

Table of Contents

Table of Contents	1
Introduction	3
Strategic priorities	3
Improve the working experience on our firestations	3
Respond to the post COVID world by reconfiguring the office and training estate	4
Use technology and data to better manage, and make more efficient use of, our fleet	4
Achieve carbon neutrality by 2030	4
Improve how we manage our contracts and suppliers	4
Strategic Assessment and Action Plan	4
Our priorities and key objectives	6
Priority One Improve the working experience on our fire stations	7
Why do we need to do this?	7
Achievements 2017 to 21	8
Where next?	9
What does success look like?	11
How will we measure performance against our objectives?	12
Priority Two Respond to the post COVID world by reconfiguring the office and training estate	13
Why do we need to do this?	13
Achievements 2017 to 21	14
Where next?	15
What does success look like?	16
How will we measure performance against our objectives?	17
Priority Three Improve how we manage our fleet	18
Why do we need to do this?	18
Achievements 2017 to 21	19
Where next?	20
What does success look like?	21
How will we measure performance against our objectives?	22
Priority Four Achieve carbon neutrality by 2030	23
Why do we need to do this?	23
Achievements 2017 to 21	24
Where next?	25
What does success look like?	26
How will we measure performance against our objectives?	27
Priority Five Improve how we manage our contracts and suppliers	28
Why do we need to do this?	28
Achievements 2017 to 21	29
Where next?	30
What does success look like?	31
How will we measure performance against our objectives?	32
Kent Fire and Rescue Service Climate Action Plan	33
Useful Definitions	35



Environment and Assets Strategy

2021 to 2025

Working together towards
a safer Kent and Medway



Kent Fire &
Rescue Service

together

Introduction

Our Environment and Assets strategy is one of six which set out our aims over the next four years. It outlines how we will help everyone that works here to perform their roles by providing the right equipment, in the right places and buildings, across Kent and Medway. It also help us to meet our role in responding to national emergencies.

Over the last ten years we have invested in our estate and our assets, and replaced fire engines with more efficient ones. We have and provided innovative new equipment to make firefighting safer. We have made our fire stations better to work in and more inclusive to meet the needs of our diverse workforce. But there is more to do. We have a range of vehicles like fire engines, blue light response cars, pool vehicles and vans and firefighting equipment. We spend £1.88m on fleet maintenance and fuel, and the operational equipment replacement, maintenance and servicing budget is £1.3m per year.



Working together towards a safer Kent and Medway Over the next four years we anticipate spending £16m on replacing vehicles across the fleet. We are used to challenging and achieving value for money on everything we buy. And we look for innovation and the best deals available to meet our specified needs.

We also want good driving behaviour from everyone that drives the vehicles we own. We use data from telemetry in vehicles, and CCTV footage, to assist with coaching driver behaviour, to investigate accidents and defend insurance claims against us.

Our estate is made up of fire stations, some houses, training venues and office buildings. Most are over 40 years old, with two sites having historical interest which are sited in conservation areas, which limits potential change to these buildings. Four new fire stations were built between 2014 and 2017.

The current estate consists of:

- 56 fire stations, including stand-alone on-call fire stations in more rural areas
- Technical rescue centre
- Distribution centre
- Training venues including the Authority's main training centre
- 27 houses, which includes seven that are currently held for sale
- The Godlands site in Maidstone
- Vacant sites at Westwood Cross in Thanet and in Watling Street, Chatham, both earmarked for disposal

In the next four years we want to use our estate more efficiently by becoming more energy efficient and reducing our running costs. We will continue to provide space for partners and other agencies to work, and explore opportunities to share and collaborate where we can, as well as provide fit for purpose emergency response bases for the Service.

Strategic priorities

Improve the working experience on our firestations

Our buildings need to be in the right place and fit for purpose. They need to be maintained according to current

guidance and laws. They should provide a good working environment for a modern and inclusive fire and rescue service, where everyone that works for us can be creative and productive for all teams.

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

We want to use the experience we have gained by working remotely and effectively during the pandemic, to make this the norm, providing everyone, wherever possible, with the opportunity to balance office life and home life. We want to provide the right training environment to help everyone fulfil their potential.

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

Our current fleet management system is due for replacement as it is based on very old technology, so we want to update this. This will help us continue to use all our vehicles efficiently and provide repairs and spares quickly, when they are needed. We will aim to have a fleet of vehicles which contributes to protecting the environment.

Achieve carbon neutrality by 2030

Taking our environmental responsibilities seriously has been core to our business for at least the last decade. The previous strategy set out how we invested in solar capture at some sites but also changed our behaviour in using less paper and printing less too. But the climate issues we face globally means we all need to do more. Our carbon action plan sets out our commitment to achieve carbon neutrality by 2030.

Improve how we manage our contracts and suppliers

We have a large number of contracts in place for all our assets. We have a long-standing arrangement with Kent County Council for the scheduled servicing and major defect repairs for our fire appliances and specialist heavy fleet but our light fleet servicing is more ad hoc. We want to change and improve this. We have a large programme of work we want to do at fire stations to improve them so we will ensure that we spend our money wisely in doing these improvements.



The strategy is designed to support the organisation's overall corporate plan, known as the Customer Safety Plan. Our corporate aims are: The strategy is designed to support the organisation's overall corporate plan, known as the Customer Safety Plan. Our corporate aims are:

- 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

Strategic Assessment and Action Plan

Starting in summer 2020, we held a number of internal workshops and seminars, along with seeking feedback from our partners, which has led to the creation of our 2021-2025 strategy.

Our Environment and Asset strategy is accompanied by an assessment which brings together all of the

insight, evidence and data we've used to develop this blueprint.

This includes:

- National and international research on the impact of climate change
- Legislative and statutory compliance requirements
- The ten year forward assessment of risks and challenges presented in the Customer and Corporate Plan
- Data collected from an estate wide stock condition survey
- An analysis conducted by the property and fleet teams of what the future may look like
- A strengths and weaknesses analysis conducted by the property and fleet teams
- Engagement across the organisation, capturing what everyone that works for us thinks the future holds
- Operational debriefs of incidents we have attended
- Feedback received by each team from completed projects

We have developed an action plan which is a 'live' document and will be updated regularly by the Estates Board, Vehicle and Equipment Replacement Programme Board and the Assets Board.

The action plan outlines the activities we need to complete to implement this strategy.

Our priorities and key objectives

The following success measures, drawn from CPS 2025, will be used to monitor progress against our key deliverables across 21/22.

Priority One 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

Priority Two 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

Priority Three 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

Priority Four Achieve carbon neutrality by 2030

- Achieve carbon neutrality by 2030
- Improve the energy efficiency of our buildings
- Change the behaviour of everyone that works for us to be more aware of their impact on their environment

Priority Five 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

Priority One

Improve the working experience on our fire stations

Why do we need to do this?

Fire stations contain dangerous equipment and vehicles can move quickly off the site when responding to 999 calls. They also contain assets which are important in the event of a major national incident, like flooding or a terrorist attack.

We need to make sure our buildings are fit for purpose. Many were built in the 1960s and 70s, and in places are showing their age. Whilst we cannot replace them all, we do want to spend some money improving them. This will help make the experience of going to work as good as it can be. It will provide a more welcoming environment if a member of the public needs a safe haven, have good fitness facilities for everyone that works for us and the buildings will be safe and secure. We will also encourage all teams to use fire stations for project and team meetings.



Achievements 2017 to 21

- Opened Ramsgate fire station
- Reviewed our approach to minimising contaminants brought into fire stations on personal protective equipment after attending incidents, and started work at stations to separate 'clean and dirty' areas
- Following an internal audit improved how we manage safety records related to property
- Dealt with more than 2,000 immediate and urgent repairs to our properties since April 2019, in an average of 5 working days per case
- Sold two houses we no longer needed, and have another seven due for disposal
- Prepared the Westwood Cross site, and surplus land at our Medway site, for sale

Where next?

Continue to minimise any contamination at fire stations by particulates when firefighters return from incidents by improving storage for personal protective equipment and servicing areas for breathing apparatus

Following the review of emergency response outlined in the operational response and resilience strategy, identify any alternative locations for fire stations we may need

Dispose of other sites we may no longer need, following the review of emergency response provision, including any housing outside of Tonbridge or Sevenoaks

Review options for funding our future accommodation needs, including leasing sites

Define clear patterns of investment and refurbishment for all properties covering the fabric of the building, heating and decoration, along with cyclical works like gas and electrical safety tests 1

Issue a suite of property policies setting out what we will provide to everyone that works for us at fire stations and other buildings

Embed inclusion and dignity at work in all property works through inclusive design processes and thorough stakeholder consultation

Continue to share our premises with emergency services, and local authorities

Improve the security of our buildings that are known to have suffered from repetitive incidences of opportunist theft

Replace commercial kitchens on stations with hobs and microwave provision in line with our policies

Provide a better environment for gyms and physical fitness training across the estate to support colleagues in meeting the fitness requirements of their job role and to promote health and wellbeing throughout the organisation

Enhance our buildings as opportunities arise to improve the working environment across the estate

Continue to improve the training facilities at stations through the adaptation of existing facilities

What does success look like?

- Our buildings will better meet the needs of everyone that works for us
- Consultation with our internal customer will take place where changes are proposed
- On-call fire stations will receive a level of investment which reflects their importance to us in delivering services to the public
- Our buildings will always be in the right place and fit for purpose, now and in the future. They will be maintained in accordance with our own policies and to current guidance and laws
- Our estate is utilised more by partners. We benefit from sharing our professional experiences with them from incidents we've attended
- Projects will be delivered with the engagement of the user of the equipment or the building user
- We will have a reputation as an organisation which innovates and uses new technology to provide services to customers, while keeping everyone that works for us safe
- Our buildings in the future will be branded and will have a light, airy and modern feeling, wherever possible to do so. We want to maintain an inclusive estate, where people can bring themselves to work
- Our internal customers are clear on the standards they should expect from buildings they work in
- Fire stations will be used for team meetings by people that wouldn't usually be based there, encouraging people to break down any remaining barriers between firefighters and corporate teams



How will we measure performance against our objectives?

The indicators below will be used by teams, together with a range of other local measures, to monitor progress towards achieving our key objectives.

Description	Indicator
Engagement levels	<ul style="list-style-type: none">• % increase in the number of people/groups engaged• Survey results from internal users of the service• Feedback from users of our buildings
Service level standards	<ul style="list-style-type: none">• Establishment of service levels• Annual targets agreed using the baseline figures for response to urgent repairs reported to Fleet and Property teams• Complete a minimum of 90% of the capital programme of works, and aim for 100%
Maintain professional competence	<ul style="list-style-type: none">• Maintenance of continuous professional development and membership of professional bodies by people that work in fleet and property
Customer behaviour	<ul style="list-style-type: none">• The increased use of helpdesk for all queries related to property and fleet issues, with fewer enquiries going outside this process• Security and safety improves – measured by fewer opportunistic crimes reported and through acknowledgement with internal audit reports.
Process improvement	<ul style="list-style-type: none">• Process maps created and published.• Customer journeys in making requests to teams fully documented and understood
Partner sharing	<ul style="list-style-type: none">• More of our buildings are shared by other public agencies
Compliance	<ul style="list-style-type: none">• We will continue to have in place current electrical and gas safety certificates, and asbestos and legionnaires management plans at 100% of our buildings

Priority Two

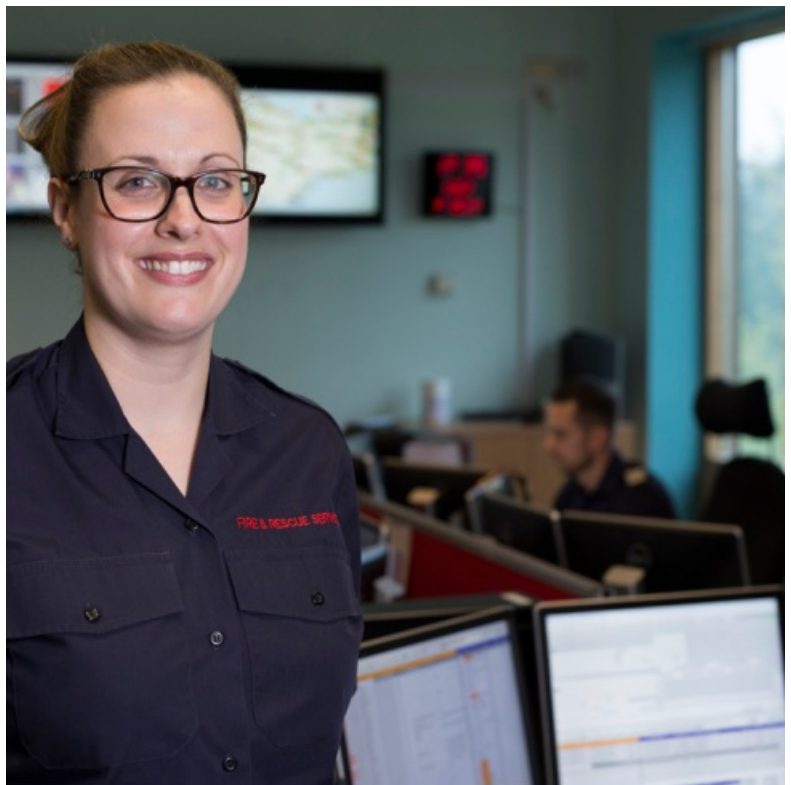
Respond to the post COVID world by reconfiguring the office and training estate

Why do we need to do this?

Members of corporate teams, and uniformed officers that don't work at fire stations have worked flexibly from home since the start of the pandemic. We want to encourage everyone that can, to balance working from home and from different office spaces, in a way which best meets our business needs and their personal preferences.

The site at Maidstone which contains the fire station, technical rescue team, our distribution centre and training centre is surrounded by housing. The buildings were primarily built in the 1970s. Maidstone fire station uses space poorly considering how we now work. It is also one of our more expensive buildings to run as it wastes heat.

Firefighters need realistic training facilities. Our training facilities which simulate building fires at Maidstone are harder and more expensive to maintain due to their age. Training Centre does not provide the inclusive, immersive training experience we want. We are investing in brand new live fire training facilities at Ashford fire station.



Achievements 2017 to 21

- Commissioned a partner to design a replacement live fire training facility at Ashford
- Successfully moved to working from home for those that can before the first national lockdown
- Maintained all our statutory duties and public services during the pandemic
- Invested across the estate, including at on-call fire stations
- Completed a comprehensive survey of the condition of all the buildings we own
- Conducted working from home risk assessments and the provision of equipment to enable people to work from home effectively and safely

Where next?

Deliver the Ashford live fire training project to provide realistic, immersive training to new and existing firefighters

Relocate the technical rescue team from Maidstone to another site that enhances their response and training capability

Change the look and feel of the estate to encourage team interaction and collaboration, starting at the Godlands site

Begin the process of disposing of the existing Maidstone site, subject to planning consents

Relocate our 999 Control centre alongside the Police

Improve the security of our buildings that are known to have suffered from repetitive incidences of opportunist theft

Consider our options for Maidstone fire station and our distribution centre

Convert Rochester fire station to accommodate “clean training”, including driving, with teaching rooms and emergency life support training centre

Improve the security of our buildings that are known to have suffered from repetitive incidences of opportunist theft

Issue a suite of property policies setting out what we will provide to everyone that works for us at fire stations and other buildings

Embed inclusion and dignity at work in all property works

Encourage creativity and collaboration to solve problems by working flexibly

What does success look like?

- Our internal customers are clear on the standards they should expect from buildings they work in
- Key decisions on property and fleet issues will be made with the consultation of stakeholders
- Projects will be delivered with the engagement of the user of the equipment or the building user
- We will have a reputation as an organisation which innovates and uses new technology to provide services to customers, while keeping everyone that works for us safe.
- Training for firefighters will be more realistic and the facilities will be more reliable, with less down time
- Our buildings will better meet the needs of everyone that works for us
- Our buildings in the future will be branded and will have a light, airy and modern feeling, wherever possible to do so. We want to maintain an inclusive estate, where people can bring themselves to work
- Using state of the art technology, simulate the conditions expected in a house fire, whilst only releasing water vapour into the atmosphere in the new Ashford facility. This will improve the environment for neighbouring businesses and residents to the site, both at Ashford and Maidstone
- Classroom based training will be provided in a fit for purpose and inclusive environment



How will we measure performance against our objectives?

The indicators below will be used by teams, together with a range of other local measures, to monitor progress towards achieving our strategic objectives.

Description	Indicator
Better live fire training facilities	<ul style="list-style-type: none">• Ashford live fire training facility to open April 2023
Engagement levels	<ul style="list-style-type: none">• % increase in the number of people/groups engaged• Survey results from internal users of the service• Feedback from users of our buildings
Service level standards	<ul style="list-style-type: none">• Establishment of service levels• Annual targets agreed using the baseline figures for response to urgent repairs reported to Fleet and Property teams
Maintain professional competence	<ul style="list-style-type: none">• Maintenance of continuous professional development and membership of professional bodies by people that work in fleet and property
Customer behaviour	<ul style="list-style-type: none">• The increased use of helpdesk for all queries related to property and fleet issues, with fewer enquiries going outside this process• Security and safety improves – measured by fewer opportunistic crimes reported and audits by internal audit
Process improvement	<ul style="list-style-type: none">• Process maps created and published• Customer journeys in making requests to teams fully documented and understood• 90% completion of the capital works programme and aim for 100% each year

Priority Three

Improve how we manage our fleet

Why do we need to do this?

The equipment we now carry is becoming increasingly technical in nature, requiring specific maintenance and tracking, as well as being of high value.

When a vehicle develops a fault and we need to swap it with another, the firefighters at the station have to spend time swapping all of the equipment from one vehicle to another. This is inefficient.

Now that telemetry is installed across our fleet of vehicles, we can begin to utilise the data it provides to help coach improvements in driver skills and behaviours, as well as guide how many vehicles we need in the first place. The average age of our light fleet has already reduced from 10 years to about 6 years, saving on costs as cars age

Each driver uses a swipe card system to register that they are driving a vehicle. This data can then be compiled over time, to identify a pattern of driver behaviour. We want to use this data to make our driver training courses more effective.



[Close footnote](#)

Footnotes

1. windows c25 years, boilers c15-25 years dependent on type, general decoration, and ablutions c7-10 years, kitchens c15 years, roofs c20-25 years (flat roofs) or when beyond economical repair (pitched, clad roofs)

Achievements 2017 to 21

- We have adopted the national standard for fire and rescue services related to driver training
- Between 2019 and 2021 we saved a total of £687,000 off the recommended retail price for all vehicles we have purchased
- Replaced 15 fire engines with new, more efficient ones
- We now have vehicle telemetry and driver id systems installed across our fleet
- We have installed CCTV on our red fleet and achieved a £60,000 annual saving on our insurance premium
- We are buying fewer pool cars and response cars

Where next?

Replace the legacy Hydrant system, providing more efficient hydrant management information exploring the ability to migrate this functionality into the Dynamics application

Explore the concept used by the ambulance service of a make ready centre for fire engines used predominately by on-call firefighters

Deliver a new fleet management system that is also able to manage the other items of operational equipment our vehicles carry so that regular safety checks can be performed

Continue to review business practices in Fleet to ensure that we are current and align with statutory requirements and industry best practice

Provide vehicles that already have all the equipment needed on them when they need to be swapped out for repairs or servicing

Make better decisions about how many vehicles we need to replace when they are due for renewal using telemetry data

Tailor driving courses to the internal customer's needs based on telemetry information from recent drives, with the help of a driver trainer

Refresh our access control and swipe to drive systems with current technology

Reduce our station pool car fleet and review the requirement for the remainder of our total fleet of vehicles

What does success look like?

- Track equipment usage, defects, and repairs more effectively and maintain statutory compliance on life-critical equipment such as ladders
- Improve where necessary driver behaviour with fewer driving complaints received by the Service
- Deliver personalised training which meets the needs of our internal customers
- Achieve a reduction in motor insurance claims



How will we measure performance against our objectives?

The indicators below will be used by teams, together with a range of other local measures, to monitor progress towards achieving our strategic objectives.

Description	Indicator
Improve driver behaviour	<ul style="list-style-type: none">• Fewer complaints received by the service from the baseline on 2020/21 performance• Reduction in the number of motor insurance claims made against the Authority
Improve Fleet processes	<ul style="list-style-type: none">• Customer journeys documented via telemetry in 100% of cases• Reduction in the time lost to vehicle and equipment defects
Improve Fleet processes	<ul style="list-style-type: none">• Reduce the number of pool cars from the 2021 baseline• Reduce business miles as part of the climate action plan• Reduce the station based pool car fleet by 15%

Priority Four

Achieve carbon neutrality by 2030

Why do we need to do this?

We have also continued to make changes focused on reducing our impact on the environment. In 2020 we replaced over 55 light fleet vehicles, some of which were 15 years old; this represents approximately a quarter of our light vehicle fleet including eleven hybrid vehicles within our light fleet. Additionally, we use telemetry data to improve our utilisation of vehicles. This will very soon help us to reduce the number of replacement vehicles that we buy, as well as monitoring how well we are driving overall.

We have declared our own climate emergency, as have most local authorities in Kent and Medway. This means we are committed to reducing our impact on the environment through our day to day work, and operational incidents. We have set out our plan for achieving this in our climate action plan, attached at Annex 1. The actions we need to take range from behaviour, to physical changes to buildings, how we buy goods and services and investing in technology.



Achievements 2017 to 21

- We have replaced 81 of our oldest cars and vans
- We have set up an internal engagement group to share ideas on environmental improvements
- We have invested in 11 hybrid vehicles, reducing our carbon footprint
- We have engaged the services of a consultant to assist with creating a decarbonisation strategy and started work on a climate action plan
- We have commissioned a biodiversity study of our land
- We have installed solar panels on 37 buildings
- Reduced the size of our fleet and introducing more efficient vehicles has helped us to achieve an overall reduction in diesel usage of 7.6% over this period – exceeding our previous target of a 5% reduction
- We have invested in systems which tell us where our vehicles travel and how they are being driven

Where next?

Deliver the actions set out in the climate action plan

Invest in intelligent building management systems provide real time data on energy usage, providing heat when it is needed

Invest in further solar and heat capture schemes to provide some of our energy needs

Plant native, insect encouraging species across our estate to create biodiverse microsystems that encourage flora and fauna to thrive

Install more nesting boxes in suitable locations to attract and support local wildlife, including birds and bats

Continue to reduce business mileage through online conferencing

Repair or replace flat roofs where it is needed to improve the thermal performance of our buildings

Consider the implications of allowing community charging points at some locations, in partnership with Kent County Council

Extend working from home during the COVID 19 pandemic to become part of the new normal way of working

Use the internal environmental engagement group to generate new ideas for environmental improvements we could make

What does success look like?

- We will achieve carbon neutrality by 2030
- More native species will be seen on our land
- That we have provided the opportunity for colleagues to work flexibly and remotely, to suit the business need and helping them achieve their own work life balance
- The needs of our external customers will continue to be taken into account in our purchasing
- Business mileage will reduce
- Our energy expenditure will reduce



How will we measure performance against our objectives?

The indicators below will be used by teams, together with a range of other local measures, to monitor progress towards achieving our strategic objectives.

Description	Indicator
Deliver our carbon action plan	<ul style="list-style-type: none">• Reduce carbon footprint by at least 40% across the entire estate within 5 years• Reduce estate wide energy costs by 15% within 5 years• Reduction in energy expenditure
Increase biodiversity	<ul style="list-style-type: none">• Have a biodiversity plan which is actioned and monitored
Increase internal engagement	<ul style="list-style-type: none">• Hold at least two meetings a year of the Environment Engagement Group

Priority Five

Improve how we manage our contracts and suppliers

Why do we need to do this?

We conduct procurement activity in accordance with legal obligations, in a way that aligns to The Public Contract Regulations 2015, public sector policy and best practice for the purpose of delivering value for money.

We believe the arrangement we have with Kent County Council for servicing our larger vehicles demonstrates value for money. The light vehicle fleet is currently managed on a vehicle by vehicle basis with repairers that are geographically based Kent and Medway. This method generates a large number of individual transactions and is not as efficient as it could be.

Where possible we work collaboratively with other fire and rescue services and emergency services to develop innovative specifications that meet the changing role of the fire and rescue service. This also allows us to aggregate demand and achieve further value for money through economies of scale. The Procurement team work closely with Fleet and Equipment, Property Services, and colleagues from across the sector to fully understand the markets in which we are operating.



Achievements 2017 to 21

- Bought fifteen new, smaller fire engines primarily for on-call fire stations
- Bought a telehandler which is a vehicle for moving loads to heights in any terrain
- Introduced two new all-terrain vehicles, extending the range of incidents we can attend and deal with
- Between 2019 and 2021 we saved a total of £687,000 on the recommended retail price for all vehicles we have purchased
- Work to improve the efficiency and cost effectiveness of our vehicle maintenance programme has also been implemented, helping to reduce administrative work, labour costs and vehicle down time
- Using available purchasing frameworks for equipment we have delivered savings of between 30%-45% off of the manufacturer's retail price

Where next?

We will review how we contract repair, servicing, replacement and improvement work with our suppliers to get the best value for money, and rapid speed of response to any station based issues

Introduce a servicing regime for the light-fleet vehicles as we introduce the new ones that matches the manufacturer's recommendations

Buy collaboratively wherever possible to achieve better value for money

Review all our telecoms masts where we receive a rental income in light of new legislation to ensure that sharing our land and facilities with telecoms operators does not cause detriment to our core service

Conduct regular market engagement to ensure awareness of new and evolving technologies and ensure suppliers understand what we need

Work closely with our critical suppliers to manage potential risks, identify cost saving opportunities and continuously improve performance throughout the life of the contract

What does success look like?

- We will ensure that we raise purchase orders before receiving goods and services 95% of the time before we receive invoices for them
- Regular market engagement with suppliers to drive innovation



How will we measure performance against our objectives?

The indicators below will be used by teams, together with a range of other local measures, to monitor progress towards achieving our strategic objectives.

Description	Indicator
Reduce costs	<ul style="list-style-type: none">• Reduce expenditure against reactive premises works by 30% by December 2024
Purchase collaboratively	<ul style="list-style-type: none">• Increase the % of spend incurred collaboratively• Any purchase which could have been made collaboratively but wasn't has the rationale documented• Ensure that supply chain is paid in a timely manner and in accordance with our contractual agreements

Kent Fire and Rescue Service Climate Action Plan

In October 2018, the Intergovernmental Panel on Climate Change (IPCC) published a report which advised that global warming must be limited to 1.5°C, as opposed to the previous target of 2°C. Source: Global Warming of 1.5 oC - (ipcc.ch)

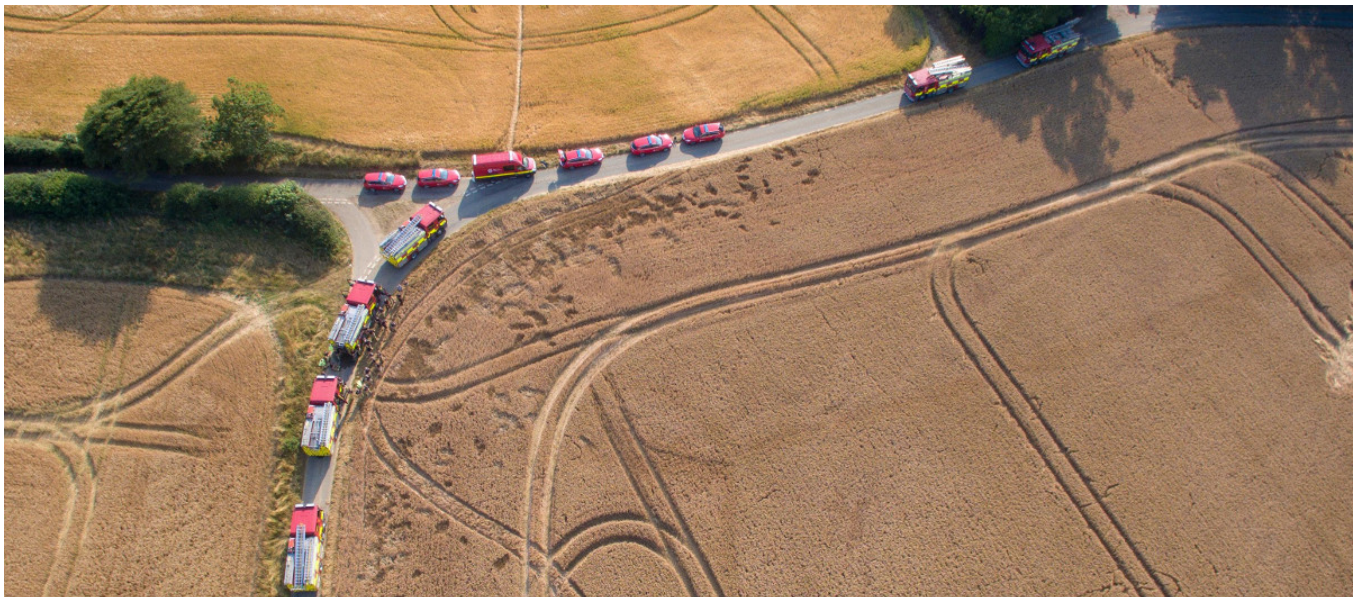
The Intergovernmental Panel on Climate Change's review of over 6,000 sources of evidence found that, with a rise of 1.5°C, there would be risks to health, livelihoods, food security, water supply, human security and economic growth. A rise to 2°C would be even more catastrophic. It warned that there are 12 years within which to take the serious action required to avert this crisis and avoid the worst impacts.

The Climate Change Committee (CCC), an independent, statutory body established under the Climate Change Act 2008, whose purpose is to advise the UK and devolved governments on emissions targets, recently reported that for the UK to reach 'carbon net zero' by 2050, there will have to be a quadrupling of low carbon electricity, major scale carbon capture and storage, and a fifth of our agricultural land must shift to alternative use. Source: Reaching Net Zero in the UK - Climate Change Committee (theccc.org.uk)

The predicted consequence of climate change is that there will be increased extreme weather events, and in many areas this is already being seen:

- Flooding – damage to property, disruption to business, health and wellbeing of displaced residents; Surface water flooding is estimated to affect 76,000 properties across Kent, 60,000 of which are residential. Source: Local Flood Risk Management Strategy (kent.gov.uk)
- Heat and cold – health risk for vulnerable people, pressure on emergency and health services
- Drought – pressure on river system health, depleted aquifer/ reservoir volumes, negative impact upon agriculture, fire risk
- Many terrestrial, freshwater, and marine species will shift their geographic ranges and seasonal activities, migration patterns

Along with these reports and political commitments, there has been an increase in public concern and global activism on climate change and an increasing focus on broader sustainable development aims. In responding to the Intergovernmental Panel on Climate Change 's report and public calls for action, many local authorities have declared a climate change emergency.



In May 2019 Kent County Council declared a climate change emergency and agreed to a commitment of "net zero" emissions by 2050 in Kent. Kent Fire and Rescue Service pledges to make the service carbon neutral by 2030.

In the "Kent Strategy for Environment, Health & Economy - March 2016", in order to address national and local drivers and legislation, Kent County Council committed to reducing county wide CO2 emissions by 34% from a 2005 baseline by 2020. Source: ANNEX 1 FINAL KES Low Resolution.pdf (kent.gov.uk)

We have created an action plan working with managers and people around the Service with an interest in

environmental issues, this is set out on the following pages and includes, where relevant, actions requested of councils by Friends of the Earth in their 50-point plan to tackle the climate and nature emergency and coronavirus recovery. Source: Climate Action Plan for Councils (takeclimateaction.uk)

Useful Definitions

Terms	Definitions
Carbon Neutral	<ul style="list-style-type: none">• Means that all the carbon emissions you generate as a person or a business are offset, either by reducing your carbon emissions, or by counteracting your emissions through carbon absorbing projects such as sustainable reforestation• To be carbon neutral, a business should be considering their own direct emissions as well as those that their suppliers create in relation to their business, and their customers create by using their products
Net-Zero and Carbon Neutral are often used interchangeably but there are some important differences	
Net-Zero	<ul style="list-style-type: none">• Net-zero includes other anthropogenic greenhouse gas emissions such as methane and nitrous oxide (normally a product of agriculture, raising livestock and damming) as well as CO2• Net-zero also includes a combination of both reducing and offsetting your carbon emissions• As a business you must reduce your emissions where possible and only offset any remaining emissions through greenhouse gas removals such as sustainable reforestation projects
Zero-Carbon	<ul style="list-style-type: none">• Zero-Carbon means that no carbon is emitted in the first place. For example, if a household or business used all solar energy, they would not need to offset this energy use as there are no emissions and they would be able to label themselves as Zero-Carbon• To be carbon neutral, a business should be considering their own direct emissions as well as those that their suppliers create in relation to their business, and their customers create by using their products