.65)
Specialist or bespoke services	Specialist or bespoke fire engineering	Specialist or bespoke operational capability
Targeted and priority groups	Inspection and enforcement	Enhanced firefighting and rescue
Universal services	Engagement and support	Initial all hazards emergency response

57 underpinning risks, geographical issues and associated control measures

13 areas of focus – Strategic priorities and actions

Reduced risk of harm and better outcomes

Response that reduces harm

Response level	Incidents customers experience	Examples of KFRS services
Specialist or bespoke capabilities	• Highly complex • Low frequency, high risk events • Specialist equipment and capabilities required • Plans often require expert knowledge in a specific field held in one or two specialist teams	• Technical rescue (Urban Search and Rescue) • Line rescue • Animal rescue • Specialist Marauding Terrorist Attack responders • Hazardous materials Detection, Identification and Monitoring (DIM) • Fire investigation officers • Enhanced Logistics Support • Specialist response plans (SSRI)
Enhanced firefighting and rescue	• Low frequency – higher complexity frequent incidents • Require specific resources not held at every fire station	• Height vehicles • Hose layers • Command units • Water carriers • Boats • Off road vehicles • Heavier duty rescue equipment (e.g. for road accidents)

Response level	Incidents customers experience	Examples of KFRS services
Initial all hazards emergency response	• Every incident we attend • Focus on dealing with immediate risks	• All fire stations and conventional fire engines • Crews trained and equipped in medical response and lifesaving activity

Response and resilience – guiding principles and approach

- Ensure people impact assessments are in place for all operational policy and procedures. Where we identify vulnerable groups, work with prevention and Building Safety to deliver targeted interventions to drive down risk.

- Respond with the right people, who have the necessary skills and equipment to implement the most effective tactical options.

- Constantly review the location of our resources according to risk, demand, and isolation, using systems that allow us to get to customers as quickly as we can. Where isolation means travel times are longer, work with prevention and Building Safety to deliver focused interventions in these areas to drive down risk.

- Be able to flex our resources to respond to changes in demand and major incidents.

- Ensure the training we deliver is aligned to National Operational Guidance to deliver operational excellence and improve the safety of customers and colleagues.

- Use improvements in technology to both maximise the safety of our colleagues and enable them to deliver the best outcome for the customer.

- Continue to develop tactics and introduce technology that help reduce the number of times we need firefighters to enter burning buildings to put a fire out.

- Review our post incident arrangements to ensure we put in place the best care package we can to prevent further suffering, including continuing to ensure we identify and respond to all forms of safeguarding concerns.

- Measure what we do against published national fire standards and the standards expected by our customers. A culture of exceeding these standards will be implemented to support a high quality of response.

- Use data from across the service, including customer feedback, to identify trends and proactively assess the quality of the service we provide, making changes to improve our response.

- Further develop an environment where colleagues feel able to identify problems and best practice which we all learn from

- Further develop our operational assurance reporting to constantly assess 'how good are we?'

- Use an assessment of risk to identify where we may be able to help partner agencies with responding to those in need.

- Use findings from significant incidents, prevention of future death reports, and inquiries, both nationally and internationally, to improve our service.

- Make changes to the way we handover incidents to the customer or partner organisations to makes sure we remove the risk of the incident causing further harm.

Safer buildings and places

Response level	Customer group	KFRS services
Specialist and bespoke services	• Responsible persons • Other regulating authorities • Fire risk assessors • Fire safety engineers	• Prosecutions • Enforcement Notices • Regulated stands in stadiums • Operation Liaison (firefighter facilities and hazards in buildings) • Fire engineering principles under BS. 7974
Targeted and priority groups	• High risk business owners • Sleeping accommodation premises • Business owners • Business managers	• Pre-planned inspections of buildings that have been classified as high risk (such as Care Homes and Sheltered Accommodation that have been predicted to be likely to have a fire) • Alleged fire safety concerns (an identified fire safety issue by a customer or other regulators) • Risk reduction initiatives (focusing on at risk occupants, or business type identified by risk and fires that have occurred) • Pre-planned inspections of buildings identified in our Risk Based Inspection Programme (such as shops, offices and factories) • Campaigns (in line with the NFCC fire safety messaging)

Universal services	• Business start ups	• Website
	• Event organisers	• Building fire safety engagement and advice / enquires
	• Approved inspectors	• Business and Property Building Safety Portal
	• Local authorities	• Events safety and Safety Advisory Groups (SAGs)
	• Licence holders	• Licensing consultations (including licences for HMOs, Marriage Premises, Licensing Act)
		• Building Regulation consultations

Building Safety – guiding principles and approach

• Building Safety interventions informed by a risk-based inspection programme.

• Share relevant and appropriate risk information across teams to improve services and respond to incidents.

• Use risk information and evidence from incidents to manage our response to unwanted fire signals.

• Consultation and regulatory activity carried out systematically, consistently and robustly.

• Enforcement powers used proportionately to keep people safe and secure.

• Continue to use the knowledge and expertise of colleagues in our Building Safety team to improve our operational understanding of building design and its influence on firefighting tactics.

• Put the residents' voice at the heart of our Building Safety work.

• Share our insights with the public, private and third sectors to support improvements in the built environment, including the conversion of commercial buildings to residential use.

• Build relationships with academic institutions and research organisations that focus on fire safety. Use research to stay informed about the latest trends, technologies, and best practices in fire safety.

- Build stronger relationships with local government agencies, emergency services, community organisations, business owners and other relevant parties to improve cross-disciplinary understanding.

- Continuous training with prevention, building safety, and operational colleagues so they stay updated with the latest fire Building Safety technologies and safety protocols.

- Use incident analysis to identify area for improvement in fire safety practices and sharing of key risk information across the service.

- Ensure local businesses have easy and timely access to clear guidance on complying with fire safety regulations.

- Boost proactive engagement with local businesses to raise awareness and increase knowledge of fire safety responsibilities.

- Sustained service development and culture of continuous improvement of Building Safety matters in line with current legislation, including being at the forefront of developing, sharing and influencing regulatory activity.

Safer customers

Response level	Customer group	KFRS services
Specialist and bespoke services	Identified as needing highly specialist services, often on a long-term basis, for example: - People who live with dementia - People with mobility impairments - People with sight or hearing loss - People with long-term health conditions - People under 18 with an interest in fire	- Safe and Well visits and follow ups - Firesetter visits and follow ups - High risk customer referrals from other agencies - Partnership working with charities and local authorities

Response level	Customer group	KFRS services
Targeted and priority groups	Identified through impact assessments – people with specific protected characteristics or community groups with limited access to our services, for example: • LGBTQ+ • People living with disabilities • Identified as requiring specific services and campaign messages, for example: • Customers living in tall buildings, care homes or sheltered accommodation • Smokers • Young people in areas of higher deprivation	• Personalised visits designed to meet needs of the customer group • Long-term, intensive engagement • Partnership working with charities • Firefighter response assessment visits (RAV INT and RAV SSRI) • Home fire safety visits • Campaigns • Social marketing initiatives • Road and water safety initiatives • Advocacy through other agencies • School visits
Universal services	Identified as requiring general safety advice and campaign messages, for example: • People under the age of 18 • Adults not identified in another customer group • People moving into Kent and Medway	• Website and social media • Home safety online self-assessments • Fire station open days • Awareness campaigns

Prevention – guiding principles and approach

- Prevention activity targeted towards people at highest risk through home fire safety visits, safe and well visits, and school visits.

- Robust processes in place to support safeguarding, with all fire service colleagues clear on how to raise concerns and signpost for further help.

- Learn from incidents, extracting key lessons to strengthen prevention efforts, improving training and future activity.

- Equality of access research and action plan for people with protected characteristics and customer groups, including the relationship between poverty and accidental dwelling fires.

- Explore opportunities to share and integrate datasets with partners in the health sector.

- Develop new targeted campaigns to help make our customers safer.

- Embed targeted education programmes, developing materials, programmes and resources that reflect changes in society and remain relevant to key risks.

- Embed engagement campaigns which recognise digital poverty and reach customers on channels other than social media.

- Work collaboratively with water safety partners to devise targeted programmes and materials.

- Work collaboratively with the Kent and Medway Safety Roads Partnership to inform road safety education.

- Work with a wide range of partners, influencing plans to prevent fire and other risks.

- Use data from prevention, Building Safety, and response activity to improve fire prevention, including risk mapping and fire analytics.

- Regular evaluation of prevention activities, to identify areas for improvement and to ensure prevention strategies remain effective in reducing fire risk.

- A culture of continuous improvement, with prevention, Building Safety and operational teams working closely to ensure they stay updated with the latest technologies and protocols.