

Creating a safer future together: Our delivery plan (2025 – 2029)

Foreword

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

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

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

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

Thank you.

Nick Chard

Chair of Kent and Medway Fire and Rescue Authority

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Creating a safer future, together

Introduction

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

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

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

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

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

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

Our vision

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

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

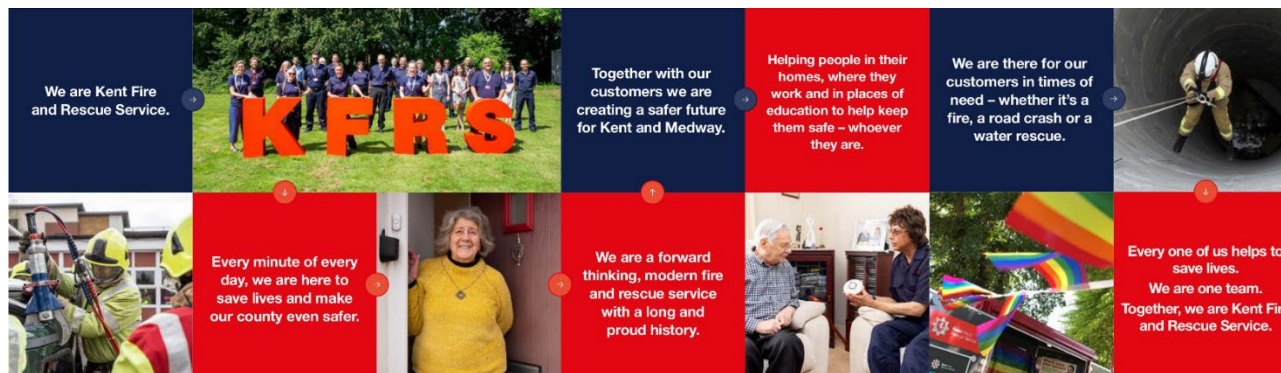


Our Aim and Objectives: working together, saving lives, reducing harm.

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

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

- Responding effectively in times of need.
- Promoting behaviours to help everyone stay safe and well in their home.
- Encouraging safer behaviours on the roads and near inland water.
- Supporting businesses to keep their buildings safe and comply with legislation.



Community Risk Management Plan (CRMP) and supporting plans – our process and timeline.

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

- We follow CRMP guidance from the National Fire Chiefs' Council, the seven principles of public life (known as the Nolan principles), and the Gunning principles (complete transparency and not making decisions until we have consulted with our customers).
- The process starts with a ten-year horizon scan of emerging risks and issues in Kent, the UK, and globally. For example, issues of climate change, societal changes etc. This was carried out in 2011 and again in 2021. These forecasts are shared via colleague and customer consultations.
- The next stage is analysing the risks and issues to get more detailed risk information for planning. We use a network of sources such as the National Risk Register, the Kent Community Risk Register, incident data, and local area risk profiles, amongst other data sets. We then clarify and consult on current and emerging risks which will affect the communities we serve for the next few years. Between October 2023 and January 2024, we carried out a large consultation and saw more than 1,800 people respond. More than 90% agreed with our risk assessment. These risks had also been through an internal consultation.
- In the forthcoming period 2025 – 2029, we are ensuring effective integration of actions from our Building Safety, prevention, and response and resilience teams. Our CRMP consultation identified areas of focus grouped together under seven themes – climate change and environment; health and society; rescues, major industry; buildings and places; transport;

utilities fuel and power. We also assessed the risk from malicious attacks and our response, although we did not publish the detail against this for security reasons.

- To ensure we can deliver our strategic priorities and actions, we will produce enabling plans, which highlight the work required from our support teams to allow us to deliver front line services. This provides clarity on work plans and the change management mechanisms for the next period.
- Once we have developed our strategic plans and overarching priorities for the four-year period, these will be presented to Kent and Medway Fire & Rescue Authority (KMFRA) in July 2024 for consideration. Once agreed, time will be spent over the subsequent months developing draft detailed plans, so that these detailed plans and proposals can then be presented to the Authority (KMFRA) in the summer 2025, for approval by Members. Once approved, they will then go out for public consultation.
- At the November 2025 KMFRA meeting, Members will review the outcomes of the consultation. The final strategic plans and enabling plans will be developed after the public consultation has closed and KMFRA have agreed the responses and consultation recommendations.
- Members of KMFRA will review the Medium-Term Financial Planning (MTFP) assumptions at the November 2025 meeting, alongside the consultation responses.
- At the February 2026 KMFRA meeting, Members will agree the Medium-Term Financial Plan, which supports the delivery of the strategic priorities and plans over the medium term.
- Every team will create an annual plan, which aligns with the organisation's strategic priorities and plans as agreed by the Corporate Management Board (CMB) and KMFRA.

- We evaluate progress against the actions throughout each year to ensure we are meeting customer needs and delivering against our objectives.
- The annual process outlined above will be followed throughout each of the strategy periods.
- There will be the need on occasion to do focused consultation on a particular subject. In October 2024 for instance, we will launch the annual Council Tax consultation and a consultation on Performance Standards following discussion at KMFRA on the 17th October. The results of which will be presented to KMFRA in February 2025.

CRMP Timetable

October 2023	We consulted on the risks that our customers face.
February 2024	The fire Authority agreed the risks following the consultation.
July 2024	We will present our strategic plans and overarching priorities 2025-29 to the fire authority.
October 2024	Council Tax consultation and Consultation on Performance Standards. Also, the presentation of the four year delivery plan.
July 2025	Presentation and public consultation on the detailed plans and proposals
October 2025	Final detailed plans and medium-term financial planning assumptions presented to the fire authority for approval.

February 2026	Medium-term financial plans agreed.
CRMP Cycle	We will do a mix of consultation exercises and annual briefings to customers.

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

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

Resource allocation

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

Financial sustainability

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

Reserves

An appropriate level of reserves is always necessary, as they provide flexibility to bridge gaps in funding or to meet unexpected cost pressures in the short term. It is therefore prudent to maintain an appropriate level of reserves, to allow time for a sustainable way forward to be established. Reserves are also a useful tool to help pump prime improvement efficiencies too, which will generate greater financial savings in the medium to longer term. The Authority has a clear Reserve Strategy which sets out its approach to its General and Earmarked Reserves.

Strategic planning

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

Risk management.

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

Performance reporting

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

Long-term sustainability

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

Stakeholder communication

Our MTFP facilitates communication with key stakeholders, including government agencies, elected officials, community members, and funding bodies. Transparent reporting on financial plans and performance provides assurance and accountability, enhancing support for KFRS's mission and objectives.

Equality of access

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

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

- Smokers in their home.
- Is 65 years of age or older.
- Lives alone and is vulnerable in some way.
- Has limited mobility, a hearing impairment or is blind or partially sighted.
- Would have difficulty responding to, or escaping from, a fire.
- Has had a fire previously or shows signs of burns or scorching in the home.
- Has learning disabilities.
- Is supported by family, carers, and friends.
- Shows signs of neglect or abuse by others.
- Has a mental health condition such as dementia or depression.
- Has drug or alcohol dependencies.
- Has a hoarding disorder.
- Shares a home with a child or young person who sets fires.

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

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

- Embedding people impact assessments into the way we plan for, develop, and implement improvements to the service we provide to our customers. We seek to evaluate customer experiences and understand the customer journey, for our services to continually improve.
- Developing a better understanding of how to improve equality of access to services for everyone.
- Using our understanding of risk to drive improvements to the quality of our service and strive to ensure we exceed customer expectations.
- Working with partners to seek opportunities to deliver targeted activities that provide better customer outcomes.
- Providing guidance, training, and resources to our colleagues to understand how to adapt what they do to meet the needs of individual customers.

Strategic priorities 2025-29

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

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

1. Climate change and environment
2. Health and society
3. Rescues
4. Major industry
5. Buildings and places
6. Transport
7. Utilities, fuel, and power

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

Performance standards (our key performance indicators)

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

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

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

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

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

Climate change and environment

Theme	Climate change and environment	Sponsor	Assistant Director Response	ID No.	1
Area of focus	Changes in the climate are resulting in extreme weather events occurring more frequently throughout the year. This is leading demand for our services becoming more seasonal.	Addresses: <ul style="list-style-type: none"> • Risk 1: Wildfires • Risk 4: Extremes of temperature 			
Strategic priority	Ensure our resources match seasonal demands and provide improved resilience during periods of high demand.				

<p>What we currently do to reduce the impact?</p>	<ul style="list-style-type: none"> ➤ Work with landowners, partner agencies and communities to better manage green spaces, reducing the risk of fires spreading to homes and other buildings. ➤ Provide additional wildfire training and equipment to our operational colleagues. ➤ Continue to invest in specialist vehicles designed to help with firefighting in locations that are difficult to access. ➤ Continue to develop our national wildfire tactical advisors through local, national, and international support. ➤ Engage with partners and land and property owners to inform, educate, and subsequently mitigate the impact wildfire has on communities through the national Firewise initiative. ➤ Continue to use intelligence to inform campaign activity. ➤ Maintain our range of 4x4 capabilities to ensure we can move resources in the event of snow and ice. ➤ Maintain specialist wildfire response teams at strategic locations.
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Deploy specialist wildfire resources to assist in the management of wildfire incidents. ➤ Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents. ➤ Utilise drone assets for reconnaissance and situational awareness during weather related incidents.

	<ul style="list-style-type: none"> ➤ Use operational learning process to gather service-wide and multi-agency learning post incident. ➤ Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning). ➤ Work with partner agencies during the emergency and recovery phase. ➤ Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases. ➤ Targeted prevention activities post incident. ➤ Utilise or support existing mutual aid arrangements. ➤ Provide business support to ensure safe re-opening of businesses during and post wildfire events.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Review our attendance time standards to take account of seasonal demand and rurality, allowing us to make better resourcing decisions. ➤ Redesign our workforce to be able to scale resources quickly according to seasonal demands. ➤ Ensure we have sufficient vehicles and equipment to meet peak demands flexibly. ➤ Develop digital mapping and analysis to inform risk areas. ➤ Review strategic and tactical response to extreme weather events.

	<ul style="list-style-type: none"> ➤ Review command and control processes and adapt to respond to weather-related incidents and wider impacts.
Performance indicators	<p>Flexibility of resources:</p> <ul style="list-style-type: none"> • Number of times fire engine availability falls below our desired availability. • Average attendance time to incidents during periods of high demand, particularly during severe weather events. • Number of times strategic reserve is implemented. • Number of people/times recall to duty is initiated. • Overtime claims. <p>Workforce measures:</p> <ul style="list-style-type: none"> • Number of unmatched hours. • On call fire engine availability. <p>Efficiency measures:</p> <ul style="list-style-type: none"> • Percentage of time off the run for crew welfare and PPE. <p>Environmental:</p> <ul style="list-style-type: none"> • Number of times and duration spent in spate conditions. • Severe Weather Advisory Group meetings initiated/weather warnings of amber and above.
Interdependencies	<ul style="list-style-type: none"> • Review of on call duty system project (276ROC) • ID No. 2 – Wildfires are a direct result of extreme weather events

Theme	Climate change and environment	Sponsor	Assistant Director Response	ID No.	2
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Area of focus	Wildfires are increasing in scale and intensity, leading to them becoming more challenging to control.	Addresses: <ul style="list-style-type: none"> • Risk 1: Wildfires
Strategic priority		Design specific approaches to our response and prevention work to control and mitigate wildfire risk.
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Work with landowners, partner agencies and communities to better manage green spaces, reducing the risk of fires spreading to homes and other buildings. ➤ Provide additional wildfire training and equipment to our operational colleagues. ➤ Continue to invest in specialist vehicles designed to help with firefighting in locations that are difficult to access. ➤ Continue to develop our national wildfire tactical advisors through local, national, and international support. ➤ Continue to develop our internal provision of wildfire tactical advisors. ➤ Engage with partners and land and property owners to inform, educate, and subsequently mitigate the impact wildfire has on communities through the national Firewise initiative. ➤ Continue to use intelligence to inform campaign activity.
How we respond to the impact		<ul style="list-style-type: none"> ➤ Deploy specialist wildfire resources to assist in the management of wildfire incidents. ➤ Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents. ➤ Utilise drone assets for reconnaissance and situational awareness during wildfire incidents.

	<ul style="list-style-type: none"> ➤ Use assurance monitoring system to gather service-wide and multi-agency learning post incident. ➤ Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning). ➤ Work with partner agencies during the emergency and recovery phase. ➤ Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases. ➤ Targeted prevention activities post incident. ➤ Utilise or support existing mutual aid arrangements. ➤ Provide business support to ensure safe re-opening of businesses during and post wildfire events.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Develop and implement a wildfire prevention plan aimed at reducing the likelihood and impact of wildfires starting (e.g. geographical areas of risk, malicious ignition, discarded glass, fires in the open etc). ➤ Engage with agricultural leads (including National Farmers Union) relating to the scale of damage they experience. ➤ Improve information sharing and cooperation with partner organisations and communities to better manage wildfires that might impact on homes – for example by improving community preparedness and land management to reduce the risk of wildfires spreading to buildings and other property. ➤ Improve our capability to fight wildfire incidents including:

	<ul style="list-style-type: none"> a. Ensuring our tactics are fit for purpose, safe and effective. b. Taking advantage of the latest firefighting technologies. c. Ensuring our colleagues have appropriate PPE for the wildfire environment. d. Training (including welfare of firefighters) <ul style="list-style-type: none"> ➤ Improve available data to measure wildfires and impact. ➤ Develop digital mapping and analysis to inform risk areas and risk management. ➤ Further invest in wildfire fighting equipment.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Number of wildfires versus grassland/other outdoor fires. • Number of resources in attendance and duration of incidents. • Percentage of incidents that affected property. • Wildfire equipment utilisation. <p>Workforce measures:</p> <ul style="list-style-type: none"> • Number of times strategic reserve is implemented. • Fire engine availability. • Bulk Water Carrier availability • Number of heat related injuries and health and safety incidents. • Number of hours per person spent at wildfires. <p>Efficiency measures:</p> <ul style="list-style-type: none"> • Percentage time off the run for crew welfare and PPE following incidents. <p>Environmental:</p> <ul style="list-style-type: none"> • Heat health warnings/extreme heat. • Area damaged.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • ID No. 1 – as wildfire is a direct impact from extreme weather events

Theme		Climate change and environment	Sponsor	Assistant Director Response	ID No.	3
Area of focus	Extremes of temperature are causing health issues for people and placing demand on our partner agencies. We believe we can have a positive impact on peoples' lives.	Addresses: <ul style="list-style-type: none"> • Risk 4: Extremes of temperature 				
Strategic priority		Better understand the risk of extremes of temperature and implement capabilities to be able to improve health outcomes for our customers.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Maintain our range of 4x4 vehicles to ensure we can move resources in the event of snow and ice. ➤ Provide wildfire training and equipment to our operational colleagues. ➤ Continue to invest in specialist vehicles designed to help with firefighting in locations that are difficult to access. ➤ Continue to develop our national wildfire tactical advisors through local, national, and international support. ➤ Continue to develop our internal provision of wildfire tactical advisors. 				
How we respond to the impact		<ul style="list-style-type: none"> ➤ Deploy specialist wildfire resources to assist in the management of wildfire incidents. ➤ Deploy wildfire tactical advisors to assist in the co-ordination of wildfire incidents. 				

	<ul style="list-style-type: none"> ➤ Utilise drone assets for reconnaissance and situational awareness during wildfire incidents. ➤ Use assurance monitoring system to gather service-wide and multi-agency learning post incident. ➤ Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning). ➤ Work with partner agencies during the emergency and recovery phase. ➤ Effective investigatory work into the cause of fire which subsequently feeds into national wildfire databases. ➤ Targeted prevention activities post incident. ➤ Utilise or support existing mutual aid arrangements. ➤ Provide business support to ensure safe re-opening of businesses during and post wildfire events.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Explore opportunities to carry out wellbeing checks targeted at the most vulnerable to reduce the impact of periods of extreme cold or heat. ➤ Refine our messaging to ensure it considers all aspects of issues such as fuel poverty. ➤ Work with partner agencies to exchange data on health-related incidents and response. This will give a shared picture of future issues in relation to extreme temperatures enabling better planning and giving of clear advice to customers on subjects like fuel poverty and extreme heat.

	<ul style="list-style-type: none"> ➤ Improve data collection to measure impact. ➤ Educate the community about the links between climate change and extreme weather events, promoting actions that individuals and communities can take to reduce their environmental impact and, in doing so, contribute to reducing the severity of extreme weather events. ➤ Implement sustainable practices within the service to reduce our carbon footprint and contribute to broader climate change mitigation efforts.
<p>Performance indicators</p>	<p>Customer engagement:</p> <ul style="list-style-type: none"> • Number of targeted home safety visits where vulnerabilities to heat and cold extremes are identified. • Number of referrals received from other agencies for safe and well visits. • Number of referrals sent to other agencies following safe and well visits, safeguarding or incidents. • Number of health-related safeguarding cases. <p>Contributing to protecting the climate:</p> <ul style="list-style-type: none"> • Our carbon emissions, both overall, and broken down by function.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • ID No. 5 – Health impacts on customers can become medical emergencies.

Health and society

Theme		Health and society	Sponsor	Assistant Director Response	ID No.	4
Area of focus	We are seeing an increase in the number of people experiencing mental health issues. We are also attending more suicide related incidents.	Addresses: <ul style="list-style-type: none"> • Risk 8: Mental health and safeguarding 				
Strategic priority		Improve our understanding of the impact our interventions are having on the mental health of our customers. Provide further training and equipment to our colleagues to support people in need, and to be able to respond safely and effectively.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ All our colleagues undergo comprehensive safeguarding training to equip them with the skills to identify safeguarding concerns and make necessary referrals. ➤ We collaborate closely with partner agencies to coordinate interventions in relevant safeguarding cases and attend safeguarding boards to enhance outcomes for individuals and communities. ➤ We provide access to mental health first aid courses, empowering our colleagues to respond effectively to mental health crises. ➤ Our range of wellbeing services ensures that our colleagues receive the necessary support to manage their mental health, including addressing work-related trauma. ➤ We actively engage with organisations such as Dementia Friends to gain insight into our customers' needs and tailor our services accordingly. 				

<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Our colleagues are adept at identifying and managing issues related to safeguarding and mental health crises, thanks to their robust training. ➤ We have 24/7 reporting mechanisms in place, allowing us to swiftly refer individuals in crisis or requiring safeguarding interventions.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Engagement work in communities to ensure our content and messaging takes account of mental health risks / sign posting to help drive better mental health care. ➤ Collaborate with partner agencies and organisations to ensure our response to mental health incidents (including suicides) follows best practice (including staying within our boundaries) and delivers a customer centred approach. ➤ Further develop our colleagues' knowledge, understanding, and skills to be better able to respond effectively to incidents involving mental health crisis, including suicide attempts, which are becoming more frequent. ➤ Ensure our teams are well trained to communicate effectively with people from different cultures who talk about and handle mental health issues in different ways. ➤ Ensure our demobilising and defusing processes take account of colleagues' attendance at incidents involving mental health. ➤ Improve data on mental health related incidents and analyse trends to improve messaging to community groups, guidance, training, and response protocols.

	<ul style="list-style-type: none"> ➤ Engage with colleagues to evaluate how they feel about their ability to effectively support customers with mental health issues.
<p>Performance indicators</p>	<p>Community and incidents:</p> <ul style="list-style-type: none"> • Number of suicide and attempted suicide incidents attended. • Number of 'assistance to partners' incidents relating to mental health issues. • Number of safe space requests. • Safeguarding referrals related to mental health. • Percentage of population diagnosed with a mental health condition. • Proportion of all incidents where mental health was a contributing factor. • Number of actions resulting from mental health related safeguarding reviews. <p>Colleague preparedness:</p> <ul style="list-style-type: none"> • Number of colleagues trained in mental health first aid. • Number of colleagues with recognised safeguarding training. • Debrief outcomes from incidents involving response to suicide attempts and mental health concerns.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • None specifically although the mental health of customers is a consideration at all incidents we attend. • Fire Control Programme

Theme		Health and society	Sponsor	Assistant Director Response	ID No.	5
Area of focus	There is a significant number of people in Kent and Medway who have complex medical needs. We are an ageing population and the impact on healthcare services is increasing. We see the direct effect of this as we are now being requested to attend more calls to assist the ambulance service. We believe we can help by providing support within our communities.	Addresses: <ul style="list-style-type: none"> • Risk 9: Medical emergencies 				
Strategic priority		Improve our capacity and capability to assist the ambulance service in responding to medical incidents. We want to improve customer outcomes from these types of emergencies by providing timely and effective support.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Work with partners agencies to identify those at risk of falls, or other vulnerabilities, through our safe and well visits. ➤ Ensure we have firefighters trained to an advanced first aid standard (IECR). ➤ Give our firefighters training and equipment, recognising that treating, lifting, and moving patients is a specialist skill. ➤ Evaluating which of our resources are best placed to deal with this additional demand so that it does not adversely affect our ability to respond to fires and other emergencies. ➤ Continue to work with colleagues in the ambulance service to further improve our response. 				

<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Further integrate medical response into all fire and rescue operations. ➤ Respond with equipment that is designed for the task, improves patient outcomes, and reduces risk to our colleagues. ➤ Allocate the right resources to the incident depending on need – this may mean that in non-life-threatening circumstances we send a resource that is slightly further away or not on an immediate response.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Review the way we currently provide ‘assistance to ambulance’ and implement changes in policies, procedures, training, and equipment to deliver improved outcomes in a more efficient and sustainable way. Agree any improvements, in consultation with partner agencies in the health sector. ➤ Hold regular meetings between fire and ambulance services to discuss ongoing collaborations, review case studies and address operational challenges. This will help identify areas for improvement. ➤ Ensure that our colleagues understand when and how to raise issues involving medical vulnerabilities (for example during Home Fire Safety Visits). ➤ Work with partners in the health sector to further improve the identification of fire risk in the home to people with complex medical needs (we know there is a strong link between vulnerability and fire). For example, following up hospital discharge with safe and well visits.

	<ul style="list-style-type: none"> ➤ Improve our post incident arrangements (the things we do after someone has had a fire or emergency in their home) to ensure we are signposting potential increase in vulnerability to other agencies (we know a fire in the home can result in a big increase in the vulnerability of people living there). ➤ Liaise with ambulance service to assess the impact / helpfulness of our response.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Number of gain entry incidents requested by the ambulance service. • Number of complex and non-complex rescues measured by emergency and non-emergency response. • Time spent on incidents assisting the ambulance service. • Time taken to triage customers using the clinical helpdesk before the ambulance service arrives. <p>Community:</p> <ul style="list-style-type: none"> • Number of targeted home safety visits that highlight complex medical needs and referral for a safe and well visit. • Number of referrals from other agencies for customers with complex medical needs. • Population age profile. • Population disability profile. <p>Colleague preparedness:</p> <ul style="list-style-type: none"> • Immediate emergency care qualifications in date (clinical governance). • Complex rescue training in date for all operational colleagues. • Number of musculoskeletal injuries due to work. • Health and safety incidents related to manual handling.

Interdependencies	<ul style="list-style-type: none"> ID No. 6 – Medical Emergencies occurring at water rescues.
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Rescues

Theme	Rescues	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No.	6
Area of focus	We are a county that has a high number of inland water drownings, which are often located in a small number of hotspot areas. We want a future where no one drowns or is injured. This requires us to look at our prevention work and campaigns, as well as ensuring our teams have the right specialist skills and are in the right locations to undertake rescues.	Addresses: <ul style="list-style-type: none"> Risk 14: Water rescues 			
Strategic priority	Reducing the number of deaths or injuries in inland water ways				
What we currently do to reduce the impact?	<ul style="list-style-type: none"> ➤ Work with partner agencies, including the Coastguard and RNLI, to conduct joint public safety campaigns particularly focusing on locations where we see high numbers of drownings. ➤ Proactively promote water safety messages in schools and via our social media channels. ➤ Work with local businesses near waterways to promote educational materials. 				

	<ul style="list-style-type: none"> ➤ Support the work of the volunteers in the Kent Search and Rescue (KSAR) team who can search for missing persons in water and who also undertake proactive patrolling of high-risk areas during periods such as Christmas and New Year. ➤ Realign our resources to the areas of greatest need. For example, we have located a new dock and rescue boat in the River Medway near Rochester bridge. ➤ Ensure our crews who are located closest to areas of open water have the right skills and equipment to be able to respond to conduct rescues. ➤ Maintain our group of specially trained Water Incident Managers. ➤ Increase the skills and training of crews in our busiest areas to give them more ability to be able to enter the water safely.
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Deploy the closest crew to an incident with the ability to at least be able to attempt rescue from the water's edge. ➤ Additionally, send more specialist crews that can enter the water to conduct rescues, including sending rescue boats. ➤ Deploy our drones to be able to search for missing persons in the water. ➤ Coordinate with other rescue organisations including the Royal National Lifeboat Institution (RNLI), Kent Search and Rescue (KSAR), and HM Coastguard.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Develop a water safety partnership to reduce the number of water related deaths and injuries in Kent and Medway.

	<ul style="list-style-type: none"> ➤ Exchange information with partners to identify common causes of water related incidents and patterns. ➤ Create new water safety prevention campaigns with partners focussing on hot spots and high risk groups. ➤ Promote installations of physical safety measures in areas where there have been a high number of drownings or water rescues. This might include installing life rings, safety signage, barriers or warning systems. ➤ Make sure our water rescue resources are in the right area and have access to innovations in new equipment to conduct effective water rescues according to local risk profiles. ➤ Review of policies and training to ensure our tactics are fit for purpose, safe, and effective. ➤ Support communities to develop resilience in water safety efforts through events and neighbourhood watch initiatives, fostering a culture of safety and vigilance.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Number of water rescue incidents attended, split between those that were suicide attempts and those that were accidental (where possible). • Number of times operational discretion is used. • Response times to water incidents, broken down into capability type. <p>Community:</p> <ul style="list-style-type: none"> • Number of safety measures installed in hotspot areas.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • ID 1 – Climate change and environment: extreme weather can increase the number of water rescues

	<ul style="list-style-type: none"> • ID 4 – Health and society: mental health • ID 12 – Buildings and places: rural communities
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Major industry

Theme		Major Industry	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No.	7
Area of focus	Fires in waste sites are becoming more common. Incorrect disposal of battery products, such as disposable vapes, are leading to fires in the recycling process. These fires can burn for a long time and significantly impact local communities. Because of their scale and complexity, they can require us to commit large numbers of firefighters for long periods of time.	Addresses: <ul style="list-style-type: none"> • Risk 22: Waste site fires 				
Strategic priority		Improve customer awareness of safe battery disposal and look at firefighting innovations to reduce the community and environmental impact of battery fires in waste sites.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Continue to collaborate with appropriate partners, particularly the Environment Agency, to ensure compliance and best practice in managing waste sites. ➤ Work directly with high-risk waste sites to ensure they are operating safely. 				

	<ul style="list-style-type: none"> ➤ Maintain a waste fire tactical advisor role within the service. This role sits under national resilience and the NFCC waste group. ➤ Share intelligence to assist in operational pre-planning. ➤ Collaborate with the Environment Agency providing specialist advice to support them in developing fire prevention plans and issuing permits. ➤ Develop the waste fire tactical advisor role through continued professional development (CPD) events and shared learning. ➤ Regularly reassess response plans for waste sites across Kent and Medway
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Deploy appropriate resources to meet the needs of an incident. ➤ Respond to hazardous materials incidents in a manner that minimises the impact on life, the environment and infrastructure. ➤ Support the Environment Agency in enforcement where breaches of permits have been identified because of attendance at incidents. ➤ Maintain a national resilience role in attending incidents within Kent and other areas to support incident commanders at waste fire incidents. ➤ Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP).

	<ul style="list-style-type: none"> ➤ Utilise drone assets for effective situational awareness and to support fire investigation. ➤ Use operational learning process to gather service-wide and multi-agency learning post incident. ➤ Report areas of notable practice or learning via national or collaborative bodies.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Review roles and responsibilities to ensure we are working effectively with partners to reduce risk and deploy effective tactics when fires occur. ➤ Review firefighting tactics and operational policy to take advantage of the latest firefighting technologies and innovations. ➤ Review training materials and support for firefighters to reflect new information from battery-related fires, including safety procedures and environmental considerations. ➤ Ensure fire control colleagues can identify risk critical information and are able to give customers key safety advice to stay safe. ➤ Carry out research to understand customer awareness of how to safely dispose of batteries. ➤ Work with partners to develop prevention campaigns to raise awareness of the dangers of improper battery disposal. ➤ Work in partnership with the Environment Agency and waste management companies to ensure proper handling and sorting of battery products in recycling facilities.

	<ul style="list-style-type: none"> ➤ Partner with local government to promote battery recycling programmes in the community. ➤ Work with the National Fire Chiefs Council, and charities, such as Electrical Safety First, to encourage manufacturers to design batteries with safer disposal in mind, and with retailers to issue clear instructions on the disposal of electrical products at the point of sale. ➤ Support the NFCC to lobby government on changes to building regulations to implement stricter regulations on battery disposal and waste site operations, with penalties for non-compliance. ➤ Collect data on waste site fires to analyse trends and improve future fire response protocols.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Number of battery related fires at waste sites. • Time spent in attendance at these incidents. • Severity of the fire at these incidents. <p>Community:</p> <ul style="list-style-type: none"> • Number of waste sites in Kent and Medway. • Number of unlicensed waste sites. • Risk assessment visits to waste sites.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • ID 13 – Transport and utilities: vehicles using alternative fuels. • Fire Control Programme

Buildings and places

Theme		Buildings and places	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No.	8
Area of focus	Fires in the home - while the number of fires in the home are reducing, they remain a key area of focus. We are concerned with the increased use of e-bikes/scooters as when stored and charged in the home they can be a cause of serious fires. We also remain focused on other sources of fires such as white goods like tumble dryers.	Addresses: Risk 24: Fires in homes				
Strategic priority		Reduce the number of fires in the home and the number of injuries and deaths occurring as a result.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Actively engage in National Fire Chiefs Council prevention, Building Safety, and response working groups, both at strategic and tactical levels. ➤ Stay updated on fire prevention research, firefighting equipment advancements, and techniques to protect people in their homes. ➤ Conduct customer insight research to understand our communities, identify emerging risks, and address potential barriers to accessing our services. ➤ Utilise various media channels to promote fire safety based on research and evaluation findings. ➤ Collaborate with partners to safeguard individuals at higher risk of fire, including people with mobility issues or hoarding tendencies. 				

	<ul style="list-style-type: none"> ➤ Deploy customer safety specialists for home visits, prioritising high-need households, providing advice, installing smoke alarms, and making appropriate referrals. ➤ Direct our home fire safety task force and local crews to conduct visits, offer advice, install smoke alarms, and coordinate with our safe and well or safeguard teams as needed. ➤ Consult on fire safety matters under building regulations, ensuring safety in shared areas like purpose-built flats. Consult on emergency access for new housing developments. ➤ Work closely with housing associations from prevention and Building Safety perspectives. ➤ Collaborate with local authorities, including private sector housing, to enhance home safety by using the most appropriate regulatory powers where applicable. ➤ Maintain fire hydrants across Kent and Medway through a dedicated water team. ➤ Fire crews report risk information through our mobile reporting system for quick assessment and action. ➤ Create site-specific risk information and risk summaries as needed to provide fire crews with up-to-date information.
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Ensure well-trained firefighters with appropriate equipment are deployed promptly to respond to emergencies. ➤ Deploy volunteer rapid response teams to incidents to provide advice and support to homeowners affected by fires.

	<ul style="list-style-type: none"> ➤ Prevention, Building Safety, and response colleagues conduct post-incident community work after fires. ➤ Collaborate with partners, such as the police, through our fire forensic investigation team to determine the causes of fires and identify emerging trends. ➤ Conduct incident debriefs at both local and corporate levels to learn from incidents and continuously improve our response and prevention efforts.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Develop firefighting tactics, and operational policy specifically designed to address fires caused by e-bikes, scooters, and white goods. ➤ Explore and research firefighting technologies and innovations to improve firefighting at battery fire incidents. ➤ Ensure fire control colleagues understand the risks and can identify battery and electrical fires to give customers key safety advice. ➤ Develop targeted prevention campaigns with partners on the safe purchase, charging and storage of electrical equipment and batteries to support customers to change behaviours. ➤ Develop processes for Safe and Well case management to encourage customers to provide feedback and report concerns related to fire safety in their home. ➤ Provide tailored online safety education for younger people on the purchase, charging and storage of lithium-ion batteries. ➤ Work with the National Fire Chiefs Council, retailers, and charities, such as Electrical Safety First, to encourage safety

	<p>features and clear instructions regarding the charging, storage, and use of electrical products.</p> <ul style="list-style-type: none"> ➤ Work with local authority trading standards teams to promote mandatory safety features in e-bikes/scooters, such as thermal cutoff switches and fire-resistant charging systems. ➤ Establish a comprehensive data collection system, including fire investigations, to track incidents relating to e-bikes, scooters, and other electrical fires in the home and identify trends in order to develop targeted prevention campaigns.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Number of accidental fires in the home. • Causes of accidental fires in the home, specifically highlighting those due to batteries. • Percentage of accidental fires in the home that did not have a working smoke alarm. • Severity of accidental fires in the home. • Response times to accidental fires in the home. • Fatalities, casualties, and rescues. <p>Community:</p> <ul style="list-style-type: none"> • Deprivation. • Home safety visits and safe and well visits. • Profile of incidents against targeted education activities. • Profile of incidents against the accidental fires in the home risk model.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • ID 8 – Buildings and places: fires in the home • Fire Control Programme

Theme		Buildings and places	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No.	9
Area of focus	Fires involving alternative fuels leads to faster fire development in buildings. This can result in an increased likelihood of people being seriously injured or killed. This also increases the risk to firefighters.	Addresses <ul style="list-style-type: none"> • Risk 23: Fires caused by alternative fuels in buildings. 				
Strategic priority		Ensure our response, Building Safety, and prevention work are designed to meet the challenges presented by alternative fuels				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ We actively participate in the National Fire Chiefs Council, focusing on the implications of alternative fuel sources in homes. ➤ We promote fire safety awareness related to alternative fuel sources and collaborate with partner agencies such as local authority private sector housing and Trading Standards. ➤ Using our building safety expertise, we enhance the knowledge of building safety inspectors and fire engineers, helping them understand challenges and mitigation measures. This knowledge informs building regulations consultations and regulatory site visits. ➤ Colleague preparedness, by making sure our colleagues in Customer Safety and Operational response receive training to provide fire safety advice when dealing with alternative fuel systems. 				

	<ul style="list-style-type: none"> ➤ Using our risk information feedback loop, where fire crews relay valuable information to our risk information team for assessment and the creation of response plans as needed. ➤ Having accessible risk data, with information concerning alternative fuel risks integrated into our risk management database, ensuring accessibility for fire crews during incidents. ➤ Enhancing fire crew skills by investing in training fire crews to better understand and effectively combat fires involving alternative fuel sources. ➤ Investing in specialised equipment to enhance our capability to respond effectively to fires involving alternative fuel sources.
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Providing incident Information access so that crews can access critical risk information related to alternative fuel sources during incidents. ➤ Ensuring our fire crews are competent, skilled, and equipped to comprehend the risks associated with alternative fuel systems and effectively manage fires involving them.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Review firefighting tactics and operational policy to ensure they address the unique characteristics of fires involving alternative fuels. ➤ Explore and research firefighting technologies and innovations to improve firefighting at alternative fuel incidents. ➤ Increase technical knowledge and stay informed about the latest advancements in alternative fuels to identify and mitigate against potential risks.

	<ul style="list-style-type: none"> ➤ Develop fire safety messaging and campaigns to educate building owners, occupants and our customers about the risks associated with alternative fuels. ➤ Provide guidelines for safe storage, handling, and disposal of alternative fuels to reduce the risk of fires in buildings. ➤ Ensure fire control colleagues understand the risks of alternative fuels, gather critical information, and can give customers key safety advice. ➤ Develop clear guidance that explains the requirements of The Regulatory Reform (Fire Safety) Order 2005, specifically addressing compliance in buildings with alternatives fuels. ➤ Identify lessons learned and areas for improvement after each incident involving alternative fuels.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Number of fires in buildings caused by, or complicated by alternative fuels. • Fatalities, casualties, and rescues. • Severity of building fire. • Time in attendance at a building fire caused by alternative fuels. • Response assurance of tactics being employed at incidents. <p>Community:</p> <ul style="list-style-type: none"> • Home safety visits and safe and well visits where alternative fuels are identified. • Risk assessment visits and risk-based inspections where alternative fuels are identified.

	<ul style="list-style-type: none"> • Site specific risk information or location notices for the presence of alternative fuels <p>Colleague preparedness:</p> <ul style="list-style-type: none"> • Completion of training content relating to alternative fuels.
Interdependencies	<ul style="list-style-type: none"> • ID 8 - Buildings and places: fires in the home • ID 14 – Utilities, transport, and fuel: energy in the home • ID 15 – Utilities, transport, and fuel: water supplies • Fire Control Programme

Theme	Buildings and places	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No.	10
Area of focus	The demand for housing is resulting in an increase in the number of commercial buildings being converted to residential use. This transformation often requires substantial changes to the internal layout and structure of these buildings, that can impact both the safety of occupants and how we respond to emergencies.	<p>Addresses:</p> <ul style="list-style-type: none"> • Risk 28: Conversion of commercial and retail to residential • Risk 25: Residential buildings within the scope of the building safety Act. 			

Strategic priority	Designing our response, building safety, and prevention work to meet the challenges associated with the conversion of commercial buildings to residential homes.
What we currently do to reduce the impact?	<ul style="list-style-type: none"> ➤ Fire Engineers work with local building control officers to advise on planning applications relating to the conversion of retail and commercial property to residential sites. ➤ Work with local authorities, approved inspectors, and developers to ensure buildings are designed and maintained to reduce the likelihood of a potential fire. ➤ Building Safety Inspectors work with responsible persons to ensure they discharge their legal duties in terms of fire safety as prescribed by the Regulatory Reform Order (Fire Safety) 2005. ➤ Operational crews, Building Safety Inspectors and Customer Safety Officers undertake Risk Assessment Visits to ensure safety advice is given to residents and appropriate information is gathered ahead of incidents, enabling an effective and efficient response should that be required. ➤ Training and exercising with our response crews and fire control colleagues around commercial and residential properties that have been converted to residential occupancy.
How we respond to the impact	<ul style="list-style-type: none"> ➤ Our fire control team responds to 999 calls and mobilises appropriate fire appliances in accordance with our pre-determined attendance for a building type, or the site specific pre-determined attendance for buildings where the Risk Assessment Visit has indicated an enhanced attendance would be required for an incident.

	<ul style="list-style-type: none"> ➤ Our firefighters use site specific information and apply National Operational Guidance to respond effectively to incidents in converted buildings. ➤ We deploy our volunteer response team to support customers affected by incidents. ➤ We notify local authorities of incidents where customers may need rehousing due to the impact of fires or other occurrences. ➤ We seek specialist advice from local authority building control officers to understand the impact of fires on the structural stability of large buildings.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Develop the Dynamics database to support teams with sharing risk information by enhancing the Response Awareness Visit – Intelligence (RAV INT) process. ➤ Further enhance processes within the fire engineering team to maintain 100% target of responding to building consultations within 15 working days ensuring compliance with fire safety requirements. ➤ Review training and support for firefighters to meet the requirements of the NFCC competency framework for Building Safety. ➤ Renew the risk-based inspection programme using the latest data and insights, considering buildings converted from commercial use. ➤ Enhance the duty fire safety manager role to support firefighters with specialist knowledge through training and at incidents.

	<ul style="list-style-type: none"> ➤ Ensure fire control colleagues understand the risks of alternative fuels, gather critical information and can give customers key safety advice. ➤ Create a 'centre of excellence' within Building Safety - increasing technical knowledge, developing a central library, and investing in advancing building safety education and knowledge. ➤ Enhance our business engagement to improve awareness of building safety legislation and responsibilities to responsible persons, with a focus on seldom heard groups. ➤ Develop innovative solutions to aid integration across prevention, Building Safety, and response, for example, the use of 3D cameras to conduct detailed building surveys. Collect data on fire incidents in converted buildings to identify trends and common safety risks.
<p>Performance indicators</p>	<p>Colleague preparedness:</p> <ul style="list-style-type: none"> • Number of building consultations of this type received and processed in the correct timescale. • Risk information (site specific or location notice) in date and accurate.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • ID 8 – Buildings and places: fires in the home • ID 9 – Buildings and places – alternative fuels in the home • ID 11 – Buildings and places – care homes and sheltered accommodation • Fire Control Programme

Theme		Buildings and places	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No.	11
Area of focus	An ageing population is creating increased demand for care homes and sheltered accommodation. Fires in care homes involve some of our most vulnerable customers and occur in buildings which can have a complex layout.	Addresses: Risk 33: Care homes				
Strategic priority		Design our response, Building Safety, and prevention work to meet the challenges associated with care homes.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Work with organisations such as the Care Quality Commission to identify, monitor and respond to issues affecting care homes. ➤ Site familiarisation visits and, where needed, site specific response plans. ➤ Engage with care homeowners, responsible persons, and colleagues to ensure we work together effectively. ➤ Targeted fire safety audits as part of our risk-based inspection programme. ➤ Safeguarding training. 				
How we respond to the impact		<ul style="list-style-type: none"> ➤ We make sure our response is adapted to the needs of those in care homes – for example, where possible, we try to move people to places of safety in a building rather than evacuating outside to reduce the physical and emotional impact on care home residents. 				

	<ul style="list-style-type: none"> ➤ We can call on partner agencies to provide specialist care and support for any residents that have been displaced. ➤ Our pre-determined attendance helps us to send the right number of fire engines to the scene quickly – we need more firefighters to deal with fires in care homes as they can be large buildings and residents may have complex needs. ➤ After an incident we work with partner agencies to ensure there is a suitable recovery plan in place to make sure the needs of residents are met.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Develop the Dynamics database to support teams with sharing risk information by enhancing the RAV INT process. ➤ Renew the risk-based inspection programme using the latest data and insights on care homes and sheltered accommodation. ➤ Use data analytics to prioritise inspection and prevention activity, identifying care homes with increased fire risk due to layout, age of building and other factors. ➤ Develop the Safer Living and Safer Care initiatives to help customers living in residential care and supported housing lead safer lives. ➤ Review training and support for firefighters and Building Safety officers to meet the requirements of the NFCC competency framework for Building Safety. ➤ Complete more response exercises in care settings to enhance firefighter awareness of risks, buildings, and customers.

	<ul style="list-style-type: none"> ➤ Ensure fire control colleagues understand the risks in care settings, gather risk critical information and can give customers key safety advice. ➤ Enhance our business engagement with care home settings to improve awareness of building safety legislation and to encourage care homes to install and maintain adequate fire safety infrastructure. ➤ Establish partnerships with healthcare providers and social services to ensure that vulnerable customers have access to fire safety resources and support, collaborating on creating fire safety plans for residents with special needs. ➤ Explore how we can use the primary authority scheme to support the care sector. ➤ Work with the NFCC to develop smarter connected fire detection technology for customers living in supported housing.
<p>Performance indicators</p>	<p>Incidents:</p> <ul style="list-style-type: none"> • Fires in care homes. • Automatic fire alarms and false alarms in care homes. • Response times to fires in care homes. • Evacuation of residents. <p>Colleague preparedness:</p> <ul style="list-style-type: none"> • Automatic fire alarms in care homes followed up with a risk assessment visit. • Exercises in care homes. • Site-specific risk information for care homes is current and accurate.

	<ul style="list-style-type: none"> • Care homes visited as part of the risk-based inspection programme. • Risk assessment visits carried out to care homes (other than those following an automatic fire alarm).
Interdependencies	<ul style="list-style-type: none"> ➤ ID 5 – Health and society: complex medical needs ➤ Fire Control Programme

Theme		Buildings and places	Sponsor	Director Building Safety, Prevention and Customer Engagement	ID No	12
Area of focus	We have a very diverse geography of large urban areas, isolated rural communities, and a long coastline. It can be challenging to deliver the same standard of service across these areas.	<p>Addresses:</p> <p>Risk 24: Fires in homes</p> <p>This area of focus addresses multiple risks as geographical location is a key consideration when delivering all our services.</p>				
Strategic priority		Design our response and prevention work to meet the challenges associated with the county’s diverse geography.				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ Actively engage in National Fire Chiefs Council prevention, Building Safety, and response working groups, both at strategic and tactical levels. ➤ Stay updated on fire prevention research, firefighting equipment advancements, and techniques to protect people in their homes. 				

	<ul style="list-style-type: none"> ➤ Conduct customer insight research to understand our communities, identify emerging risks, and address potential barriers to accessing our services. ➤ Utilise various media channels to promote fire safety based on research and evaluation findings. ➤ Collaborate with partners to safeguard individuals at higher risk of fire, including those with mobility issues or hoarding tendencies. ➤ Deploy our home fire safety task force and local crews to conduct visits, offer advice, install smoke alarms, and coordinate with our safe and well or safeguard teams as needed. ➤ Carry out safe and well visits in vulnerable customers' homes, offering advice, install smoke alarms, and coordinate with our safe and well or safeguard teams as needed. ➤ Consult on fire safety matters under building regulations, ensuring safety in shared areas like purpose-built flats. ➤ Consult on emergency access for new housing developments. ➤ Work closely with housing associations from prevention and Building Safety perspectives. ➤ Collaborate with local authorities, including private sector housing, to enhance home safety by using the most appropriate regulatory powers where applicable. ➤ Maintain fire hydrants across Kent and Medway through a dedicated team.
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	<ul style="list-style-type: none"> ➤ Fire crews report risk information through our mobile reporting system for quick assessment and action. ➤ Create site-specific risk information and risk summaries, as needed, to provide fire crews with up-to-date information.
How we respond to the impact	<ul style="list-style-type: none"> ➤ Ensure well-trained firefighters with appropriate equipment are deployed promptly to respond to emergencies. ➤ Deploy volunteer rapid response teams to provide advice and support to homeowners affected by fires at the scene. ➤ Prevention, Building Safety, and response colleagues conduct post-incident community work after fires. ➤ Collaborate with partners, such as the police, through our fire forensic investigation team to determine the causes of fires and identify emerging trends. ➤ Conduct incident debriefs at both local and corporate levels to learn from incidents and continuously improve our response and prevention efforts.
New actions to deliver the strategic priority	<ul style="list-style-type: none"> ➤ Develop and implement a rural strategy aimed at reducing the likelihood and impact of fires and rescues in rural areas. ➤ Work in partnership with other agencies and Kent Association of Local Councils (KALC) to support delivery of targeted safety messaging. ➤ Review our attendance time standards to take account of seasonal demand and rurality. ➤ Review attendance to rural areas, considering specialised equipment to address areas of isolation and long coastline.

	<ul style="list-style-type: none"> ➤ Make use of technology to quickly deploy the right resources, such as accessing video imagery from callers to assess the scale of the incident. ➤ Redesign our operational workforce to be able to scale resources quickly according to demand. ➤ Ensure fire control colleagues understand the risks, gather risk critical information, and can give customers key safety advice. ➤ Build partnerships with local community leaders, organisations, and schools to increase fire safety awareness and community engagement to share prevention messaging. ➤ Support on-call firefighters to carry out more home fire safety visits in rural areas to help customers stay safe. ➤ Provide tailored online education messages to deliver safety messaging to younger people in rural communities. ➤ Review Safe and Well visits and Home Fire Safety visits to explore ways to improve the targeting of the services we provide to customers.
<p>Performance indicators</p>	<ul style="list-style-type: none"> • Number of times fire engine availability falls below level 2 availability. • Average attendance time to incidents during period of high demand. • Actual attendance time compared to predicted attendance time based on rurality of the incident.

	<ul style="list-style-type: none"> • Home fire safety visits targeted to rural areas. • Number of fires and casualties from fires in the home. • Severity of the fire. • Number of fires in properties without smoke detection systems. • The number of Building Safety visits detailed by geographic areas. • On call fire engine availability.
Interdependencies	<ul style="list-style-type: none"> • Fire Control Programme • Review of on call duty system project (276ROC) • ID 1 – Climate change and environment: extreme weather • ID 2 – Climate change and environment: wildfires • ID 6 – Rescues: water safety • ID 8 – Buildings and places: Fires in the home - batteries

Transport

Theme	Transport	Sponsor	Assistant Director Resilience	ID No.	13
Area of focus	Vehicle technology has evolved significantly in the last 10 years. We are seeing vehicles that are stronger, leading to	Addresses: Risk 38: Alternative fuelled vehicle fires			

	<p>a reduced need to cut people from crashes. We are seeing an increase in the number of vehicles which use alternative fuels (particularly lithium-ion batteries), along with a growing trend toward more advanced safety features and automation. This presents new hazards to the public and firefighters.</p>	<p>Risk 36: Road traffic collisions</p>
<p>Strategic priority</p>		<p>Redesign our approach and implement plans for response to fire and rescue incidents in private and commercial road vehicles considering new and evolving vehicle technologies including electric vehicles, advanced driver assistance systems and increased automation.</p>
<p>What we currently do to reduce the impact?</p>		<ul style="list-style-type: none"> ➤ Maintain a response capability across all operational stations through ongoing training and development. ➤ Maintain our urban search and rescue and heavy rescue capability. ➤ Maintain our heavy rescue unit provision. ➤ Continue to deliver externally accredited road traffic collision instruction. ➤ Continue to deliver clinically governed trauma training. ➤ Continue to be an active member within the Kent Road Safety Partnership and share road safety messaging. ➤ Continue to deliver a wide range of prevention packages across educational settings and identified high risk groups. ➤ Continue to use intelligence to inform campaign activity.

	<ul style="list-style-type: none"> ➤ We hold technical information on specific vehicle types and construction that provides information around access points on vehicles. ➤ We are engaged at a national and international level to ensure we have all the latest information around alternative fuels and a member of KFRS senior management is the national fire service lead on alternative fuels. ➤ We work with partners such as National Highways to help with quick recovery and opening of roads. ➤ We learn from incidents and have debrief outcomes for several incidents involving alternatively fuelled vehicles.
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ Respond to RTCs and vehicle fires in a manner that minimises the impact on life, the environment and infrastructure. ➤ Respond to RTCs and vehicle fires within the criteria of our key performance indicator. ➤ Continue to work effectively and efficiently in a collaborative way with other responding agencies utilising Joint Emergency Services Interoperability Principles (JESIP). ➤ Utilise drone assets for effective situational awareness and to support fire investigation. ➤ Use operational learning process to gather service-wide and multi-agency learning post incident. ➤ Report areas of notable practice or learning via national or collaborative bodies (national operational learning and joint organisational learning).

	<ul style="list-style-type: none"> ➤ Targeted prevention activities post incident.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Review our attendance time standards, allowing us to make better resourcing decisions. ➤ Redesign our workforce to be able to scale resources quickly according to demands. ➤ Develop digital mapping and analysis to inform risk areas and locations. ➤ Review strategic and tactical response to vehicle fires. ➤ Review command and control processes and adapt to respond to vehicle fires. ➤ Carry out technical and industry analysis and research relating to vehicle types and technology. ➤ Review our work with SECAMB to ensure best care for customers which reduces harm. ➤ Review of operational policy and procedure – extrication, rescue, and firefighting - and the need for specialist responders, vehicles, and equipment. ➤ Review the availability of realistic simulated drills for RTC response ensuring new vehicle technologies are available in training scenarios. ➤ Ensure fire control colleagues understand the risks associated, gather risk critical information, and can give customers key safety advice.

	<ul style="list-style-type: none"> ➤ Develop reviewed recovery arrangements and any impacts that may result in challenges to safe recovery of vehicles and longer impacts on the strategic road network.
Performance indicators	<p>Incidents:</p> <ul style="list-style-type: none"> • Number people extricated from vehicles. • Severity and types of injuries from RTCs. • Number of times heavy rescue equipment is made up for/used. • Types of RTCs versus road types. • Vehicle fires because of RTCs, involving alternative fuels. • Profile of incidents against the RTC risk model.
Interdependencies	<ul style="list-style-type: none"> • Fire Control Programme • Review of on call duty system project (276ROC)

Utilities, fuel and power

Theme	Utilities, fuel, and power	Sponsor	Assistant Director Resilience	ID No.	14
Area of focus	How we use energy in our homes and vehicles is changing, moving from fossil fuel to renewable energy. As this happens the way energy is produced will change. We will see new infrastructure that will present new hazards and challenges. If things go wrong, we will need to know how to adapt our approach to respond effectively.	<p>Addresses:</p> <p>Risk 50: Energy storage and renewables</p>			

Strategic priority	Redesign our approach and implement plans for response to new and evolving commercial energy infrastructure. The plan will include our response to proposed and new sites that may provide additional risks.
What we currently do to reduce the impact?	<ul style="list-style-type: none"> ➤ Work with local planning authorities to ensure that fire service requirements are considered when energy storage sites are constructed. ➤ Liaise closely with the National Fire Chiefs Council to better understand the risks and responses required at these sites. ➤ Ensure that our colleagues are provided with the latest risk information.
How we respond to the impact	<ul style="list-style-type: none"> ➤ Ensure that our plans balance the need to save infrastructure against risks to local communities and the environment. ➤ Communicate with the public through warning and informing messages to reduce the impact of smoke plumes. ➤ We send specially trained hazardous materials officers to liaise with site operators and give specialist advice on the best response. ➤ Make use of strong global networks we have built in this area to be able to obtain timely specialist advice and guidance.
New actions to deliver the strategic priority	<ul style="list-style-type: none"> ➤ Develop and implement technical and industry analysis, focussing on new, emerging, and innovative commercial developments and align with national government policy.

	<ul style="list-style-type: none"> ➤ Review if firefighters are equipped with the necessary knowledge and equipment to respond to emergencies involving modern energy infrastructure. ➤ Ensure fire control colleagues understand the risks associated, gather risk critical information, and can give customers key safety advice. ➤ Establish recovery arrangements and any impacts that may result in challenges to safe hand over of premises to responsible people. ➤ Work with building regulators, energy companies and safety organisations to ensure safety standards are enforced. ➤ Review Risk Based Inspection Programme considering new energy infrastructure projects in the area, such as solar farms, wind turbines, bioenergy plants and hydrogen production facilities. ➤ Review and update Site Specific Risk Information (SSRI) at relevant premises and sites. ➤ Review incidents involving new energy infrastructure, noting any emerging trends and risks.
<p>Performance indicators</p>	<ul style="list-style-type: none"> • 100% of building consultations for new energy infrastructure facilities completed within 15 working days. <p>Colleague Preparedness</p> <ul style="list-style-type: none"> • Building consultations for new energy infrastructure facilities completed within acceptable timeframes. • Risk information accurate and complete for energy infrastructure sites.

	<ul style="list-style-type: none"> Exercises taken place at high-risk energy infrastructure sites. Completion of relevant training packages.
Interdependencies	<ul style="list-style-type: none"> Fire Control Programme

Theme		Utilities, fuel, and power	Sponsor	Assistant Director Resilience	ID No.	15
Area of focus	New housing and commercial buildings will need water supplies, including water for firefighting. This will put additional pressure on our water supplies, and we will need to work with water companies to ensure that the water infrastructure provides enough water and is resilient and available to us in emergencies.	<p>Addresses:</p> <p>Risk 52: Loss of public water services</p>				
Strategic priority		<p>Redesign our approach and implement plans to safeguard emergency water supplies across all areas of the county and to ensure sufficient firefighting water can be consistently accessed during operational incidents.</p>				
What we currently do to reduce the impact?		<ul style="list-style-type: none"> ➤ With partner agencies and water suppliers working through the Kent and Medway Resilience Forum to plan for and exercise the response to possible water infrastructure failures. ➤ We provide bulk water carriers and high-volume pumps to ensure that we can move water for firefighting into areas where the public water supply has failed. 				

	<ul style="list-style-type: none"> ➤ Our engagement team works with partner agencies and water companies to help spread public messaging in relation to water shortages and/or failures in water supply. ➤ We have invested in Compressed Air Foam systems that look to maximise limited water supplies.
<p>How we respond to the impact</p>	<ul style="list-style-type: none"> ➤ In the event of water supply issues, we join partners in Strategic and Tactical Coordinating Centres to understand the likely scale and duration of incidents. ➤ We move specialist response resources such as bulk water carriers and hose layers, moving them into the affected areas. ➤ We send more appliances, enhancing the pre-determined attendance, to reported fires in the affected areas to provide more water for the initial fire attack. ➤ We can if required use our community volunteers along with operational and corporate colleagues to support the distribution of water supplies to vulnerable people, along with colleagues from partner agencies.
<p>New actions to deliver the strategic priority</p>	<ul style="list-style-type: none"> ➤ Develop and implement technical and industry analysis – research implemented, including: <ul style="list-style-type: none"> ○ Hydrant supplies. ○ Water infrastructure. ○ Location and impact of pressure restriction valves and/or systems. ○ Open water supplies and access. ➤ Work with the water industry to enable the sharing of information and data so that KFRS can ensure the safety of our customers.

	<ul style="list-style-type: none">➤ Influence developers, councils, and water companies to establish emergency water supplies as appropriate in areas where water provision or pressure is poor.➤ Ensure robust fire hydrant testing arrangements in place, to ensure they are functioning properly and meet firefighting requirements.➤ Review our attendance time standards, allowing us to make better resourcing decisions.➤ Redesign our workforce to be able to scale resources quickly according to demands.➤ Review the capability, location and type of vehicles and equipment providing or transporting water for firefighting.➤ Explore new firefighting equipment that uses less water to achieve the same operational outcomes.➤ Develop digital mapping and analysis to inform risk areas.➤ Ensure fire control colleagues understand the risks associated, gather risk critical information, and can give customers key safety advice.➤ Develop prevention campaigns, addressing the importance of fire hydrants, the need to report any issues and keeping them clear of obstruction.➤ Review of operational policy and procedure considering evolving risks and changes.
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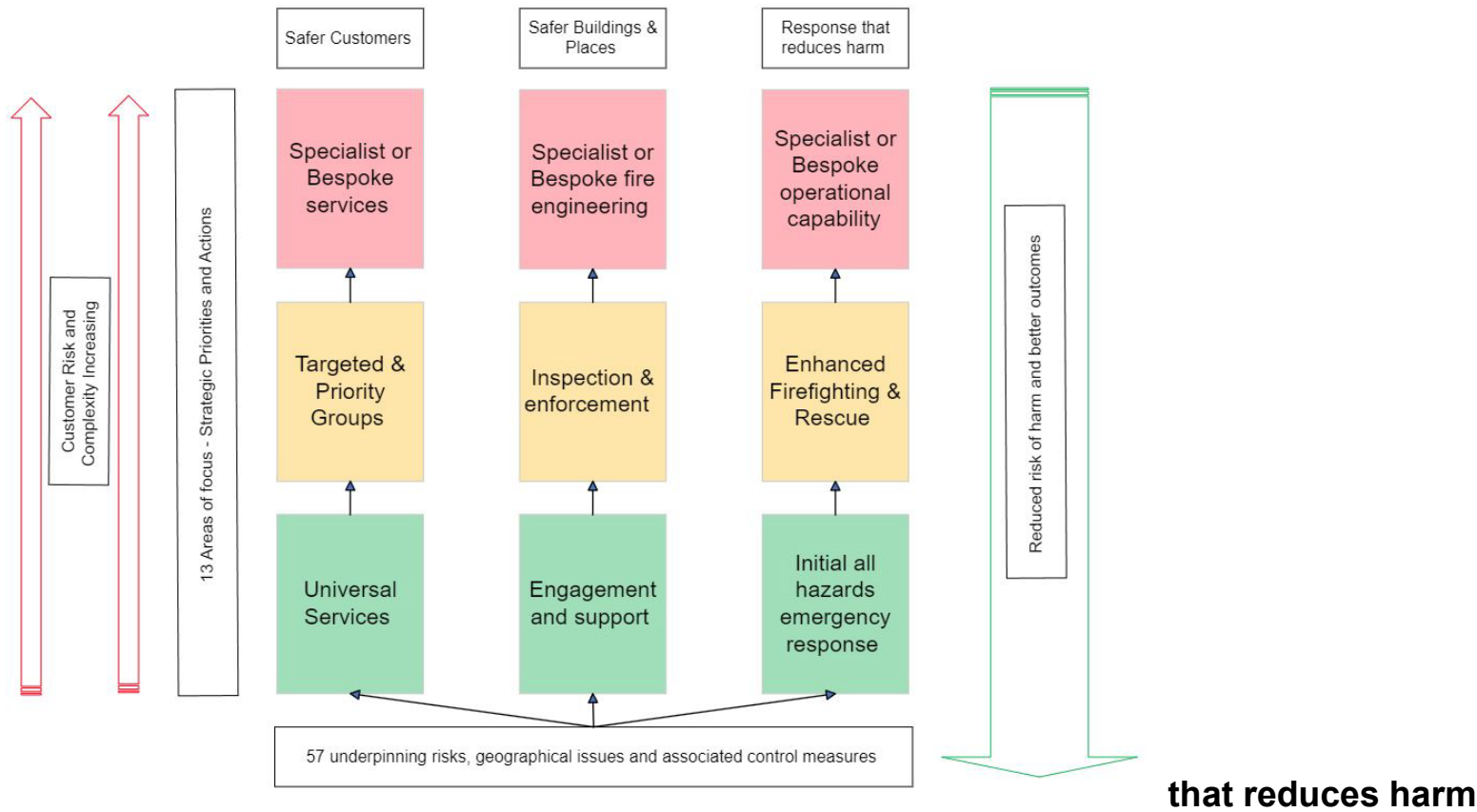
	<ul style="list-style-type: none"> ➤ Work closely with water companies during the planning phase of new developments to ensure firefighter water needs are incorporated into the infrastructure design. ➤ Review and update SSRI information at relevant premises and sites, using data analysis to identify areas of potential water supply risks. ➤ Ensure fire service representation on zoning and planning committees to advocate for fire safety considerations. ➤ Review incidents where water supply issues affected firefighting operations, noting any areas for further action.
<p>Performance indicators</p>	<ul style="list-style-type: none"> • 100% of building consultations for new developments completed within 15 working days. <p>Colleague preparedness:</p> <ul style="list-style-type: none"> • Number and percentage of fire hydrants that have been tested and are fully functioning. • Availability of bulk water carriers.
<p>Interdependencies</p>	<ul style="list-style-type: none"> • Fire Control Programme

Building Safety, Prevention and Response and Resilience

Guiding principles:

As outlined above, we have integrated our strategy to demonstrate how our work interlinks across the functions of our service. This approach helps us to clearly demonstrate how our work meets specific objectives, and the impact of our work.

It is, however, important to recognise that our three main services of Building Safety, Prevention, and Response and Resilience have different components and guiding principles which are noted here:



Response

that reduces harm

	Incidents customers experience	Examples of KFRS Services
Specialist or bespoke capabilities	<ul style="list-style-type: none"> • Highly complex • Low frequency, high risk events • Specialist equipment and capabilities required • Plans often require expert knowledge in a specific field held in one or two specialist teams 	<ul style="list-style-type: none"> • Technical rescue (Urban Search and Rescue) • Line rescue • Animal rescue • Specialist Marauding Terrorist Attack responders

		<ul style="list-style-type: none"> • Hazardous materials Detection, Identification and Monitoring (DIM) • Fire investigation officers • Enhanced Logistics Support • Specialist response plans (SSRI)
<p>Enhanced firefighting and rescue</p>	<ul style="list-style-type: none"> • Low frequency- higher complexity frequent incidents • Require specific resources not held at every fire station 	<ul style="list-style-type: none"> • Height vehicles • Hose layers • Command units • Water carriers • Boats • Off road vehicles • Heavier duty rescue equipment (e.g. for road accidents)
<p>Initial all hazards emergency response</p>	<ul style="list-style-type: none"> • Every incident we attend • Focus on dealing with immediate risks 	<ul style="list-style-type: none"> • All fire stations and conventional fire engines • Crews trained and equipped in medical response and lifesaving activity

Response and resilience - guiding principles and approach:

- Ensure people impact assessments are in place for all operational policy and procedures. Where we identify vulnerable groups, work with prevention and Building Safety to deliver targeted interventions to drive down risk.
- Respond with the right people, who have the necessary skills and equipment to implement the most effective tactical options.
- Constantly review the location of our resources according to risk, demand, and isolation, using systems that allow us to get to customers as quickly as we can. Where isolation means travel times are longer, work with prevention and Building Safety to deliver focused interventions in these areas to drive down risk.
- Be able to flex our resources to respond to changes in demand and major incidents.

- Ensure the training we deliver is aligned to National Operational Guidance to deliver operational excellence and improve the safety of customers and colleagues.
- Use improvements in technology to both maximise the safety of our colleagues and enable them to deliver the best outcome for the customer.
- Continue to develop tactics and introduce technology that help reduce the number of times we need firefighters to enter burning buildings to put a fire out.
- Review our post incident arrangements to ensure we put in place the best care package we can to prevent further suffering, including continuing to ensure we identify and respond to all forms of safeguarding concerns.
- Measure what we do against published national fire standards and the standards expected by our customers. A culture of exceeding these standards will be implemented to support a high quality of response.
- Use data from across the Service, including customer feedback, to identify trends and proactively assess the quality of the service we provide, making changes to improve our response.
- Further develop an environment where colleagues feel able to identify problems and best practice which we all learn from
- Further develop our operational assurance reporting to constantly assess 'how good are we?'
- Use an assessment of risk to identify where we may be able to help partner agencies with responding to those in need.
- Use findings from significant incidents, prevention of future death reports, and inquiries, both nationally and internationally, to improve our service.
- Make changes to the way we handover incidents to the customer or partner organisations to makes sure we remove the risk of the incident causing further harm.

Safer buildings and places

	Customer group	KFRS services
Specialist and bespoke services	<ul style="list-style-type: none"> • Responsible persons • Other regulating authorities • Fire risk assessors • Fire safety engineers 	<ul style="list-style-type: none"> • Prosecutions • Enforcement Notices • Regulated stands in stadiums • Operation Liaison (firefighter facilities and hazards in buildings) • Fire engineering principles under BS. 7974
Targeted and priority groups	<ul style="list-style-type: none"> • High risk business owners • Sleeping accommodation premises • Business owners • Business managers 	<ul style="list-style-type: none"> • Pre-planned inspections of buildings that have been classified as high risk (such as Care Homes and Sheltered Accommodation that have been predicted to be likely to have a fire) • Alleged fire safety concerns (an identified fire safety issue by a customer or other regulators) • Risk reduction initiatives (focusing on at risk occupants, or business type identified by risk and fires that have occurred) • Pre-planned inspections of buildings identified in our Risk Based Inspection Programme (such as shops, offices and factories) • Campaigns (in line with the NFCC fire safety messaging)

Universal services	<ul style="list-style-type: none"> • Business start ups • Event organisers • Approved inspectors • Local authorities • Licence holders 	<ul style="list-style-type: none"> • Website • Building fire safety engagement and advice / enquires • Business and Property Building Safety Portal • Events safety and Safety Advisory Groups (SAGs) • Licensing consultations (including licences for HMOs, Marriage Premises, Licensing Act) • Building Regulation consultations
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Building Safety - guiding principles and approach:

- Building Safety interventions informed by a risk-based inspection programme.
- Share relevant and appropriate risk information across teams to improve services and respond to incidents.
- Use risk information and evidence from incidents to manage our response to unwanted fire signals.
- Consultation and regulatory activity carried out systematically, consistently and robustly.
- Enforcement powers used proportionately to keep people safe and secure.

- Continue to use the knowledge and expertise of colleagues in our Building Safety team to improve our operational understanding of building design and its influence on firefighting tactics.
- Put the residents' voice at the heart of our Building Safety work.
- Share our insights with the public, private and third sectors to support improvements in the built environment, including the conversion of commercial buildings to residential use.
- Build relationships with academic institutions and research organisations that focus on fire safety. Use research to stay informed about the latest trends, technologies, and best practices in fire safety.
- Build stronger relationships with local government agencies, emergency services, community organisations, business owners and other relevant parties to improve cross-disciplinary understanding.
- Continuous training with prevention, building safety, and operational colleagues so they stay updated with the latest fire Building Safety technologies and safety protocols.
- Use incident analysis to identify area for improvement in fire safety practices and sharing of key risk information across the service.
- Ensure local businesses have easy and timely access to clear guidance on complying with fire safety regulations.
- Boost proactive engagement with local businesses to raise awareness and increase knowledge of fire safety responsibilities.
- Sustained service development and culture of continuous improvement of Building Safety matters in line with current legislation, including being at the forefront of developing, sharing and influencing regulatory activity.

Safer customers

	Customer group	KFRS services
Specialist and bespoke services	<p>Identified as needing highly specialist services, often on a long-term basis, for example:</p> <ul style="list-style-type: none"> • People who live with dementia • People with mobility impairments • People with sight or hearing loss • People with long-term health conditions • People under 18 with an interest in fire 	<ul style="list-style-type: none"> • Safe and Well visits and follow ups • Firesetter visits and follow ups • High risk customer referrals from other agencies • Partnership working with charities and local authorities
Targeted and priority groups	<p>Identified through impact assessments – people with specific protected characteristics or community groups with limited access to our services, for example:</p> <ul style="list-style-type: none"> • LGBTQ+ • People living with disabilities <p>Identified as requiring specific services and campaign messages, for example:</p> <ul style="list-style-type: none"> • Customers living in tall buildings, care homes or sheltered accommodation • Smokers • Young people in areas of higher deprivation 	<ul style="list-style-type: none"> • Personalised visits designed to meet needs of the customer group • Long-term, intensive engagement Partnership working with charities • Firefighter response assessment visits (RAV INT and RAV SSRI) • Home fire safety visits • Campaigns • Social marketing initiatives • Road and water safety initiatives • Advocacy through other agencies • School visits
Universal services	<p>Identified as requiring general safety advice and campaign messages, for example:</p> <ul style="list-style-type: none"> • People under the age of 18 • Adults not identified in another customer group • People moving into Kent and Medway 	<ul style="list-style-type: none"> • Website and social media • Home safety online self-assessments • Fire station open days • Awareness campaigns

Prevention – guiding principles and approach

- Prevention activity targeted towards people at highest risk through home fire safety visits, safe and well visits, and school visits.
- Robust processes in place to support safeguarding, with all fire service colleagues clear on how to raise concerns and signpost for further help.
- Learn from incidents, extracting key lessons to strengthen prevention efforts, improving training and future activity.
- Equality of access research and action plan for people with protected characteristics and customer groups, including the relationship between poverty and accidental dwelling fires.
- Explore opportunities to share and integrate datasets with partners in the health sector.
- Develop new targeted campaigns to help make our customers safer.
- Embed targeted education programmes, developing materials, programmes and resources that reflect changes in society and remain relevant to key risks.
- Embed engagement campaigns which recognise digital poverty and reach customers on channels other than social media.
- Work collaboratively with water safety partners to devise targeted programmes and materials.
- Work collaboratively with the Kent and Medway Safety Roads Partnership to inform road safety education.

- Work with a wide range of partners, influencing plans to prevent fire and other risks.
- Use data from prevention, Building Safety, and response activity to improve fire prevention, including risk mapping and fire analytics.
- Regular evaluation of prevention activities, to identify areas for improvement and to ensure prevention strategies remain effective in reducing fire risk.
- A culture of continuous improvement, with prevention, Building Safety and operational teams working closely to ensure they stay updated with the latest technologies and protocols.

Supporting the CRMP – organisational enabling plans

Introduction

The strategic priorities are based on our seven areas of focus, which are all aimed at delivering and improving services for our customers. To make sure we use our organisational energy and talent most effectively, we will align every team and individual with actions they need to take in their areas to support the delivery of the strategic priorities.

Process

The strategy period of 2025-2029 will have four areas of internal focus each with a clear aim. Under each aim there are goals which act as our guide to actions for every team. Every team has an annual plan. There will be clear measures for all main aspects of performance so we can monitor progress and evaluate outcomes.

Transforming KFRS	Digitalisation and data	Customer	Culture – developing our people
<p>Our aim</p> <p>Ensure KFRS consistently delivers excellent customer service.</p> <p>We will measure and manage KFRS performance effectively. This will allow us to identify areas for improvement and track our progress over time.</p> <p>We will link risk management to KFRS activities. By proactively identifying and mitigating risks,</p>	<p>Our aim</p> <p>We seek digital transformation to improve efficiency and decision making and provide a platform for superior customer experiences. We want increased agility, improved collaboration, and to unlock better performance from teams.</p>	<p>Our aim</p> <p>Working together with our customers to save lives and reduce harm.</p>	<p>Our aim</p> <p>To develop a culture of continuous learning and growth.</p> <p>To empower our colleagues by fostering a supportive environment that enhances their skills, resilience and well-being, ensuring they are prepared and able to serve and protect our community effectively.</p>

<p>we can prevent problems that could hinder KFRS's ability to meet its goals.</p>			
<p>Our transformation goals</p> <p>Support the growth of leaders to facilitate transformational change.</p> <p>Empower colleagues to try innovative ideas.</p> <p>Accepting mistakes as part of learning without blame.</p> <p>We will manage risk, so it can be pioneering, original and transformative.</p> <p>Lean approach to processes as a means of reducing inefficiencies and making better use of our technology. This will help us reduce project time.</p> <p>Engage people in developing policy.</p> <p>Increased focus on coaching.</p> <p>Increased focus on individual and team performance to be peer reviewed internally and externally.</p>	<p>Our digital and data goals</p> <p>Delivered online where possible to enable colleagues to work more effectively.</p> <p>Continue to use data securely and ethically; data is managed as a strategic asset and its integrity can be relied on.</p> <p>Data underpins performance and decisions at all levels.</p> <p>To develop effective data architecture, making sure data is in an accessible format that suits the activity being performed.</p> <p>Simplifying processes.</p> <p>Empowering less digitally skilled people.</p> <p>Make business processes work before digital solutions.</p> <p>Finding solutions which integrate to enhance efficiency and reduce costs.</p>	<p>Our customer goals</p> <p>Continue to understand customers' needs and feelings through research, listening, debriefing, asking our diverse customers.</p> <p>Services fully accessible and inclusive.</p> <p>Continuously engaging with our customers and communities in ways that work for them.</p> <p>Using transparency and open data to bring about continuous improvement for customers.</p> <p>React positively to customer requests even when not voiced – go the extra mile to assist.</p> <p>Focus on internal customer journey mapping and reduction of time wasted by customers in seeking answers.</p> <p>To develop customer self-serve information and systems which help people manage their issues effectively.</p>	<p>Our cultural change goals</p> <p>To attract, identify, retain and develop high performing colleagues in order to best serve our customer.</p> <p>Demonstrate leadership focus on fostering an inclusive, high-performance culture.</p> <p>Ensure behavioural expectations are clear and there is support for challenge to inappropriate behaviour.</p> <p>Together continue to cultivate an environment of positive health and good wellbeing, where people are engaged and valued for what they do.</p> <p>Encourage speaking up, giving ideas, and challenging the status quo, ensuring there are appropriate tools and training for colleagues to do so, and that the tone is set as a collective across the organisation.</p> <p>Ensure diverse representation and diversity of thinking within</p>

<p>Further develop the annual planning approach to avoid duplication of effort, more efficiency and better collaboration.</p> <p>Ensure effective measurement of performance at organisational, team and individual levels, using external expertise to challenge our performance.</p> <p>To establish and maintain contract and legal compliance for all our properties and vehicles.</p>	<p>We understand and employ intelligent automation and digital assistants to drive productivity and give added value.</p> <p>Collect data once and use it multiple times, making sure it is fit for purpose, accurate, complete, and timely (FACT) and only kept for as long as it has a purpose.</p> <p>Adopt the relevant NFCC national fire standards in relation to digital and data.</p>	<p>Bringing value to customers through use of our website.</p>	<p>our workforce and our leadership population. Be inclusive in how we recruit and retain talent and ensure we reflect society and our customers.</p> <p>Understand our colleague population, collect appropriate data, and take action to create an inclusive colleague experience for everyone.</p> <p>Develop a restorative healing approach to issues of relationship conflict and simpler employee relations cases.</p> <p>Encourage the involvement of everyone in the design and development of their work environment.</p> <p>Develop managers to be able to promote and encourage inclusion within the workplace.</p> <p>Support development of Digital and Data Literacy.</p>
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People

Long term actions for next strategy period.

- Prioritising colleague attendance and wellbeing via a productive wellbeing and management program, meaning resources are managed effectively and colleagues supported to reduce absenteeism, and support when needs arise.
 - Reduce short-term sickness absence.
 - Better manage long-term sickness absence
- Improve quality and speed of resolution of performance management and disciplinary cases.
- Introduction of 'restorative practice' for early resolution of behavioural and cultural misalignments, focusing on awareness and resolution as opposed to punishment, where not necessary.
- HR systems and data improvements to streamline process and improve efficiency through lean methodologies and effective use of data analytics.
- Implementation of a comprehensive recruitment approach aimed at attracting diverse talent pools.
 - Delivery of Licence to recruit training.
- Improving understanding of people policies and processes via simplification and development of manager toolkits and guides.
- Simplification and efficiency improvements within people management practices, HR records and change management processes.
- Supporting 'workforce needs' approach where everyone can report support, they need, such as for example, support regarding neurodiversity, disability, caring responsibilities-
- Promoting the right values and culture through delivery of the Cultural Dashboard behaviours.
- Maintaining live workforce plans which align to CRMP needs.
- Development of our proactive wellbeing options around resilience and physical fitness to prevent injury and accidents.
- Development of our rehabilitation offerings within wellbeing to facilitate fitness and emotional wellbeing levels to return to duty earlier.

Measures:

- Maturity level assessments against all elements every two years.
- Percentage disclosure of Equality, Diversity, and Inclusion (EDI) characteristics by colleague group.

- Differential experiences of recruitment and succession by protected characteristic.
- Percentage of operational colleagues in qualification in key skills.
- Percentage of shifts lost to sickness.
- Percentage of ER process Service Level Agreements (SLAs) met.
- Percentage of attraction of diverse talent.
- Retention of talent.
- Productivity efficiency gains with better processes.
- Workforce efficiencies in team design and workforce planning.
- Colleague satisfaction with areas of KFRS – measured by surveys.
- Number of bullying/sexual harassment cases and dismissals.

Technical Training and Professionalism

Long term actions for next strategy period.

- Establish standards (what does good look like) of learning and implement a revised learning plan.
- Ensure effective assurance of learning outcomes throughout the organisation.
- Create career pathways and stage gateways for operational colleagues.
- Establish key data and intelligence required for learning, ensuring systems for storing and displaying information are effective.
- Ensure EDI and ethics are embedded and messaged in learning.
- Access neurodiversity and disability data for learners and keep as a record with consent from the individual. Avoids the learner being asked multiple times for the same information and we can develop bespoke learning to help individuals.
- Introduce accelerated learning in exercises and courses.
- Ensure every qualified individual has a centralised assessment of their operational competence at least every five years.
- Ensure facilities, vehicles, equipment, and courses are available to all and designed to effectively simulate the relevant risks in the CRMP priorities.

Measures:

Using Kirkpatrick's Four-Level Training Evaluation Model: there are four levels:

- **Level 1: Reaction** - Gauges learner satisfaction with the training experience (surveys, discussions)
 - **Level 2: Learning** - Measures knowledge and skill acquisition (tests, quizzes, Station based training (SBT) and Moodle tests, simulations, test how long learners retain the knowledge)
 - **Level 3: Behaviour** - Assesses if learners are applying new skills on the job (performance reviews, observation, service exercises, test- re/test of service exercise model, competence, and confidence in applying things such as firefighting techniques appropriately)
 - **Level 4: Results/Impact** - Evaluates the training's impact on KFRS goals (increased productivity, customer satisfaction, qualitative assurance measures through response assurance and operational debriefs)
- 100% of Learning courses compliant with standards and outcomes.
 - Records of learning and progress against career pathways in place, monitored and reported on.
 - Qualitative independent assessment of quality of ethics and inclusion in learning courses and events.
 - New courses, equipment, vehicles, and training facilities that meet the requirements of the CRMP priorities are in place.
 - Number of cancellations of courses.
 - Process Measures: track aspects such as course completion rates, training time, and trainer satisfaction.
 - Quantifiable but non monetisable benefits. e.g. improved ability to rescue someone – but the benefits do not directly impact a team's spending and so are not monetisable to KFRS.

Additional Best Practices we will use:

- **Defining Clear Objectives:** All training courses and programmes will have set specific, measurable goals. We will be clear on what skills or knowledge we want colleagues to gain and how it will benefit KFRS. Using the KFRS Behaviour framework to design in behaviours needed to get full effect of the training e.g. customer.
- **Use a Mix of Methods:** We use more than one single metric. Gather data through surveys, tests, performance reviews, and even focus groups to get a well-rounded picture.
- **Collect Data Over Time:** We evaluate at different points - immediately after training, a few months later - to measure knowledge retention and behavioural changes.

- **Analyse and Communicate:** We will review the data to identify areas for improvement and share findings with stakeholders. This helps refine future training programs and demonstrates the value of training to KFRS.

Leadership and Learning

Long term actions for next strategy period.

- Review and refresh Leadership offering to support culture, ethics and behaviours and ensure alignment with Talent Bench review (TBR/Acs).
- Extend the reach of the Leadership offering to support all colleagues with informal learning, at point of need.
- Ensure a data driven approach, focussing on responsiveness to organisational need in terms of both content and talent pipeline.
- Review and refresh Induction to align with and support culture, ethics, and behaviours, from day one.
- Explore and implement technology solutions to increase efficiency, quality and reach for all Leadership and Learning (L&L) and IT learning.
- Revitalise our formal and cultural coaching support.
- Enhanced use of LinkedIn learning.
- Use of development centres/coaching at appropriate levels to aid personal and career management.
- Enhance the use of blended learning approaches delivered, making best use of digital learning.
- Improve generalised training capabilities within team.

Measures:

- Quantifiable but non monetisable benefits include:
- Monitor caseload and trends through ER and broader HR.
- Evaluation of assessment centre data.
- Monitor system data across HR and training.
- Data and trend analysis from surveys, forums, and feedback loops.

- Monitor trends in continuous dialogue and capability management to test leaders are applying processes effectively.

Digitalisation and data

Long term actions for next strategy period.

- Explore and implement new technology to enable effective mobile working.
- Implement frameworks for adoption of technologies like AI to support ethical and efficient development and adoption, ensuring we understand the risks and have appropriate governance.
- Continue to move services and data to the cloud, reducing the burden on IT resources.
- Continue to invest in keeping our systems and data safe and secure and ensure relevant Government security standards are met. Continue to develop the concept of the digital Incident fireground, including replacing our Computer Aided Despatch (CAD) system.
- Rationalise our organisational IT systems, and exploit more thoroughly those that we have invested in.
- Continue to support workforce needs regarding adaptations for neuro diversity and other accessibility issues.
- Ensure data – displayed in an intelligent and informative way, including the use of mapping – relating to the CRMP risks and priorities is available to colleagues.

Data

- Continue to enhance data governance.
- Ensure we meet the requirements of the Data Building Safety and Digital Information Bill.
- Establish clear ownership and accountability for data assets (Information Asset Owners).
- Ensure we have master datasets - that all systems that record the same things use the same codes that can be cross referenced, whether we interface initially or not.
- Define data quality standards and implement processes to ensure data accuracy and consistency.
- Develop data and intelligence reporting using appropriate data management solutions that are fit for purpose.
- Break down data silos and integrate data from different sources to get a holistic view.

➤ Data culture and skills development:

foster a data-driven culture where data informs decision-making across all levels.

invest in training programs to equip colleagues with data literacy skills and analytical capabilities.

continue to adapt strategies as new technologies and regulations emerge.

- Maintain focus on data privacy and ethics and invest in technologies and processes to strengthen our safeguards against data loss:
- Create station ground risk maps of key customer data to help focus local CRMP risk management, i.e. which groups to focus on and what data to return to the Community Insights team.

Measures:

- Report on the data breaches reportable to the Office of the Information Commissioner we have recorded.
- Percentage of freedom of information requests responded to within 20 working days.
- Productivity efficiency gains with better processes.
- Technology efficiencies giving cash savings or productivity gains. Having clear data management policies in place and then assuring compliance, such policies to relate to and include reviewing clear data ownership, access controls and security protocols, in order to ensure responsible data management.
- Data Accuracy: have robust quality assurance processes for all corporate data sets – these will be built into system design where possible.
- Data Completeness: measure the percentage of missing data points and implement strategies to fill gaps (for example, data cleaning processes, prompting users for complete information).

- **Data Accessibility:** monitor how easily colleagues can access and utilise data. Consider metrics such as user adoption rates for data dashboards or internal knowledge bases.
- **Qualitative unquantifiable benefits:** better use of data reduces time needed by colleagues leading to more effective decisions – we will track data improvements and time released – this is also a productivity gain.

Transforming our service

Finance

Long term actions for next strategy period.

- Consider implementing a new finance system, incorporating potentially the payroll (and potentially HR function) to enhance business operations.
- Introduce Finance Business partners to support a more streamlined approach to enable more effective budget management, forecasting and planning.
- Continue developing and enhancing the support to deliver a more customer focused service on pensions and payroll, recognising the relevant pensions/pay legislation.
- Continue to retain financial flexibility to be in a strong position to be able to adapt to the anticipated financial challenges ahead, both national and locally.
- Continue to enhance the benefits of being part of an insurance mutual, through increased collaborative working.
- Support the efficiency agenda with help to teams on defining types of efficiency.
- We will move to having asset data in the appropriate systems, and system owners with linked codes to allow payment in Business World.

Measures:

- Regular modelling of options and financial scenarios over the medium term, including potential areas of savings
- Keep abreast of national issues which could affect the financial future of the organisation.
- Ensure sustainable succession planning of the necessary skill sets within the Finance Team
- Improved forecasting of spend against the relevant capital and revenue budgets.
- Receipt of the Auditors statement of assurance annually and unqualified accounts each year.
- Strong focus on governance and application of Internal Controls.
- Drive collaborative working to gain longer term benefits for the organisation.
- Technical efficiency and productivity gains.

Property

Long term actions for next strategy period.

- Develop a long-term estate optimisation plan to ensure that our buildings best meet the needs of our business.
- Implement new service contracts to ensure continued best use of resources and value for money.
- Continue to explore and implement opportunities to decarbonise our estate, working towards carbon neutrality.
- Roll out new helpdesk system for effective measurement and management of property defects, allowing us to do more with the same resources.
- Continue carrying out projects to improve inclusivity across our estate.

Measures:

- Clearly communicated property related services SLAs and KPIs with our internal customers.
- Percentage carbon emissions reduction.
- Compliance with external audit.
- Trend analysis for repeat failures for key building assets, improving our resilience and budget forecasting.

- Percentage completed internal accessibility audits.
- Technical efficiency in any estate reduction or sharing.
- Surveys on colleagues' experience of using our estate including PIA.
- Quantifiable but non monetisable benefits in any savings through contract management or asset management

Fleet

Long term actions for next strategy period.

- Relocate fleet operation to premises fit for purpose that improves efficiency.
- Move to alternative fuels and more efficient fuel consuming vehicles.
- Replace existing fleet management system to improve fleet replacement and fleet optimisation.
- Replace existing telematics system and introduce practices to improve and encourage better driver behaviours.
- Improve conditions and succession planning for colleagues to better attract and retain.

Measures:

- Increase in fleet availability.
- Increase in productivity – productivity gains, technical efficiencies and quantifiable but non monetisable benefits
- Improve vehicle utilisation rates and ensure we have the right vehicles for the right tasks, with potential cashable savings.
- Reduction in CO2 produced by fleet.
- Even out the spend in the vehicle replacement programme.
- Improve information on driver behaviour to allow interventions, reduce collisions, reduce fuel consumption, and keep the public and colleagues safe.
- Successful recruitment processes that attract the correct skills and competencies for a highly specialised fleet.

Procurement

Long term actions for next strategy period.

- Ensure new procurement legislation is embedded.
- Enhance specification writing and development.
- Further develop contract management.
- Ensure EDI, social value and modern slavery principles are integrated into procurement.
- Review and enhance tail spend processes.

Measures:

- Transparency in Supply Chains statement published.
- Ensuring value for money in all projects.
- Modern slavery statement published annually.
- Procurement Training embedded in all CMB, SLT, Budget Managers and Fire Futures colleagues training files and completed.
- All strategic contracts having agreed and measured KPI's and formally contract managed.
- Monetisable non-cash releasing benefits of spending less than planned.

Operational Services

Long term actions for next strategy period.

- Improve our capability to fight fires during extreme weather events.
- Continue to explore and develop firefighting tactics and operational policy specifically designed to address fires caused by batteries (e-bikes, scooters, and vehicles).

- Ensure KFRS has in place the equipment and vehicles to effectively respond to all types of incidents.
- Develop policy and processes to continue to reduce the risk to firefighters when resolving operational incidents.
- Strengthen and simplify KFRS water rescue response.
- Strengthen and simplify KFRS Safe Working at Height response.
- Strengthen KFRS response towards the implementation of ventilation tactics.

- Reducing the levels of exposure to contaminants for our firefighters.
- Work to align KFRS Fire Investigation function to ISO accreditation.
- Seeking to continue to support the Ambulance Service in the delivery of their functions.

Measures:

- Introduction of lighter weight PPE to support wildfire incidents.
- Replace our Breathing Apparatus sets.
- Introduction of Battery Positive Pressure Ventilation and training.
- Introduction and training of new Safe Working at Height equipment for On Call firefighters
- Reducing the levels of exposure to contaminants for our firefighters through the introduction of new guidance and procedures.
- Monetisable non-cash releasing benefits of spending less than planned.
- Quantifiable but non monetisable benefits in improving our equipment and capability to meet customer needs.

Professional Standards/Assurance/Operational Learning

Long term actions for next strategy period.

- Continue to embed new Fire Standards as these are published.
- Continue to internally and externally peer review our responses to the fire standards compliance statements.
- Establish and embed a review process and criteria to ensure continuing compliance with Fire Standards.
- Increase service wide awareness of fire standards.
- Continue efforts to compress timeframes for investigations.
- Ensure that all Organisational Learning from investigations is captured on the Action Tracker, and that Learning arising from investigations can be attributed.
- Complete work to define Customer Liaison role at incidents.
- Update post incident customer survey to reflect definition of customer liaison role.
- Continue to scrutinise existing learning from significant incidents and inquiry reports (Manchester Arena)
- Review any similar future publications (including Grenfell phase two) to identify and secure learning.
- Explore options to assure or review decision making at Operational Incidents.

- Continue to define 'what good looks like' in increasing areas of the organisation (training, recruitment, prevention, day to day activity...)
- Continue to embed new requirements of operational and organisational learning as they appear in either their own, or as part of Fire Standards on a variety of other subjects.
- Continue to imbed the concept of NFCC's Organisational Learning into KFRS.
- Evolve the Learning element of the Learning and Assurance KFRS Policy.
- Oversee the implementation of the new Home Office IRS system and its integration with the current KFRS platform.
- Reduce the IRS entries subsequently amended following quality assurance processes.
- Increase the successful attendance and reduce the no responses to structured debriefs – this stands at 60% successful attendance in 2023 compared with 64% in 2022.
- Research and potentially Implement a dashboard following the successful introduction of the appropriate platform to make real time statistics available to users and strategic leads relating to Operational Learning.
- Continued reduction of occurrences where a Recall to Incident has taken place.
- Continue to develop the relationship and working practices with KFRS Projects team, improving the commitment to internal customer care. Utilising queries and questions from Operational Learning activities to help shape or evolve the scope of projects based on users wants and needs.
- Seek to reduce the average number of days between an event taking place and its respective debrief.
- Continue to draw our customer insights and access to services issues at debriefs to share with community insights team and other teams.
- Evaluation and assessing the current delivery of Operational Learning under the Learning Organisations maturity levels, with a desire to achieve Level 4 – the highest level.
- Seek to further formalise collaboration and sharing learning opportunities with Kent Police, assisting them in developing an evaluation board like that of KFRS where learning for KFRS can also be discussed and progressed.
- Continue to embed new requirements of assuring incidents and events as they appear in either their own, or as part of Fire Standards on a variety of other subjects.
- Evolve the Assurance element of the Learning and Assurance KFRS Policy.
- Assuring Exercising organised by the Exercise Planning Group.
- Further formalise the reporting of outcomes from Response Assurance Groups activities to KFRS strategic leads.
- Identify and define 'what good looks like' in all areas of the organisation (training, recruitment, prevention, day to day activity...).

- Embed the Response Assurance function as a recognised role for all officers, alongside the specialist roles in the response assurance team.

Measures:

Quantifiable but non monetisable benefits in improving our capability to meet customer needs:

- The success of our own internal or peer review to the fire standards compliance statements.
- Continued engagement in learning wider than solely incidents and exercises, with both further debriefs and feedback carried out in a variety of arenas, including prevention, Building Safety, and people, along with learning from such processes as procurement or CRMP itself. Demonstrating this will be the learning activities themselves along with submissions to and from Organisational learning evidenced.
- Ensure that data is captured and shared to record investigation timeframes.
- Track investigation durations (from commission to report completion).
- Track actions arising from various investigation types (and report on these).
- Track completion rates of this survey, and contents (responses).
- Remaining actions from Manchester Arena Inquiry completed and closed – report through CIRB.
- Actions arising from Grenfell phase 2 (and any other reports) tracked to completion, monitored and reported.
- Capture data on decision making, interpret and develop recommendations to share learning and deliver improvements. Communicate and embed these definitions.
- Assure against these definitions in relation to ‘what good looks like’.
- Assess culture and behaviours against these definitions.
- A KFRS Learning and Assurance Policy fully implemented, current with the sector specific best practice and guidance, and a true and accurate reflection of the team’s role that will add clarity and stand up to scrutiny from customers, colleagues, and fellow collaborative organisations in addition to Internal Audit and Inspection processes.
- Successful transition and submission to the new system, whilst still using the KFRS platform to enhance data collection for use in projects and programmes such as VERP and CRMP.
- A consistent reduction from the 2023 totals of 13% of incidents requiring changes being made to individual records.
- Working around the intricacies of the duty system and continuing to promote the safe space that debriefs and learning activities provide, reducing the occurrences where colleagues choose not to attend or respond to debrief invitations, and working with stations predominately as 33 of the 38 no responses are from Crews, with 10 FF (30%) and 22 IC SL1 (67%).

- The successful introduction of a reporting function where data and statistics are made available to action owners, managers and heads of section, improving participation in learning activities. This also addresses any areas of improvement more efficiently, which will be highlighted in annual collation and reporting to CMB.
- Reduction in the number of recalls to incidents that have taken place, with evidence from incident commanders of both comprehensive handovers using IIMARCH and the use of scheduled further visits to customers' homes and businesses, demonstrating the ongoing commitment to customer care and a further demonstration of 'what good looks like'.
- Continued evidence of actions arising from Operational Learning activity shaping the scope of projects, demonstrating the approach that whilst not every action or observation can be implemented immediately, there is a direct route to influence future investment and specification of new equipment, processes, and programmes of work.
- The Average days from event to debrief forms part of the annual report to CMB providing a statistical overview for Operational Learning. This allows CMB to direct focused improvements to our capability.
- Successful evaluation of the delivery, resulting in sufficient evidence being available to successfully demonstrate that Learning Organisation Level 4 – has been achieved.
- Evidence of a standing member of a Kent Police Joint Operational Learning Board, with a recognised and formalised mechanism to feed in and receive learning from both organisations, improving collaboration and evolving service delivery.
- The success of our own internal or peer review to the fire standards compliance statements.
- A wider spread of evidence of assurance activities over not just the incidents but exercises where assurance activities have been requested or previously commissioned, widening the evidence base and therefore potential learning outcomes.
- Continued evidence of formalised reporting to CMB, with Response Assurance updates factored into the CMB schedule of reporting at timely intervals following the delivery of activities.
- Evidence that the Integrated Learning and Assurance Model (ILAM) provides corporate responsibility, awareness, review, and ownership of any KFRS trends, themes and areas of concern arising from the delivery of Operational Response & Resilience across KFRS. Following that awareness, if any undesired trends and concerns become apparent and further evidence is required, a measure of success will be Response Assurance being commissioned to undertake further assurance activities.
- Embed this definition into the respective qualifying response assurance activities when assuring incidents, exercises, and stations, providing a real-world assessment of whether we are meeting the needs of our customers and excelling in our delivery against well-defined criteria.
- A consistent and well trained and prepared group of Response Assurance Officers, either as the core team, or associates, who can effectively deal with assurance incidents in a consistent manner and remain well thought of and beneficial to all those in attendance at incidents, events, and exercises.

- KFRS recognises the importance of ensuring that enough officers are trained in each specialism to ensure that the capability can be met and no one individual is overburdened. The success of this action will be the Response Assurance Officer recognised as a specialism and included in the Specialist Qualifications Index of the officer framework.

Governance/Corporate Risk Management

Long term actions for next strategy period.

- Further develop capture of efficiencies and benefits using Government Efficiency Framework
- Embed use of the '4 P's' reporting and financial costing model.
- Data for Outcomes, not Outputs so the public can see what they get for their money.
- Data for Transparency and Accountability: make data-driven insights publicly available (where privacy allows) to increase trust and democratic oversight.
- Agile Governance Structures: develop more flexible and responsive governance frameworks that can adapt to evolving technologies.
- Ensure necessary controls are in place to help mitigate risk.
- Develop and deliver an effective risk management culture throughout Kent Fire and Rescue Service.
- Maintain a comprehensive risk management framework, including risk identity, assessment, mitigation, and monitoring strategies for all internal and external Corporate and Strategic risks.
- Develop the new approach in line with Government Orange Book standards, with reference to ISO 37000:2001.
- Develop, deliver, and maintain a Corporate and Strategic Risk Register.
- Develop and deliver risk management training programmes, to promote a strong risk culture across Kent Fire and Rescue Service.
- Develop, deliver, and maintain a legislation and guidance compliance register.

Measures:

Quantifiable but non monetisable benefits in improving our capability to meet governance requirements:

- 100% of all identified Corporate and Strategic risks are assessed and entered onto the Corporate and Strategic Risk Register.
- Control measures in place for all identified Corporate and Strategic risks, to ensure risks are kept within acceptable tolerances.
- Regular, timely, risk assessments and gap analysis to identify emerging risks, and evaluate existing and new control measures.
- Provision of timely, comprehensive, and accurate Corporate and Strategic Risk Management documents to Corporate Management Board and the Audit and Governance Committee.
- 100% of Corporate Management Board and Strategic Leadership Team will undertake risk management training.
- External assurance that KFRS risk management framework is aligned to the Government Orange Book.
- External assurance that KFRS legislation and guidance register is up-to-date, comprehensive, and accurate.

Project and Programme Management

Long term actions for next strategy period.

- Improve the understanding of the disciplines of business change and project management by leaders across the organisation.
- Improve project management delivery through a matured use of business cases, people impact assessments and benefits realisation techniques.
- Embed processes to align business change initiatives with strategic priorities and resources to deliver best value.
- Enhance the utilisation of data to understand the rationale and potential benefits of business change as well as to track progress of projects.
- Develop scalable project methodology to enhance the agility of KFRS whilst maintaining high standards of delivery.

Measures:

- Improvement in organisational maturity assessments.

- Customer pulse survey and workshops demonstrate understanding of project management and business change.
- Quantifiable benefits identified at the beginning of and realised at the end of projects.
- Clear demonstration of type of efficiency created by the project.
- Delivery of projects against strategic priorities.
- More projects delivered on time and within quality criteria methodology applied to each project (e.g. Agile, Wagile, Waterfall etc.).
- Quantifiable but non monetisable benefits in improving our capability to meet customer needs.
- Monetisable non-cash releasing benefits.
- Productivity gains.
- Technical efficiencies.

Resilience team

Long term actions for next strategy period.

- Ensure we maintain an appropriate level of response by embedding and aligning to the principles set out within the Corporate Command, Control and Communications Policy, which apply to all incidents where enhanced management and co-ordination is required through a Management and Co-ordination Group (MaCG).
- Identify, assess, and mitigate against current and future identified risks that could impact on the organisation's ability to maintain key services and functions for our customers.
- Embed resilience and business continuity principles across the organisation.
- Work collaboratively with partners through the Kent and Medway Resilience Forum (KMRF) and the National Fire Chiefs Council (NFCC) to ensure the principles of integrated management (IEM) are embedded to ensure we are resilient against known risks.
- Maintain an organisation exercise programme to help ensure the service regularly exercises against the most significant risks the county faces, assuring KFRS has the correct capabilities and training in place to respond to a significant event or incident.
- Provide accurate, up to date and sustainable water provision information to colleagues, so that an adequate supply of water is available at operational incidents.

- Improve cross border working arrangements with neighbouring FRS, ensuring a better understanding of policies, procedures, and operational capability to work collaboratively and effectively.
- Review and monitor security across the service, ensuring new threats and risks are mitigated.

Measures:

- Undertake reviews and debriefs of significant events and incidents that require enhanced management and co-ordination.
- Embed learning from incidents and exercises within the Management and Co-ordination process.
- Implement reporting methods to help monitor trends that result in an impact on delivery of service to customers through business continuity incidents.
- Delivery of guidance and training to all colleagues that would be required to support KFRS response to a Major/Critical Incident, Service Continuity Disruption, Significant Safety Events (SSE), or any other situation or event where the Chief Executive or Duty Strategic Commander (DSC) deems it appropriate.
- Delivery of an annual 'service exercise' that tests KFRS corporate response to a significant event or incident.
- Delivery of exercise against all high and very high site-specific risks, monitored through Dynamics and the Exercise PowerApp.
- Improve and maintain water provision information on appliance Mobile Data Terminals (MDTs) in line with national guidance.
- Sharing of information and exercising with neighbouring Fire and Rescue Services to benchmark performance.
- Auditing and regular checks of our security processes, including undertaking exercises to test compliance.

Customer

Customer Experience and Business Change

Long term actions for next strategy period.

- Continue to embed a customer centric culture across the Service so it becomes an integral part of day-to-day business. This includes working with the colleague forums to ensure that customer experience is considered when looking at disability or accessibility issues.
- Develop strong customer focussed processes to improve the overall customer experience for our internal and external customers.
- Deliver a programme of training across the Service to enhance our support to internal and external customers. This is being done through the delivery of Lean training, the development of a Customer Experience Toolkit, the roll out of customer related e-learning packages as well as the formation of internal customer personas with the aim of creating a visual and engaging way to help teams understand each other, their challenges, preferences, blockers, and enablers.
- Develop better working relationships amongst internal service teams to reduce silo working and the time wasted on admin related tasks. To encourage a joined-up approach and create resilience.
- Develop better lines of communication between our station-based colleagues and internal service teams to build on a 'one team' culture that works together to achieve our shared goals.
- Develop clear expectations and response times between internal service teams.
- Embed better collaboration amongst teams to identify areas for improvement and implement customer related strategic initiatives through our annual plans.
- Support internal service teams to adopt lean methodologies to improve and streamline their processes.
- Establish metrics to measure the success and impact of customer experience enhancements.
- Utilise technology solutions to enhance efficiency and accessibility for all our customers.

Measures

- Surveys – to gather feedback on various aspects of internal service. This will be to measure effective communication and areas to support continuous improvement.
- Employee Engagement Surveys – to measure colleague motivation, sense of belonging, and overall well-being. High engagement indicates that colleagues feel valued and supported.
- Internal Net Promoter Score (iNPS) - to measure the satisfaction felt by colleagues with the service they have been provided by an internal team. Similar to the external NPS, colleagues rate their likelihood of recommending another team to their colleagues on a scale from 0 to 10. Responses are categorised into Promoters (9-10), Passives (7-8), and Detractors (0-6).

- Internal Customer Satisfaction Score (iCAST) – to measure the immediate satisfaction of colleagues with a specific service provided by another team. After receiving support with their request, colleagues rate their satisfaction on a scale (usually 1 to 5). The average score provides insights into how satisfied internal customers are with specific services.
- Internal Customer Effort Score (iCES) - to measure the ease with which a colleague can obtain the service they need from another internal team. This metric asks colleagues to rate the ease of their experience overall in getting their issue or request resolved from 'very easy' to 'very difficult'.
- First Contact Resolution (FCR) - to measure the efficiency of an internal team in resolving requests or issues on first interaction. Measures the percentage of queries or problems resolved during the first interaction with no need for follow-up. Higher FCR usually correlates with higher satisfaction.
- Service Level Agreements Satisfaction (SLAS)- to measure how effectively an internal team has met their service commitment. This metric assesses the percentage of requests or services completed within the agreed time frames specified within the SLAs.
- Focus Groups and Feedback at Team Meetings - facilitate discussions where employees can voice their concerns and suggestions for improvement. This allows for in-depth exploration of specific issues impacting internal customer satisfaction.
- Productivity gains through process engineering.

Engagement

Long term actions for next strategy period.

- Embed the Inclusion and Accessibility Communications Charter.
- Continue to develop and grow the Service's brand/identity to reach new audiences.
- Embed the Communications and Engagement Fire Standards.
- Continue to strengthen the 'Behaviour Change' approach in our marketing.
- Support the development of engagement data capture.
- Review and evolve all KFRS events.
- Develop our online events offering to reach diverse communities and increase accessibility to meet customer needs.
- Support our events with a new display vehicle to enhance the delivery of safety messaging to target audiences.
- Develop events to provide safety messaging to teenagers and to reach customers in rural and non-urban areas to improve visibility and accessibility.
- Review and refresh current 'safety' events.

- Embed the refreshed approach to recruitment marketing and promotion.
- Evolve our burns and scalds campaigns to incorporate behaviour change and to reach new audiences.
- Support the Kent and Medway Safer Roads Partnership's vision zero strategy by developing initiatives and engagement to reduce road crashes.
- Support a partnership approach to water safety to reduce the number of water-related deaths and injuries across Kent and Medway.
- Support the campaign to increase the number of Safe and Well visits and Home Fire Safety visits carried out.
- Review the arson prevention campaign with the Fire Stopper initiative and develop a refreshed approach to reduce the number of deliberate/arson incidents.
- Review evaluation and reporting to include all communications and marketing methods.
- Review the Volunteers scheme processes with internal partners to support greater coordination and awareness.
- Develop Volunteer recruitment plan to build the scheme to 100 volunteers.
- Embed the Volunteer Charter.
- Secure Investing in Volunteers 2025-2028.
- Secure Investing in Volunteers 2028-2031
- Develop a volunteer management platform.

Measures:

- Consistency and continuity in use of language and imagery in communications and events. This will establish success through marketing campaigns designed to meet key areas identified as areas of high priority.
- Auditable process in place to ensure data is captured and recorded consistently across campaigns and other engagement activity.
- 100 people carrying out regular volunteering activity for KFRS.
- Awarded 'Investors in Volunteers' award in 2025.
- Establish consistent co-creation of campaigns to evaluate the success of campaign messaging.
- Qualitative unquantifiable benefits of improving brand reputation and access to services.
- Quantifiable but non monetisable benefits in improving our capability to meet customer needs.

Community Insights and Partnerships

Long term actions for next strategy period.

- Review and evaluate the community insight forms data to ensure our services align with current customer needs and concerns, while also proactively identifying potential risks.
- Continue to roll out phased primary research to collect customer insights, particularly focusing on fire safety attitudes and behaviours in topical areas that can help target and shape existing and new prevention initiatives.
- Consistent approach across the 13 Community Safety Partnerships to promote fire service priorities.
- Develop a standardised structure for the intelligence required to support meetings with partnership agencies.
- Create a centralised data base for recording meeting outcomes and sharing best practices across other districts.
- Ensure partnership meetings have the most appropriate attendance to support the objectives of the meeting.
- Use data analytics to identify patterns or hotspots where deliberate fires are more likely to occur to inform effective prevention and enforcement planning.
- Develop a comprehensive framework to collect and analyse EDI information, fostering a more equitable, diverse, and inclusive environment across prevention, Building Safety, and response.
- Develop clear protocols to engage with partners and diverse community groups to deal with emerging risks.
- Support station management teams to recognise and work with key risk groups on their station grounds.

Measures:

- Consistency and continuity in community responses from insight data collection. This will establish success through marketing campaigns designed to meet key areas identified as areas of high priority from responses.
- Process established to support consistent approach to Community Safety Partnerships.
- Auditable process in place to ensure Community Safety Partnership's data is captured and recorded in one place.
- Establish set of clear policies and guidance and test compliance and understanding through surveys.
- Qualitative unquantifiable benefits of improving brand reputation and access to services.

Supporting our goals 2025-2029 Culture dashboard

How we deliver is as important as what we deliver. Our aim is to continually transform our culture in KFRS to enable high performance and enjoyment of work.

Reviews, pulse surveys and team visits over the last strategy period highlight the areas of culture listed below as those we will focus on and measure across the next strategy period. A description of what we will be doing and how we will measure our progress for each of these areas of culture can be found in Appendix 1 to this Plan. The behaviour framework, which has been updated in response to emerging cultural goals, can be found in Appendix 2.

Areas of Cultural Focus 2025 – 2029

- **Focus on Customer**
- **Continuous Improvement and innovation**
- **Being Collaborative**
- **Adding your voice/Speaking up**
- **Positive leadership at all levels**
- **Promoting wellbeing in you and others**
- **Healthy and Safe**
- **Being Inclusive**
- **Being professional and ethical**
- **Communication and engaging**
- **Seeking to be excellent in your professional technical skills**
- **Looking after the environment**

