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Customer Safety Plan

2021-2031

Working together towards
a safer Kent and Medway



Kent Fire &
Rescue Service

together

Chair's introduction



Welcome to Kent and Medway Fire and Rescue Authority's Customer Safety Plan. This Plan is different to ones

you might have read before. We have thought in detail about what the future looks like, and what we think you, our customers, will need from us in the future. If you want to know how we have performed in the last year, we have published that on our website. Or look out for the next safety and wellbeing plan.

This Plan considers the longest timeframe ever we have ever attempted. We can't predict the future with certainty, but by looking at research, what our colleagues in other Services are thinking, and just talking to people, we think we can make some educated guesses.

Having looked at the future we have reviewed our aim and objectives from the last plan, and they remain a good reflection of what we want to do. We created six completely new strategies which start to respond to the challenges of the future over the coming four years. The plan introduces them, and has links so you can read the detail for yourself.

We hope you find this Plan easy to read. We hope it gives you a really clear idea of what we think a modern fire and rescue service should do for its customers.

Nick Chard

Chair – Kent and Medway Fire and Rescue Authority

About the next 10 years

This section sets out how we think the world might change in the next ten years or so. It shows how we have used this information to put together our strategies for the next four years.

To develop our plans we have considered our long term aim and objectives which are shown later in this plan. Assessing all the foreseeable changes on the horizon that could affect what we are able to deliver to our customers is really important to how we plan our activities for the coming years.

To help us think what the future might look like we used the following sources:

- The National Fire Chief's Council's document "Fit for the Future"
- The National Police Chief's document "Police Futures"
- Any Standards published by the National Standards Board for Fire and Rescue Services
- The Kent and Medway Growth and Infrastructure Plan
- Data from the Office of National Statistics, including census information
- Technology insights from Gartner, a world leading technology consultancy
- The national threat and risk assessment produced by the government
- The threat and risk assessment produced by the Kent and Medway Local Resilience Forum
- Our own "equality of access" research, which covers how communities interact with us, or not
- Our own data on incidents we have attended
- Our internal debrief from our activities during COVID
- Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services' annual "State of Fire" report, and outcomes of inspections they have conducted of us
- Engagement across the organisation, capturing what everyone that works for us thinks the future holds
- Models from the inter-governmental panel on climate change and research reports they have published, and related work by Public Health England on health impacts
- Financial modelling for local authorities conducted by the Chartered Institute of Public Finance and Accountancy
- Published people impact assessments
- The government's [Brief Guide for Futures Thinking and Foresight](#) (Feb 2021)



The tables highlight the emerging concerns and advances in our landscape which has shaped our strategies:

Changes in society

	Issue Identified	Impact on KFRS	Relevant Strategy
A larger, older, more diverse population	<ul style="list-style-type: none"> UK population will grow by 2043 to be c72m - concentrated in cities. London is projected to be c10m by 2030 (up from c9m in 2018) 	<ul style="list-style-type: none"> Increased population in Kent and Medway potentially changing service needs 	<ul style="list-style-type: none"> Customer Safety and Engagement
	<ul style="list-style-type: none"> Approximately 22m people will be aged over 60 by 2039 – proportionally that means more than 0.5m in Kent and Medway 	<ul style="list-style-type: none"> Potentially a higher proportion of the population within key risk groups, suggesting further investment in customer safety 	<ul style="list-style-type: none"> Customer Safety and Engagement
	<ul style="list-style-type: none"> An increase in population diversity with the non-white share reaching c23% 	<ul style="list-style-type: none"> More diverse customer needs. Potentially new groups to attract recruits from 	<ul style="list-style-type: none"> Response and Resilience / Customer Safety and Engagement / People
	<ul style="list-style-type: none"> An increase in the number of one-person households (7.7m in 2011 to 10.7m in 2039) 	<ul style="list-style-type: none"> Potentially a higher proportion of the population within key risk groups, suggesting further investment in customer safety 	<ul style="list-style-type: none"> Customer Safety and Engagement
Inequality & social fragmentation	<ul style="list-style-type: none"> Life expectancy gap between the richest and poorest areas in Kent and Medway likely to increase from its current 11 year gap 	<ul style="list-style-type: none"> Potentially a higher proportion of the population within key risk groups, suggesting further investment in customer safety 	<ul style="list-style-type: none"> Customer Safety and Engagement
	<ul style="list-style-type: none"> Rising unemployment (particularly amongst younger and older age groups). 	<ul style="list-style-type: none"> Potential impact on nuisance fire calls (grassland fires, deliberate fires). Increased levels of application for firefighter and other vacancies 	<ul style="list-style-type: none"> Response and Resilience / People
	<ul style="list-style-type: none"> A widening gap widening between rich and poor in UK especially in terms of: <ul style="list-style-type: none"> Wealth Education Digital exclusion 	<ul style="list-style-type: none"> Potentially a higher proportion of the population within key risk groups, suggesting further investment in customer safety 	<ul style="list-style-type: none"> Customer Safety and Engagement

Built environment	<ul style="list-style-type: none"> • The global pandemic [and any future variants] could change the profile of deprivation and health across the Kent and Medway, leading to pressure on existing public services. 	<ul style="list-style-type: none"> • Changes to home/office working patterns could have a positive impact on on-call availability 	<ul style="list-style-type: none"> • People
	<ul style="list-style-type: none"> • New and emerging communities in Kent and Medway have different needs and differing expectations of public services 	<ul style="list-style-type: none"> • More diverse customer needs. Potentially new groups to attract recruits from 	<ul style="list-style-type: none"> • Customer Safety and Engagement / People
	<ul style="list-style-type: none"> • Local authorities will be under increased pressure to release land for housing to keep pace with new patterns of demand 	<ul style="list-style-type: none"> • Increased population in Kent and Medway potentially changing service needs 	<ul style="list-style-type: none"> • Customer Engagement and Safety
	<ul style="list-style-type: none"> • Major transport infrastructure projects are likely in the south east to improve onwards connectivity 	<ul style="list-style-type: none"> • Potential changes to quickest routes to incidents. Short term transport disruption 	<ul style="list-style-type: none"> • Response and Resilience
	<ul style="list-style-type: none"> • Major infrastructure projects such as London Resort will change demand and transport infrastructure 	<ul style="list-style-type: none"> • Potential changes to quickest routes to incidents. Short term transport disruption 	<ul style="list-style-type: none"> • Response and Resilience
	<ul style="list-style-type: none"> • In a post Grenfell environment there will be a significant and continued focus on audit and inspection of buildings by the Authority 	<ul style="list-style-type: none"> • Continued investment in business safety and their skills and development 	<ul style="list-style-type: none"> • People/ Customer Safety and Engagement
	<ul style="list-style-type: none"> • Low lying existing developments may be subject to more frequent flooding due to climate change 	<ul style="list-style-type: none"> • Increased demand for flood and rescues, potentially leading to a statutory duty for fire and rescue services 	<ul style="list-style-type: none"> • Response and Resilience
	<ul style="list-style-type: none"> • Town centres and major urban areas may experience extreme summertime temperatures, impacting on public health 	<ul style="list-style-type: none"> • Increased demand for medical emergency calls in town centres 	<ul style="list-style-type: none"> • Response and Resilience
	<ul style="list-style-type: none"> • A continued move away from the high street to online shopping creating empty spaces in town centres. Empty commercial properties in town centres increasingly being converted quickly to residential property 	<ul style="list-style-type: none"> • Changes to firefighting tactics and anticipated building behaviour for initial incident commanders 	<ul style="list-style-type: none"> • Response and Resilience / Customer Safety and Engagement / People

- Methods of home insulation using petrochemicals changes fire behaviour when compartments are breached – this becomes a more frequent occurrence

- Changes to firefighting tactics and anticipated building behaviour for initial incident commanders

- Response and Resilience / People

- An increase in solar farms as fossil fuel technology becomes obsolete

- Changes to firefighting tactics and anticipated site behaviour for initial incident commanders

- Response and Resilience / People
-

The environment

	Issue Identified	Impact on KFRS	Relevant Strategy
Climate change, environmental decline and competition for resources	<ul style="list-style-type: none"> The impact of global warming becomes globally obvious. Demand and competition for many natural resources, including food, water, energy and rare earth materials becomes increasingly unsustainable. 	<ul style="list-style-type: none"> Materials of improvements to the estate rise in price. Energy prices rise 	<ul style="list-style-type: none"> Commercial and Procurement / Assets and Environmental Improvement
	<ul style="list-style-type: none"> The amounts and frequency of rainfall will change. There will be increased local flooding with more flash flooding occurring, putting increased pressure on infrastructure, water resources and local economies. 	<ul style="list-style-type: none"> Increased demand for flood and rescues, potentially leading to a statutory duty for fire and rescue services 	<ul style="list-style-type: none"> Response and Resilience
	<ul style="list-style-type: none"> Severe weather events such as droughts, heat waves, flooding, severe gales and snowfall are likely to increase. In the longer term, extreme weather may affect where people live, work and spend their leisure time. 	<ul style="list-style-type: none"> Increased demand for medical emergency and water rescue calls 	<ul style="list-style-type: none"> Response and Resilience
	<ul style="list-style-type: none"> Heightened risk of wildfires and the consequent impact on bio-diversity. 	<ul style="list-style-type: none"> Increased demand for grassland and wildfire incidents, which tend to be protracted incidents 	<ul style="list-style-type: none"> Response and Resilience
	<ul style="list-style-type: none"> Rising demand for technologies such as wind turbines and electric cars will cause demand for rare earth elements to increase. 	<ul style="list-style-type: none"> Materials of improvements to the estate rise in price. Energy prices rise 	<ul style="list-style-type: none"> Commercial and Procurement / Assets and Environmental Improvement
	<ul style="list-style-type: none"> There are emerging risks of fire in new technology such as mass battery storage sites. 	<ul style="list-style-type: none"> Changes to firefighting tactics 	<ul style="list-style-type: none"> Response and Resilience / People / Customer Engagement and Safety

Technology

	Issue Identified	Impact on KFRS	Relevant Strategy
Harnessing artificial intelligence	<ul style="list-style-type: none"> Increasing numbers of autonomous robots, cars, lorries, boats and aircraft. Artificial intelligence increasingly capable of processing, analysing and making decisions from real world data without human involvement/intervention 	<ul style="list-style-type: none"> Long-term opportunity to remove need to commit firefighters inside buildings to extinguish fires and use technology solutions instead. Remote analysis of incidents and response levels required may be possible 	<ul style="list-style-type: none"> Response and Resilience/ Business Change, Information and Technology, Commercial and Procurement
	<ul style="list-style-type: none"> Artificial intelligence could provide first responders with a better understanding of community dynamics. Major incident commanders could use artificial intelligence systems to improve situational awareness and better visualise potential strategies and tactics 	<ul style="list-style-type: none"> Improvements to simulations and virtual reality capability to be more realistic. 	<ul style="list-style-type: none"> Business Change, Information and Technology / People
Technological change and convergence	<ul style="list-style-type: none"> Connectivity, processing power and the volume and variety of data grows exponentially to 2040, with 'next generation' technologies (Artificial Intelligence, Internet of Things, biotechnology and Quantum technologies) 	<ul style="list-style-type: none"> Better and more seamless integration of data held and data shared between partners. Changes to data protection law post EU Exit would need to be responded to. 	<ul style="list-style-type: none"> Business Change, Information and Technology
	<ul style="list-style-type: none"> A rise in sophisticated and personally targeted misinformation and fake news 	<ul style="list-style-type: none"> Our brand may potentially be damaged by a targeted attack using our name 	<ul style="list-style-type: none"> Customer Engagement and Safety
	<ul style="list-style-type: none"> The Covid crisis highlighted the Digital Divide with many households unable to access digital information (e.g. for home schooling). Access to high speed internet becomes an inclusion issue. 	<ul style="list-style-type: none"> We cannot really entirely on technology channels to ensure equality of access 	<ul style="list-style-type: none"> Customer Engagement and Safety
	<ul style="list-style-type: none"> Technology based solutions develop to tackle social isolation such as chatbots, virtual reality, carer robots and social media to provide both real and virtual companionship. People hanker after real human contact still, but opportunities become more limited 	<ul style="list-style-type: none"> Developments to our digital platform to facilitate remote home safety advice provision in a virtual face to face way 	<ul style="list-style-type: none"> Business Change, Information and Technology Customer Engagement and Safety

- Diesel power phased out by 2030 for new purchases, leading to the development of alternatively powered vehicles for emergency services. Consideration of replacement of fixed and moveable diesel generators.
 - Large changes to the fleet and fixed generator capabilities
 - Commercial and Procurement / Assets and Environmental Improvement
 - Carbon and heat capture schemes become more affordable and prevalent
 - Ongoing investment in green schemes in line with the Carbon Action Plan
 - Assets and Environmental Improvement
-

Political

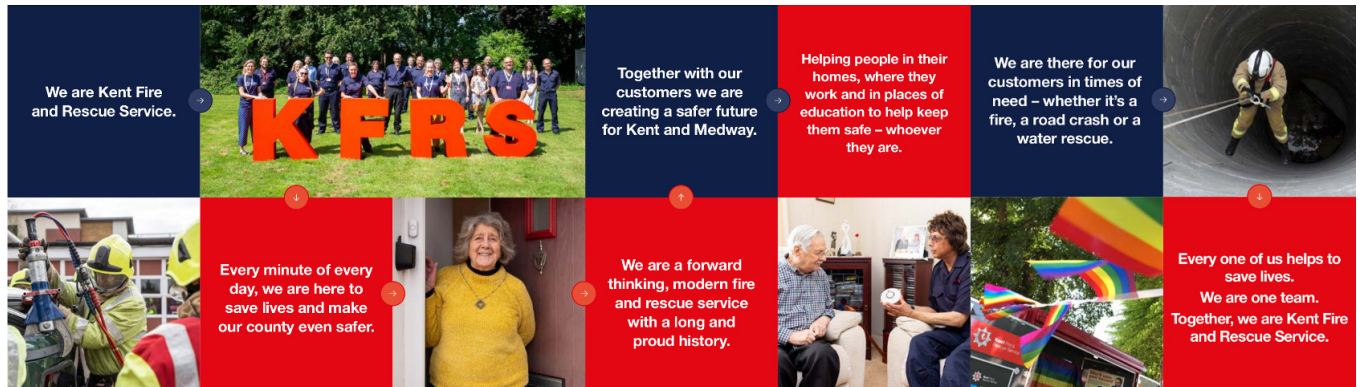
	Issue Identified	Impact on KFRS	Relevant Strategy
Political landscape	<ul style="list-style-type: none"> • A move towards elected mayors and different forms of local government, creating uncertainty and change 	<ul style="list-style-type: none"> • A potential change of governance model within the foreseeable future 	
	<ul style="list-style-type: none"> • New legislation relating to the built environment, a new equality act, and changes to data protection legislation in a post EU Exit environment 	<ul style="list-style-type: none"> • Requirements to update our framework of policies 	<ul style="list-style-type: none"> • Commercial and Procurement / Assets and Environmental Improvement
	<ul style="list-style-type: none"> • A potential decline as technology changes over 10 to 20 years in traditional core activity for fire and rescue services (fires and road traffic collisions) 	<ul style="list-style-type: none"> • A policy shift towards transforming to a community support agency covering life threatening emergencies, flooding, medical support, logistics, and a regular community visit programme to the most vulnerable whilst maintaining high quality emergency response 	<ul style="list-style-type: none"> • Response and Resilience / Customer Engagement and Safety
	<ul style="list-style-type: none"> • National negotiating machinery for pay and conditions of service for firefighters are likely to be reformed. 	<ul style="list-style-type: none"> • A period of disruption for the workforce 	<ul style="list-style-type: none"> • Response and Resilience / People
	<ul style="list-style-type: none"> • Grant funding from government may change. Some functions we provide are grant funded 	<ul style="list-style-type: none"> • We may need to look to absorb the cost of grant funded services into our day to day budget 	<ul style="list-style-type: none"> • Medium Term Financial Plan
Economic Transitions	<ul style="list-style-type: none"> • The UK faces a prolonged period of weak economic growth and strained public finances. Post-Brexit economic realignment could take several years. 	<ul style="list-style-type: none"> • Continued pressure to deliver value for money 	<ul style="list-style-type: none"> • Medium Term Financial Plan / all strategies

- Access to markets, labour, suppliers and parts for servicing becomes more expensive in the short term, with no clarity on the long term impacts.
 - Cyclical and programmed maintenance costs increase
 - Commercial and Procurement / Assets and Environmental Improvement
 - The ability to raise tax from a diminishing working age population becomes harder. Conversely, the council tax base may rise with more single person households
 - The need to model a range of financial scenarios
 - Medium Term Financial Plan
 - Pressure on pension funds, especially in unfunded schemes, becomes increasingly unsustainable
 - A period of disruption for the workforce
 - Response and Resilience / People
-

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. We are a forward thinking, modern fire and rescue service with a long and proud history. Together with our customers we are creating a safer future for Kent and Medway. Helping people in their homes, where they work and in places of education 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 or a water rescue. Every one of us helps to save lives. We are one team. Together, we are Kent Fire and Rescue Service.



Our vision

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

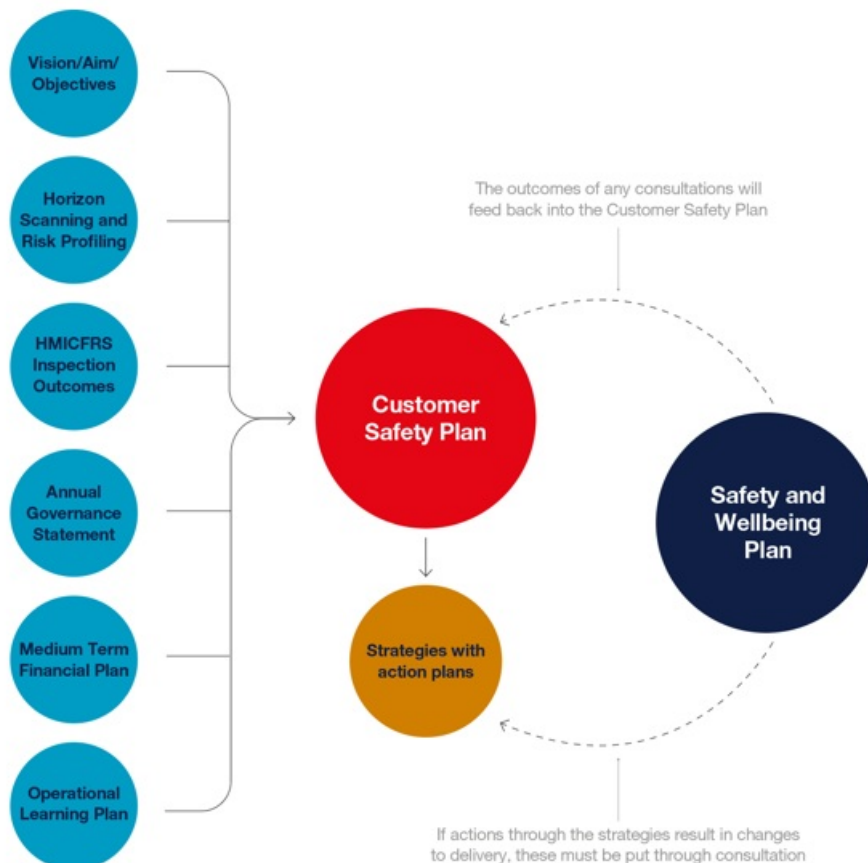
Our aim

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

- Responding effectively in times of customer need;
- Promoting behaviours which help you stay safe and well in your home;
- Encouraging you to adopt behaviours which keep you safe on the roads;
- Supporting businesses to help people to stay safe in their buildings and comply with legislation;
- Helping you and the broader community to stay safe from harm caused by accidents, natural events or people intending harm.

How does it all fit together?

The Customer Safety Plan is a key part of our planning cycle. It works across a four year period, but all the information and plans are reviewed on an annual basis to ensure they remain current and fit for purpose. We look to the future, at the changes we can anticipate, and we look what the government expects of us. And we talk to our customers and our partners about what they need from us. All this is contained within a budget which we consult on annually, so that we can set our proportion of the Council Tax.



What do we want to achieve?

Underpinning all that we do are a number of themes. These “golden threads” underpin all our thinking.



The threads are:

Operational excellence - being the best we can be

To respond to emergencies effectively we need our stations in the best possible locations with the right number of people, at the right time, with the right skills and tactical options available to them. Information gathered after an emergency is used to improve procedures, equipment and training.



Customer feedback is used wherever possible, to improve our response in the future.

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

We are introducing an approach, known as the Integrated Learning and Assurance Model, to ensure we have an effective, assertive, and safe operational workforce, that has been tested as competent, and is licenced to respond to a variety of emergencies and situations that affect our customers whilst keeping our sites in Kent and Medway safer. This approach pulls together all the elements of learning and assurance exercises to deliver an integrated approach to our professional practice. It also integrates our work in high risk sites and our requirements to meet Section 7.2(d) of the Fire Services Act in a cohesive way. We want to help individuals maintain confidence in their skills.

The elements of the new model are:

- Learning from incidents, exercises and training events
- Social and blended learning
- Core refresher training which is maintained as a training record as part of a regular assessment of competence to practice
- Station based training against the current 26 National Operational Guidance scenarios
- Station based activity such as home fire safety visits, tactical assessment visits, formal exercising and testing
- Service-wide assurance exercises
- Conferences on new research and ways of working available to all and continuous professional development

The model is part of our drive to demonstrate we are a professional organisation and is supported by initiatives such as membership of the Institute of Fire Engineers and access to online learning for operational teams. Relevant qualifications, continuous professional development and professional memberships for building safety, customer safety and corporate colleagues with use of online learning are vital to the overall governance and performance of the Service. Our priority operationally for the next four years is consolidating all the above into day to day business.

Inclusion - everyone together

Providing excellent services to all our customers, whoever they are, is core to who we 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.

We are also committed to the principle of equality for everyone who works and volunteers for us. We do this by ensuring inclusion, supporting and representing all our teams. Valuing diversity is not just a moral obligation, it is essential to what we do and our success. Without diversity and difference, including people who think differently, we would not be Kent Fire and Rescue Service.

Through our experience and research, we know the importance of giving support to customers at greater risk of fire, including people living with dementia, with mobility challenges or mental health concerns. We also recognise, however, that barriers such as language, beliefs, societal factors, and perceived prejudices may prevent customers from accessing our services such as safe and well home 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.

As a public service, we recognise the legal duty we have to everyone in Kent and Medway. As well as this duty however, the commitment of everyone who works and volunteers here in helping and protecting all our customers goes to the very heart of who we are and what we do.



We are determined to eliminate discrimination, advance equality of opportunity, and foster good relations with everyone. In recent years society has progressed in terms of inclusion and greater recognition of the benefits of a more diverse community. We recognise, however, that we need to do more and are working to:

- improve access and remove barriers to all of our services for every one of our customers.
- ensure all of our customers' experiences of our service is excellent.
- become an employer of choice and a great place to volunteer, where people feel a sense of belonging and can thrive.

We aim to do this by:

- **Embracing difference** – when designing or reviewing services we will make sure everyone can access them whenever they need to. Everyone is different and as an organisation embracing difference, we will strive to remove the barriers that customers experience, whether they are tangible such as language or mobility challenges, or perceptual, including fear or cultural barriers.
- **Diversity in decision-making** - there is a positive link between organisational diversity and innovative performance. This means that when teams involve people from different backgrounds – whether demographic or functional – creativity and problem solving increases. We aim to make decisions by working with, and gathering information, from diverse teams with different backgrounds, abilities and a difference in thinking.
- **Inclusive recruitment** - We actively encourage people from under-represented groups to join us. We focus on the strengths and needs of every one of our colleagues including our volunteers, supporting and encouraging them to thrive and perform at their best. All colleagues from different backgrounds with

specific needs or support will be fully consulted and where possible lead conversations, discussions and developments relating to any changes in policy that may affect them.

Incorporating intersectionality into our work

Everyone has multiple identities and can be affected by a number of discriminations and disadvantages. This led to the concept of intersectionality and the acknowledgement that everyone has their own unique experiences of discrimination.

For us this means acknowledging and understanding that we all have multiple identities that intersect to make us who we are. These can include race, class, gender, sexuality, disability, age and ethnicity. Intersectionality helps us to understand about oppressions and privileges that overlap and reinforce each other. Allowing us to understand and accept that life is not the same for everyone – even for people who share identity characteristics. By acknowledging and embracing intersectionality we have a better opportunity to understand the importance of these differences and how they overlap. This in turn influences areas of our organisation, services and behaviours that may help or harm us, based on who we and our customers are.

As a public service we must be aware of anything that can marginalise people and understand that it is the voices of the most marginalised that are often silenced.

We purposefully aim for greater diversity in leadership and in our teams, while working with partners and charities who focus on marginalised groups across Kent and Medway.

For example:

- in Thanet and Medway we partner with other public services as part of a 'task force' with the shared aim of improving the lives of diverse communities living together, making customers safer and reducing crime in the area.
- throughout Kent and Medway we partner with the 'BeYou Project' providing safe and non-judgemental spaces to connect young lesbian, gay, bisexual, trans, non-binary or questioning people to meet, socialise and help each other.

Each of our projects and service developments must consider issues of intersectionality. We strive for an inclusive customer experience, which involves listening so that we can match services to the needs of all our customers.

Making accessibility 'our business'

It is important to us and what we do that we ensure equality of access to services and employment. To enable this we must continue to prioritise our engagement with customers across Kent and Medway to build up a comprehensive customer risk profile. We need to identify and assess current, emerging and future changes around risk. We also need to recognise that people have very different issues and needs. Building grassroots engagement with our customer groups through our collaboration team, our building safety team, and fire station is key to helping people in their homes, where they work, and in places of education to help keep them safe.

Examples of how we are doing this include:

- ensuring our prevention activity, such as work and research with Gypsy and traveller communities and the Roma hubs, is conducted with pride in terms of care and addressing our accessibility.
- ensuring home fire safety visits are focused on the people most at risk. It is vital that we increase access to safe and well home visits and home fire safety visits so everyone feels comfortable accessing these life-saving services.
- we will enhance the work around operational response ensuring we consider and meet the needs of different people.
- to ensure that the training we provide has inclusive considerations both in the delivery and content of the training.
- we are triangulating real time activity at incidents with progressing our learning through our ops assurance model.

Inclusion is something we all care about – together.



Wellbeing - we care about everyone that works and volunteers for us

We have a legal duty under the Health and Safety at Work Act to ensure as far as reasonably practicable the health safety and welfare of everyone that works for us. But to us wellbeing is more than that; wellbeing is fundamental to being able to deliver the outstanding service for our customers that we are striving for.

Whilst the responsibility for managing physical and mental health rests with each individual, we recognise the role we can play as an organisation to support and have introduced a range of resources. Everyone is encouraged to maintain a



healthy lifestyle in order to be fit and healthy to perform their roles. We are committed to providing a healthy rewarding working environment where everyone is motivated to perform their role and responsibilities effectively to achieve our objectives. We recognise this is dependent on many factors which are often interconnected and therefore we promote a holistic and proactive approach to wellbeing.

Mental health, like physical health, can fluctuate on a spectrum of good to bad. Mental health problems can affect the way people think, feel or behave. In some cases this can seriously limit a person's ability to cope with day to day life, which can impact on relationships, work and quality of life. In most cases mental health problems are caused by a combination of problems individuals face at work and outside of work. It is therefore impossible to disentangle the impact of various factors on mental health and so it is in the employer's interest to actively support those with mental health problems whatever the original cause or trigger.

Wellbeing has many aspects and ranges through physical health, mental health, making adjustments for appropriate work life balance.

The duties we carry out at operational incidents might mean exposure to potentially traumatising experiences. It is not possible to identify every category which has the potential to give rise to reactions following being involved in traumatic incidents. These are personal to each individual and is why resources are accessible to everyone 24 hours day 7 days a week. However we have categorised incidents where the potential is higher, and when these incidents occur the defusing process is triggered and comprises of two levels depending on the requirement of the specific incident.

As an organisation we have recently signed up to the Mental Health at Work Commitment - a simple framework building on what we already know: based on the Thriving at Work standards and incorporating current research from mental health experts in the field and UK employers. By signing up to the commitment we are publicly declaring and showing that supporting mental health is a priority.

Efficiency and value for money

We have always demonstrated good financial management and governance, as shown by both external and internal audit reporting. Nonetheless, the tightening fiscal landscape has placed the finances of some fire and rescue services (and other local authorities) under intense pressure. Good financial management is an essential element of good governance and something which underpins our planning.



The Chartered Institute of Public Finance and Accountancy – who are the professional institute for accountants working in the public services and other bodies where public money needs to be managed – has issued the ‘Financial Management Code’ which is based on six core principles:

- **Organisational leadership** – demonstrating a clear strategic direction based on a vision in which financial management is embedded into the organisational culture.
- **Accountability** – based on medium-term financial planning that drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
- Financial management is undertaken with **transparency** as its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making.
- Adherence to professional **standards** is promoted by the leadership team and is evidenced.
- Sources of **assurance** are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
- The long-term **sustainability** of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources.

We strive to deliver value for money in all its forms. This does not mean always accepting the lowest price, and the social value ethos of potential suppliers is also taken into account. Throughout our strategies are examples of ways we will look for value for money, through broadening the range of services we provide, to changing how we use our fleet and buildings, and how we buy goods and services. We have also published an efficiency statement which is available on our website. This contains much more detail on how we have achieved value for money in the last year.

How do we achieve what we plan to do?

We refresh our corporate strategies every four years, using the analysis of what the future holds, our aim and objectives, and our key themes. The strategies set out our aims over that period and what we would like to achieve in specific areas. The all contain elements of the themes introduced above, showing how they are embedded in all we do.

Each strategy follows a similar template, with an introduction, what has been achieved, and then a look forward to what we want to do next. Below is a summary of the key outcomes we want to deliver in each strategy. It is not every aim – and there is far more detail in each strategy, including how we will know if the strategy is on track to be delivered.

The links between the supporting strategies and the services delivered to our customers are largely self-explanatory. Without a fire engine, which has been specified, bought, placed in a fire station, filled with fuel and crewed with trained firefighters, and a system to tell these firefighters there is an incident they need to deal with, there is no fire and rescue service.

These strategies are more inwardly-focused than the response and resilience, and customer engagement and safety strategies. This is because they are mainly for use by members of staff to understand what action will be taken and when, or when these supplies will be bought and changes will be made. Nonetheless, we've written them in as non-technical way as possible.



Response and resilience



Customer engagement
and safety



People



Assets and environmental
improvement



Business change,
information and technology



Commercial and
procurement



The strategies are:

Response and resilience

Ensure what we do is driven by an understanding of risk

- Ensure we understand all the reasonably foreseeable risks our customers face and prioritise our activities accordingly
- Identify emerging or changing risks, such as those posed by new technologies or climate change, and take action to be able to mitigate harm
- Use an assessment of risk to identify where we may be able to help partner agencies with responding to those in need
- Ensure the activities we undertake actively contribute to driving down the impact of emergencies



Further evolve our ability to respond to different customer needs

- Embed people impact assessments into the way we plan for, develop, and implement improvements to the service we provide to customers.
- Use our understanding of risk to drive improvements to the quality of our service, and strive to ensure we exceed customer expectations
- Work with partners to seek opportunities to deliver more activities that provide better customer outcomes
- Provide guidance, training and resources to our colleagues to understand how to adapt what they do to the needs of individual customers

Always be ready to respond with the right skills and equipment, aligned to National Guidance, supported by a range of tactical options

- 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
- Be more able to flex our resources to respond to changes in demand and major incidents
- Ensure the training we deliver is aligned to National Guidance in order to deliver operational excellence and improve the safety of customers and colleagues
- Use improvements in technology to enable our colleagues to deliver the best outcome
- Improve our capability for reducing the impact of incidents on the environment

Actively seek opportunities to improve what we do, against clear standards

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

Customer engagement and safety

Matching services to needs

- Increase access to all of our services
- Increased customer insight to improve our services
- Tailored services designed to meet the needs of all our customers, whoever they are
- Using the latest technology to engage with customers through targeted campaigns

A safer built environment

- Improve the safety of buildings through targeted and effective auditing and consultations
- Use smart, connected technology to make buildings safer
- Explore and implement new technology to enable effective mobile working

Preventing and minimising harm

- Create tailored prevention products and services through partnerships
- Improve our education services to make customers safer
- Embed effective behavioural change methods and messages in all our work
- Develop new road safety, water safety and arson prevention services with partners



People

The People Plan has 6 key objectives. These objectives have been developed in consultation with colleagues across KFRS. We are using the People Maturity models to help us identify gaps against accepted best practice and to keep measuring benefits and improvements.

The 6 objectives are:

1. To attract, identify, retain and develop high performing employees in order to best serve our customer.
2. To enable the development of high - performance culture in which everyone is supported, rewarded, developed and managed effectively.
3. Together continue to cultivate an environment of positive health and good wellbeing, where people are engaged and valued for what they do.
4. To develop and support the growth of leaders to facilitate transformational change.
5. Embed a supportive culture which is inclusive, positive, and fair which enables people to reach their potential.
6. To support a work environment which promotes flexibility and harnesses the benefits of using the latest technology.

To support the delivery of these objectives we have identified 7 key areas of work:

Data

To improve collection and use of data to support workforce development. Creating business focused analysis of data to identify trends, areas for improvement and support performance

Sense of belonging

To further develop our workplace to support well-being, improve employee engagement and eliminate bias or prejudice specifically in recruitment and promotion processes

Employee Experience

To promote diversity of thinking, encourage a culture of open debate, creativity and collective problem solving. To take the next steps towards engagement/participation so there is joint ownership of change

Leadership

To continue to advance our leaders as role models who promote a culture of inclusion, professionalism and ownership. Through a coaching and continuous dialogue feedback enable everyone to have a voice, own their learning and focus on customer needs

Talent & Career Management

To enhance our current processes so that they support effective workforce planning and provide a variety of opportunities for all colleagues to develop their potential

Learning Environment

To support the learning of all by expanding our blended learning approach, building on professionalism and encouraging individual ownership of learning

Contractual flexibility

To explore how contractual flexibility could promote and encourage greater empowerment, support improved well-being and attract a greater diversity of applicants.

Assets and environmental improvement

Improve the working experience on our fire stations

- Deliver a programme of refurbishment and improvement to all our fire stations
- Continue to minimise any contamination at fire stations by particulates when firefighters return from incidents
- Embed inclusion and dignity at work in all property works

Respond to the post COVID world by reconfiguring the office and training estate

- Replace the live fire training facility at Ashford
- Consider our options for the existing Maidstone site
- Reconfigure the Godlands building and Rochester fire station

Use technology and data to better manage, and make more efficient use of, our fleet

- Work with suppliers to encourage innovation in the design of new more environmentally friendly fire and carbon efficient engines
- Consider a “make ready” site for fire engines
- Utilise data to better inform decisions about the way we use our fleet

Achieve carbon neutrality by 2030

- Achieve carbon neutrality by 2030
- Change the behaviour of everyone that works for us to be “paperfree” by default
- Improve the energy efficiency of our buildings

Improve how we manage our contracts and suppliers

- Consolidate our contracts into fewer, bigger contracts for major works and repairs
- Invest in a property management system
- Deliver a better way of managing servicing for our smaller vehicles

Business change, information and technology

Deliver Business Change

- Fully align our portfolio management processes to the budget development cycle and Service governance.
- Develop the Business Change function to improve management of the Portfolio of Projects, Project Delivery, Business Analysis and Customer Engagement.
- Focus project scope to align to 'minimum viable product' concept to ensure resources are targetted to strategically important tasks.

Transforming Customer Service Through Technology

- Relocate our 999 Control Room and implement the latest technology including multi-agency incident transfer arrangements.
- Prepare for the Emergency Services Network.
- Exploit our risk management system fully by using it to manage more processes.
- Improve incident ground communications, data capture and sharing.

Developing the Next Generation of System Capabilities

- Maintain pace with supplier roadmaps, utilising new features as they become available.
- Replace systems which are not fit for purpose.
- Enable mobile working.

Maintaining Highly Available and Secure Technology Services

- Undertake upgrades and patching processes to reduce the risk of a cyber attack.
- Continue to move services to the cloud, reducing the burden on IT resources.
- Support new hybrid working, enabling colleagues to work from anywhere.
- Continue to use data securely and ethically.

Commercial and procurement

To provide continuous support and guidance for all procurement and commercial matters, including access to market intelligence to support our business cases and purchasing decisions

- Continue to improve the quality of statements of needs published to the market
- Include whole-life costs in decision making on all purchasing
- Encourage pre-market engagement where this will get us a better product or service

To provide access to innovative products and services to support the evolving and diverse nature of services to our customers

- Maintain the category management approach to our spend
- Continue to work with partners and other agencies to purchase collaboratively
- Continue to maintain an in-depth and up to date knowledge of our markets

To continue to be transparent in ongoing and future procurement activity

- Continue to publish all information required under the government transparency code for local government
- Reduce the number of purchases made without a competitive process
- Always maintain a published pipeline of future purchases

To provide fit for purpose goods and services available to the front-line

- Always engage with users in all procurements
- Regularly seek feedback on the products and services we have purchased
- Continue to effectively manage our contracts as a whole to ensure quality and performance is maintained

To consider inclusion and social value considerations in all procurement opportunities

- Consider the social value contribution our suppliers can make as well as value for money and publicise how we worked with suppliers to deliver such initiatives.
- Continue to publish all opportunities to suppliers in an open and transparent way
- Ensure equality, diversity and inclusion impacts are factored into all procurements and contract management processes.
- Continue to diversify our supply chains, to ensure opportunities for our business are accessible by newer, smaller and innovative suppliers.

To continue to support our local community through implementation of the Modern Slavery Policy

- Publish a transparency in supply statement annually
- Review the training provided to everyone that works for us on modern slavery to keep pace with new and emerging customer needs
- Raise awareness locally and nationally about the need for effective due diligence and ethics in procurement

How we ensure success?

We will monitor the delivery of each strategy. Over and above that, we have selected a suite of performance indicators which will form the basis of a “balanced scorecard”, drawing from all the strategies and other measures we use. This will be used to give assurance to all that we are delivering what we promise in this plan.

The balanced scorecard for the start of 2021/22 is shown in the table below. It was developed through engagement with an expert in value for money assessments and shared with other fire and rescue services nationally. It will be refreshed every year in line with current issues faced by the Service.



Economy perspective

- % spend against the annual budget
- Receipt of the Auditors statement of assurance
- Unqualified accounts achieved for the previous financial year
- % spend of capital funding
- % spend of infrastructure revenue funding

Efficiency perspective

- % of operational colleagues in qualification in key skills
- % of shifts lost to sickness
- Availability of fire engines compared to stated requirement
- % of life-threatening 999 calls where the first fire engine was in attendance within 10 minutes

Effectiveness perspective

Prevention

- LPI 107 Smoke Alarms Fitted But Did Not Activate
- LPI 108 No Smoke Alarm Fitted
- LPI 200 Safe & Well and Home Fire Safety Visits

Protection

- LPI 300 - Building Consultations Completed
- LPI - Number of Audits completed
- LPI - Ratio of high risk audits (Target 80%)
- LPI 302 Alleged Fire Safety Concerns responded to within 24 hours

Operations

- LPI 100 - All Fires
- Fatalities (accidental)
- LPI 120 – Turnout Times
- LPI 148 Severity of Accidental Dwelling Fires
- Emergency Medical Response (Co-Responding)

Corporate/Customer perspective

- Completion of an annual survey of everyone that works or us on a key issue (eg culture or wellbeing)
- Report on the data breaches reportable to the Office of the Information Commissioner we have recorded
- % of freedom of information requests responded to within 20 working days
- No of complaints received
- Transparency in Supply Chains statement published
- Availability of the core IT network
- % disclosure of EDI characteristics by staff group

Annex 1: History of change

We have undergone considerable changes over the lifetime of the previous Customer Safety Plan. The key changes and developments are set out below.

2017

- Work starts on designing and drafting the new Customer and Corporate Plan 2018-2022.
- Recruited 21 wholetime firefighters – the first such recruitment since 2007.
- New fire station opened in Chatham.
- Maintained emergency medical response capability from the majority of on-call sections and a number of wholetime sections.
- Roll out of flexible rostering to Dartford, Thames-side, Tunbridge Wells, Dover, Folkestone and Ashford.
- Building work started on the new fire station at Ramsgate.
- Introduced improved desktop terminal devices and software across the Service.
- Maintained “Excellent” status in the Local Government Association equality framework.
- Achieved Kent Dementia Friendly employer of the year.
- We made a corporate commitment alongside Kent Police to support the White Ribbon Campaign.

2018

- Recruited a second cohort of 24 wholetime firefighters.
- Completed the move to flexible rostering.
- Rolled out response to medical emergencies by on-call crews
- Invested in new operational assets to improve our capabilities.
- Created a new team to focus solely on the On-call section.
- New Customer and Corporate Plan 2018-2022 published. Delivery of this underpinned by eight strategies. Two of the strategies (Community Safety and Engagement) are outwardly focussed. The other six (Operational Response, Procurement, Performance and Data, Assets, IT and Business Change, and People) focussed primarily on internal processes essential for the delivery of an effective and efficient fire and rescue service.
- Embedding the concept of ‘customer’ in the Service. Developing the Customer Advocate Programme.
- Consolidated our support for mental health and well-being, culture change and embedded the ‘Think Contaminants’ project.
- Cultivation of talent pipeline and future leaders.
- Restructured middle management layer to bring resource into projects and new Station Leaders following restructure of station leadership teams.
- National lead on procurement (PPE, workwear and training).

2019

- Ramsgate fire station officially opened, replacing the previous fire station which had been in operation since 1905.
- EU exit planning successfully implemented.
- Customer and Corporate Plan refreshed and underpinning strategies reviewed to ensure that they remain suitable.
- Wide-ranging restructure of the Community Safety and Technical Fire Safety teams undertaken. The two departments were renamed Customer Safety and Building Safety respectively and we implemented an investment programme to allow the teams to deliver the aims of the Community Safety strategy.
- Creation of a new Collaboration Team (following restructure) to lead on delivering collaboration activities efficiently and economically, whilst making sure benefits could be tracked and evaluated.
- The Customer Experience and Behaviour Change Team (also created as part of the restructure) implemented the framework and methodology for behaviour change, using customer insight and research to develop safety programmes that ensure customers’ needs are put first.
- New wellbeing manager role created and dedicated Wellbeing Zone set up on our intranet.
- Year one of national operational guidance project fully delivered.
- Set up of complex buildings programme and externally created baseline survey.
- Introduction of Stairwell Protection Teams and smoke hoods.
- Creation of central Risk Reduction Team centralising risk data.

- Pilot of safe and well visits in high risk premises.
- Station Leader model embedded and joint work on development of stations underway.
- New station plans created by fire stations.
- Work completed on full analysis of our actions against prevention of future death notices.
- Work started on review of training with workshops with crews leading to an integrated model of learning.
- Further progress and delivery on our 'Think Contaminants' project to protect firefighters.
- People impact assessments for four core activities created and opened up for consultation across the sector.
- Leadership framework and new leadership curriculum being implemented along with leadership programme for Crew Managers.
- Leadership conference held all managers (including Station Leaders) leading to new thinking on a number of issues.
- Co-design of promotion questions for all staff shared with fire sector.
- Safeguarding training completed by all staff
- Continued to move on from appraisal to an approach centred on high performance coaching.
- Recognition of the FRSA (Fire and Rescue Services Association, formerly called the Retained Firefighters' Union).
- Network and data security improved through removal of password reset and introduction of three new words.
- Improvements to our maternity and paternity provision.
- Carry out 'Feeling Valued' survey with full results given to staff and actions taken forward.
- ACAS commissioned to ensure we are doing all we can to support staff in relation to bullying.
- Wellbeing continues with work on trauma release
- Work with Kent Autistic Trust leads to improve the Service's support for customers with autism. KFRS's approach shared with the sector.
- Schools education programme overhauled and improved in consultation with schools.
- New format station open days found to be hugely successful.
- Support 'BeYou' project for LGBTQ+ young people at fire stations.
- We accept the invitation of the HeForShe campaign for men and people of all genders to stand in solidarity with women to create a visible and united force for gender equality (referred to as 'Men and Women as Allies').
- 'Ten from Len' safe and well campaign with Len Goodman launched.

2020

- On 24 March, the multi-agency Strategic Coordination Group declared the coronavirus pandemic to be a major incident. In response to the pandemic, we undertook additional work which included: supporting SECamb with logistics and delivery of PPE to ambulance facilities across Kent, East Sussex, West Sussex and Surrey; making our Fleet Technicians available to assist with ambulance breakdowns; operational crews responding to falls in the home; supporting SECamb with testing equipment and PPE; releasing KFRS staff to undertake more supportive work to SECamb colleagues, and acting as the procurement hub for the provision of covid PPE to all 45 fire and rescue services in England. In addition, we assisted Kent County Council with the distribution of food parcels to the vulnerable and elderly, delivered meals for Age UK and provided pharmacies with support for delivery of prescriptions.
- We declare a climate emergency and begin to develop a Carbon Action Plan to make KFRS carbon neutral by 2030.
- We introduced our first 11 hybrid vehicles to the fleet. We aim that by 2030, 75% of our pool cars, vans and maintenance vehicles will be ultra-low emission or hybrid vehicles.
- All vehicles in our fleet are now fitted with telemetry tracking systems allowing us to monitor mileage and engine idling time.
- New mobile data terminals installed on fire engines. New software under development to further improve their effectiveness.
- Operational groups reorganised into four sections: East Group, West Group, On-call Group, and Ops Readiness Group. The latter created to support the delivery of Station Based Training and provide management of operational establishment and sickness.
- 'Station Based Training' project implemented with the aim to provide operational personnel (including Fire Control Operators) with background knowledge of relevant National Operational Guidance as well as local risk based guidance.
- Moved away from the traditional recruit course and began a new trainee pathway that trains both on call

and whole time together for 20 weeks with periods of on station development.

- Gained accreditation from the Institution of Fire Engineers (IFE) for station-based training and ensured all operational and Building Safety colleagues have IFE membership.
- Folkestone becomes the first fire station in Kent to be a 'fire and ambulance response station'. Two ambulances are now based at Folkestone fire station and available to respond on a 24/7 basis.
- KFRS brand refreshed and rolled out internally bringing clarity to our brand identity and helping us to explain our beliefs and ambitions. Focus of the brand is 'Together', based on the idea of: KFRS as a great place to work – 'we are one team'; and KFRS working with customers to build a safer Kent and Medway.
- The Engagement team launch the 'Kent Together' campaign to identify resources and support to help people get through the coronavirus pandemic.
- Equality of access. Developed and published a range of national equality of access cases and shared them with the sector.
- In September, HMICFRS undertook an inspection of our response to the coronavirus pandemic (results to be published early 2021).
- July 2020, our updated Customer and Corporate Plan 2020-2024 was approved by the Fire Authority. The document was renamed the Customer Safety Plan 2020-2024 in line with our stated focus on the customer.
- December 2020, prior to their replacement a final update was presented to the Fire Authority on progress made to deliver the eight strategies of the Customer Safety Plan 2020-2024.
- This confirmed that over 70% of the activities within each strategy had already been completed or were being progressed. As a result, the Service is successfully working to deliver its stated aim and objectives.
- Embed processes to ensure that Small, Medium Enterprises (SMEs) and Black Minority Enterprises (BMEs) bid for contracts without discriminating against larger firms.
- Roll out of a toolkit and evaluation template that can be adopted to ensure social value and social wellbeing can be accurately and realistically quantified and tracked throughout the life of new contracts.
- Publish our Code of Ethics, which is based on the Nolan Principles and clearly sets out the standards of ethical and professional behaviour we expect.
- Corporate policy refresh – more accessible format

2021

- New KFRS brand rolled out to external audiences across Kent and Medway.
- Following the experience of flexible working during the pandemic, we commit to truly flexible working for office-based teams.
- We publish our Modern Slavery Policy, which sets out our zero-tolerance approach to modern slavery, human trafficking and all forms of servitude and forced and compulsory labour in all our own business, commercial relationships, and any of our supply chains.
- Initiated review of planning assumptions for emergency cover. Part of the process of ensuring that our cover continues to be as effective as possible.
- Adopt the first four fire standards published by the Fire Standards Board (Emergency Response Driver Training, Operational Preparedness, Operational Competence and Operational Learning Fire Standards).
- HMICFRS publish results of their inspection of our response to the coronavirus pandemic, stating that we adapted effectively and efficiently to the considerable demands that were imposed upon us by the pandemic and also recognising that we did so while maintaining our day-to-day service and fulfilling all of our statutory duties.
- Lead on two national projects: the National Firefighting Specific Training Framework and the National Specialist PPE Framework. The former will deliver a route to market for all FRSs to procure their training service requirements to align with National Operational Guidance (NOG) training outcomes.
- Purchase of new response cars undertaken through a collaborative approach with the Metropolitan Police.
- Companion devices (tablets) to fire engine mobile data terminals rolled out to trial fire stations as part of a test of their effectiveness ahead of Service-wide roll out.
- Green Forum established to oversee the Climate Action Plan and generate new ideas to drive change and achieve our goal of being carbon neutral by 2030.
- Code of Ethics further updated and linked to the proposed Code of Ethics Fire Standard that has been drafted in partnership with the Local Government Association and the Association of Police and Crime Commissioners. As part of our commitment to the highest ethical standards, all colleagues are required to commit to this.
- Learning and Development Team reorganised into Technical Training and Professionalism as part of wider Response and Resilience re-structure.
- Re-structure of Response and Resilience and move towards an approach based on principles of matrix

management.

- Two of our officers leaving on two new work streams for the National Fire Chiefs Council: Environment and Climate Change and Alternative Fuels and Energy Systems.
- Completed the National Operational Guidance project, resulting in the alignment of all KFRS operational policies to national guidance – the first FRS in the UK to do so.
- Supported other FRS across the UK with their efforts to implement, sharing what we had learnt and developed.
- Awarded ServiceMark by The Institute of Customer Service in recognition of excellent customer service, the first fire service and one of the first public sector organisations to achieve this standard.
- Two new NFCC work stream lead officers – Dir. Rist (Environment and climate change) and AM Deadman (Alternative fuels and energy systems)
- Completed the National Operational Guidance project, resulting in the alignment of all KFRS operational policies to national guidance – the first FRS in the UK to do so. Supported other FRS across the UK with their efforts to implement, sharing what we had learnt and developed.

2022

- Plans approved for a state of the art live fire training facility to replace the existing facility at Ashford approved.
- Introduction of the Home Fire Safety Visit Task Force carrying out proactive visits to our priority customers.
- Adopt the latest fire standards published by the Fire Standards Board (Prevention, Protection, Safeguarding).
- Re-introduction of evening/weekend working within the Safe and Well Team (originally introduced in January 2020 but paused in March 2020 due to the coronavirus pandemic).
- Introduction of Response Assessment Intelligence Visits (RAV-Int).
- Introduction of All Together Days, bringing colleagues together from across the service delivering targeted home fire safety visits.
- Specific training to all operational crews on complex lifts rolled out in response to increasing musculoskeletal injuries – resulting in zero injuries post training.
- Aid for Ukraine. Hosting the co-ordination of 5 convoys which departed from Ashford fire station, providing much needed fire service resources to Ukraine.
- Peer review of Customer and Building Safety quality assurance processes. Review team comprised of colleagues from South East Region FRS, NFCC and the LGA. Review found Kent to be 'leading the way' with our quality assurance processes which are being used to influence national best practice.
- Introduction of level 3 and 4 safeguarding training. Training developed in Kent being proposed as best practice nationally across FRS.
- Procured and taken delivery of a fleet of 66 new response cars. These cars have been procured in collaboration using a National Police framework agreement.
- Reviewed areas of our approach to customer service; covering aspects such as customer service training; improving opportunities for customer feedback; introducing a new customer feedback policy; and completing phase 1 of a project looking at equality, accessibility and customer experience.

Annex 2: How we profile risk

The term risk can mean different things to different people and can often be used in a range of ways. We follow the definition that has been researched and recommended by the National Fire Chiefs Council Community Risk Project (<https://www.ukfrs.com/community-risk/defining-risk>).

All fire services, by law, have to assess risks in their areas. To us however the process is not simply a legal requirement but a process that allows us deliver the excellent service to our customers that we are striving for. By getting the best possible understanding and assessment of public safety across Kent and Medway, and all the things that we think could reasonably predict happening that could cause injury or loss of property, allows us to focus our services and response in the areas of greatest need.

Risk profiling is part of our planning cycle, which works across a four year period, but the information is reviewed on an annual basis to ensure it remains current and fit for purpose. The profiling of risk covers all three areas of response, prevention (largely our work in people’s homes and on the roads) and protection (largely in business premises and residential homes with common spaces like landings, such as a high rise building). Common approaches and datasets are used to ensure consistency across the business.

There are many elements to this process, but these are not considered in isolation as individual elements, we bring them all together to understand how best to deliver our services. This document focuses on the risk, demand and isolation elements, primarily in relation to changes to front line emergency response but it will demonstrate how this links through all relevant teams in the organisation.

Risk: A combination of the likelihood and consequences of hazardous events	
Hazardous event	A potential event that can cause harm
Likelihood	The chance of something happening. May be described by the probability, frequency or uncertainty of events
Consequence	The outcome of an event. Specifically the severity or extent of harm caused by an event

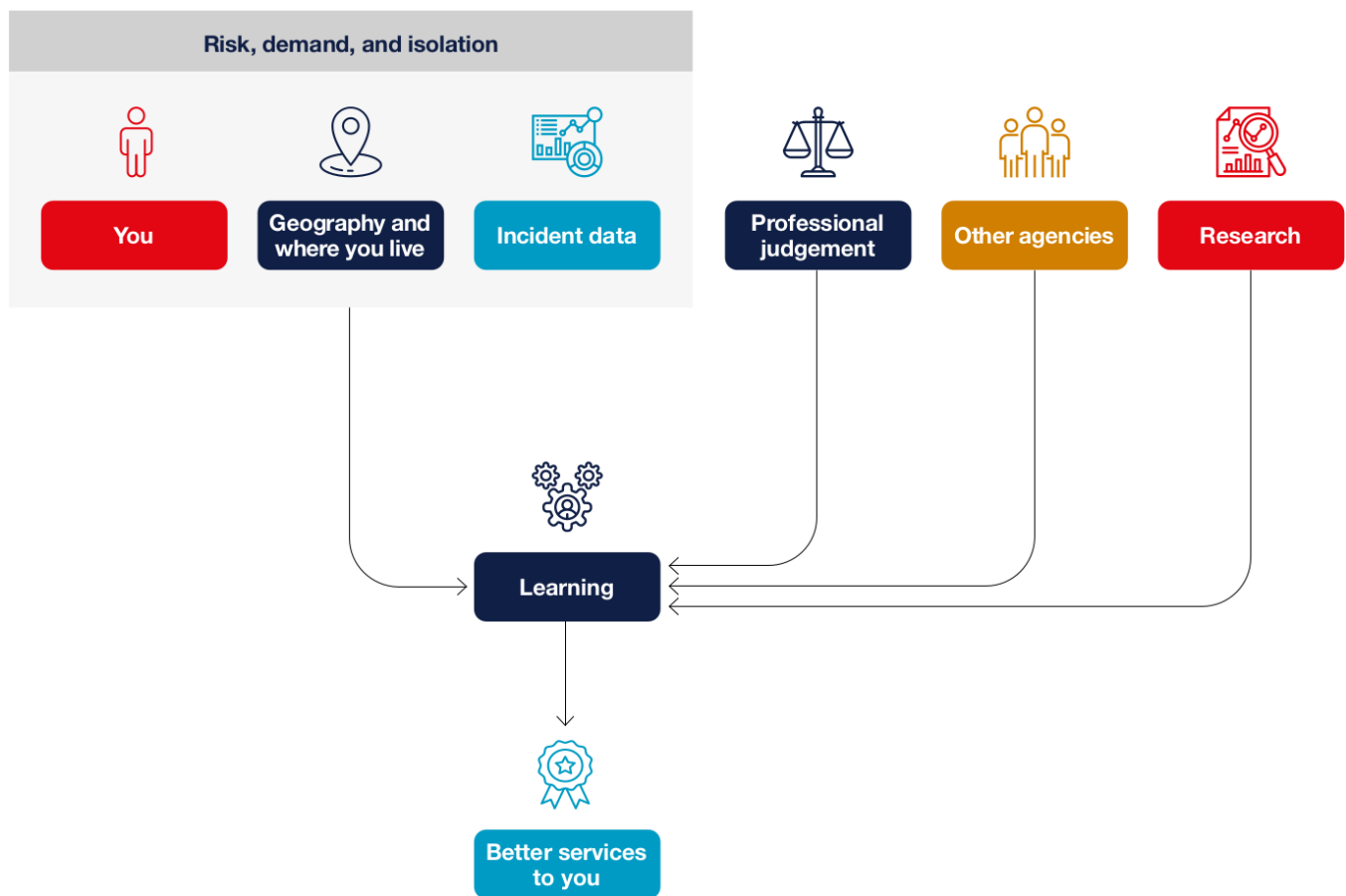


Risk

We need to establish how many people live in the area using census data. Using profiling data, we can assess how many people may have the needs we’ve identified in our impact assessments, and in what areas we might see certain groups of people. Some examples may be areas where we find more of one particular minority group who need additional support, or an area with a higher density of high-rise buildings. This helps us work out whether we need additional resources in certain areas.

We keep under review big questions such as population change and demographics. More people are living longer, but some have significant health issues.

Climate change is an area of concern for us as longer hotter summers lead to more outdoor fires. We also look at seasonal changes and how the risk may change in an area due to tourism or seasonal agricultural workers as examples.



How we profile risk of accidental fires in the home

We have developed our own statistical model over the last two years which provides us with the ability to estimate demographic risk in relation to accidental fires in the home. Using information available to us on the population in our area from Mosaic (a lifestyle profiling tool) alongside the most recent three years data on incidents and casualties allows us to segment and profile our customers and estimate the level of predicted risk of a fire in the home for each output area in Kent and Medway. An output area is a geographical area created for Census data collation and has on average 125 households within it.

The model is essentially a method by which an estimate of risk to life from a fire in the home is calculated and assigned to each of the 12 socio-demographic Mosaic Groups. This estimate is then apportioned to output areas based on the segmentation of households, providing an overall estimate of life risk in an output area (which can be aggregated to higher geographies). In addition the model will also indicate variations of the highest socio-demographic risk group in different areas. The model outputs can be used in more than one way, for example if we wanted to target a particular characteristic of a socio-demographic group we could filter on areas where they are the highest risk.

The model is refreshed on an annual basis and validation is carried out in the form of comparing actual incident data for the previous year to what the model predicted. The latest validation carried out found that on 70% of incidents, the Mosaic group of the household matched the two highest risk Mosaic groups the model predicted. Broadening the groups to include the highest three or four groups the model predicted, achieved a higher percentage still which suggests that targeting the high risk groups in areas where incidents have not yet happened is a proportionate approach to proactively targeting potential risk groups.

The benefit of this approach is it allows us to recognise and demonstrate knowledge of local diversity, rather than applying a blanket set of risk factors across the whole of Kent and Medway. Our previous approach was based on census data and numbers of lone pensioner and rented households, which had the limitation of not distinguishing between affluent or social lone pensioners or social/private rented households. Using Mosaic allows a greater level of granularity to profiling our demographic makeup of communities and updates are released annually resulting in a model that is more reflective of our communities.

We make sure that this information is utilised across the Service. Using the outputs of this model at Kent/Medway level, we take the highest risk groups into consideration for both reviewing where our fire engines are based and

how quickly they can respond and for targeting where our firefighters carry out home safety visits in their local communities.

When we review the locations of our fire engines or how we crew them, we will use this model as one element of assessment. It will help us to identify if any areas where the risk (the likelihood and consequence of an event) of fire in the home is greater will be affected by the changes we are proposing. In an ideal world, we would be able to respond to an emergency across the whole area within a few minutes. In reality however, this would require a fire engine available 24 hours a day, 7 days a week in every town and village, which is neither affordable nor proportionate to the risk. We do however have to ensure that any change to our emergency response does not put residents already at a high risk, at further risk and increase the consequence of an event due to an extension in our response.

We provide our firefighters with prioritised addresses to visit in their local areas in order to offer home fire safety visits to those considered at greater risk of a fire in the home. In order to do this, we identify addresses that have a Mosaic group that matches the top four highest risk groups across the county or addresses that are provided through Exeter data. Exeter data is provided annually from the NHS and details the addresses of anyone over the age of 65. The model does not specifically take into account age but it is important that we continue to consider the age of our communities in relation to risk of a fire in the home; our fatalities are generally those over the age of 70 years and they remain a high-risk group to us.



How we profile risk of fires in non-residential buildings

Our Building Safety team is responsible for enforcing the Fire Safety Order 2005 across the County. There are in excess of 100,000 premises that fall within the scope of the Order and it is clearly unrealistic to visit them all, therefore resources must be prioritised to those where the risk is greatest. For that reason we have a methodology to identify those premises which we refer to as the risk based inspection programme.

We define high risk premises as “those premises where people sleep or a licence (issued under the Licensing Act 2003) is in force and data suggests they are likely to have fires or any premises where intelligence indicates a perceived likelihood of an incident occurring”.

There are three criteria to identify buildings for the risk based inspection programme which are:

- Buildings that fall into the top 5% of properties classified as high risk from the Experian Fire and Rescue Service Scored Risk Data; a commercially available database
- All specialist housing; the Experian data highlights that these types of properties are two times more likely to have a fire than the countywide average
- Tall residential buildings; those over 10 floors where the Experian analysis has highlighted a premises to be twice as likely to have a fire as the countywide average

In order to understand the risk that non- residential buildings present to us we utilise the Experian Fire and

Rescue Service Scored Risk Data which is a commercially available database of buildings in the county. The dataset predicts the likelihood of a fire occurring at a premises and displays the information in a relative scale from 1 to 100. The methodology is statistically proven to predict that 80% of non-domestic fires that will happen will occur in the top 20% of highest risk buildings provided. The primary purpose for this dataset is to inform our risk-based inspection programme, but it also utilised as our master dataset of these buildings across the county. In addition it is also used by our Risk Information Team to target those buildings where we need to gather, record and manage risk information for effective firefighting and keeping our crews safe in the event of an incident.

To ensure we assess any changes to our front line response against the risk of fire in a non- domestic building, we have a model which simply takes the risk score provided the Experian data and aggregates the total score of all buildings within a defined area. This approach allows us to identify concentrations of buildings with a higher risk of a fire and consider this when we are reviewing where our fire engines are based and how quickly they can respond, exactly as we would for fires in the home.

In essence, one single dataset is providing risk information across all teams who need to utilise it allowing a consistent and coherent approach to this element of the community we serve.

How we profile risk of road traffic collisions

Profiling the risk of when and how often road traffic collisions will happen is considerably more difficult than profiling risk of fires in buildings. There are many factors that affect road traffic collision profiling, not least of which the ability to profile the drivers involved in these incidents. To understand the risk and likelihood of road traffic collision incidents we assess differences in road infrastructure, such as A and B classified roads, and use historic incident and casualty data to determine the levels of our interaction with these incidents. This allows us to identify the areas where incidents are more likely to occur and consider these when assessing our response approach.



How we consider response against these risks

Our response model aims to provide a comparison of the estimated response times for our current fleet of fire engines to each output area across our area. The model provides a base case to benchmark the estimated response of the first and second fire engines allowing us to assess the impact of changes we may want to make.

Additionally, we can take this response model and combine it with one of the risk models detailed above, allowing us to assess any areas at greater risk due to a longer response time predicted.

Demand

We use a wide range of data to help us understand and quantify where we need our resources. We use data from all the incidents we have attended over the previous five years, look at key risk sites, and study local development plans from local authorities and the growth and infrastructure plan to look at where new demand may occur. A five year period of historic incident data is considered to be sufficient a time frame to allow for peaks and troughs in incident demand influenced by external factors.

Our historical data tells us where incidents have happened and sadly the people who have died or been injured in fires to note any trends or issues. Historic incident data is in fact 'realised risk' and is factored into our risk profiling models. We will look at individual incident types across areas as well to determine if any areas are over or under represented for incidents of a serious nature.

It is important not only to take into account incidents, but also to look at how busy our fire engines are, where they are being used and how they are being used. We review all occasions of simultaneous demand of our front line vehicles so we know how often multiple resources have been in use at one time and how long for. During the

daytime we have fewer fire engines available, due to the availability of our on call staff, which can mean that relatively few incidents that are small in nature can deplete the fire engines we have available to cover the risk in the rest. Conversely, one large fire can have the same affect and last for many hours. In this scenario however we would put our resilience planning into effect, but it must be considered when looking at changes to emergency response cover models.

Our historic data allows us to assess the business as usual impacts on our resources, but it is also important that we consider those events which require wider scale planning for. All emergency services, local authorities and utility companies work together to keep our communities safe. We meet in what is known as the Kent Local Resilience Forum, one of our duties under a piece of legislation called the Civil Contingencies Act 2005. Part of the work of that group is to create and maintain a document called the Community Risk Register. This allows us to share data and information on our preparedness on the major risks in our area and then to determine how we would work together to prevent incidents, manage incidents when they occur and communicate with you.

Alongside all this data we also keep a live record of special risks such as historical buildings, waste recycling plants, big industrial sites, new housing estates being built and areas of natural beauty/ wildlands. We also monitor emerging concepts such as dementia villages which are starting to be developed in our communities.

Isolation

The geography we have in Kent and Medway makes a fundamental difference to how we provide services - we look at how long it would take us to reach very rural areas, areas of high population density, areas of deprivation and then marry these to the historical data about types and numbers of emergencies. This doesn't totally predict the future but it can guide us about the type of equipment we need in different areas. Another factor that needs to be taken into account is the amount of time it would take a second fire engine to arrive to a location, known to us as fire engine lag. Obviously the quickest response possible for the first fire engine is incredibly important and with the geography of Kent there will always be places that we cannot get to within our 10 minute target for life threatening incidents. Getting to incidents quickly matters. The sooner we arrive, the sooner we can help. The sooner we arrive, the less severe and potentially life-changing any burn injuries may be. The sooner we arrive, the less severe any property loss may be, be it in someone's home or their place of work. And the sooner we arrive the better the chances are of us performing a successful intervention if we need to. While one fire engine arriving can make a significant impact and will start to bring order and calm to the situation, there are many incidents which will need the staff and equipment from at least one other fire engine to bring the incident to a successful conclusion. Any proposed changes to front line service provision will assess any impacts on the time it takes for a second fire engine to arrive into an area.



How it all works together

All these elements come together to help us serve you better. In summary we approach assessing changes to emergency response provision by considering all the elements through a three phased approach of risk, demand and isolation. There is no mathematical formula that weights these three things more important than one another, each is taken on its own merit and is therefore different across different geographical areas. This is our preferred approach because it allows us to truly assess our communities and not allow characteristics of one area overshadow the needs of another.

Professional judgement is key when considering making any changes to emergency response. We use a lot of data and information to create intelligence, but this approach will only take you so far, opinions of subject matter experts is incredibly important to sense check predictions against the real-world scenarios. The three areas of response, protection and prevention are all working to the same definitions of risk and services are being tailored to ensure we meet the needs of our customers and protecting those who are deemed to be at greater risk through the use of data, intelligence and professional judgement and understanding.

Annex 3: Adopted Fire Standards

At the time of writing the Fire Standards Board have published the following standards, all of which have been adopted by Kent Fire and Rescue Service:

- Emergency Response Driver Training Fire Standard
- Operational Response: comprising Operational Preparedness, Operational Competence and Operational Learning Fire Standards
- Community Risk Management Planning Fire Standard
- Code of Ethics Fire Standard

A further two standards are undergoing a review and quality assurance process before the final versions are proposed to the Fire Standards Board for approval in 2021.

- Prevention Fire Standard (closed April 2021)
- Fire Protection Fire Standard (closed April 2021)

Following the publication of the first four standards, the Authority undertook a high level gap analysis of its position against each of the published fire standards. This identified that the Authority was compliant with the majority of the key areas of each of the four standards.

In addition, within Kent Fire and Rescue Service there already exists a well-established culture of professional standards, which is underpinned by and codified in a small number of key documents. The conduct of staff is taken very seriously and we have a Code of Conduct which clearly sets out the standards of ethical and professional behaviour we expect.

We place the utmost importance on holding ourselves to high standards of behaviour and integrity as embodied in the seven Nolan principles of public life: 1. Selflessness; 2. Integrity; 3. Objectivity; 4. Accountability; 5. Openness; 6. Honesty; 7. Leadership.

During the consultation period, the Authority was an active participant, engaging with and responding to each of the consultations on the proposed fire standards.

This same level of active engagements in the process will be taken with future consultations on additional standards.