

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

## Appendix 1: Evaluation of progress in strategy period 2021- 2024

### Introduction

We are constantly evaluating our work and all our projects have a mid and end stage learning review. We also use debriefing at all levels to evaluate performance. We have evaluated our last strategy period through a series of workshops and reviews to:

### Learn and Improve:

- **Identify successes and failures:** By assessing what worked well and what didn't, we can learn from our experiences and adjust future strategy. This helps avoid repeating mistakes and capitalise on winning tactics.
- **Adapt to change:** The landscape is constantly evolving. Evaluating the past strategy helps identify whether it's still relevant in considering societal shifts, technological advancements, changes in risk such as climate change impacts.

### Resource Allocation:

- **Efficiency and effectiveness:** The evaluation can reveal if resources were allocated efficiently and effectively in pursuit of the strategy. This allows for better resource management in the next period.
- **Prioritisation:** The process can highlight which strategic initiatives delivered the most value. This can inform future decisions about where to invest time, money, and personnel.

### Accountability and Transparency:

- **Measure performance:** Evaluation helps assess how well KFRS achieved the goals set out in the previous strategy. This provides a basis for measuring progress and holding leadership accountable.
- **Stakeholder confidence:** A transparent evaluation process demonstrates our commitment to continuous improvement and can maintain trust of our customers.

Overall, evaluating the last strategic period is a crucial step in ensuring KFRS stays on track to perform and makes informed decisions for the future. It's a chance to learn, adapt, and refine the approach for long-term success.

There are two sections in this evaluation of the last strategy period 2021- 2024. The first looks at projects and specific actions. The second is broader and looks at what has been happening across systems and approaches in KFRS.

### **Section 1**

All projects and actions are monitored through our strategic leadership team and corporate management board. We track what we are doing and evaluate whether we are meeting the benefits we seek for customers and for what we are learning using the benefits tracker below. This is a summary of the key achievements and benefits in the last strategy period. There are more detailed benefits analysis and outcomes for many of the projects. We track and evaluate cashable and non-cashable efficiencies in our annual efficiency statement and productivity statements - [Link here](#). In the 2024 Benefits tracker we have applied new government guidance to how we measure productivity and efficiency.

# 2021 Benefits Register

What	Why	KFRS/Customer benefits
New four-year organisational strategies published.	Clarity of purpose and alignment of action across KFRS.	Tracking back to risk analysis in the CRMP for all projects to ensure we meet customer need.
Joined the Networked Fire Service Partnership (Hampshire and Isle of Wight, Wiltshire and Dorset, and Devon and Somerset FRSs) to put in place a framework to manage and accredit fire investigations against the ISO standard.	Collaborative effort to be more efficient and benchmark best practice.	Delivery of FI iso standard so we can learn from each event and ensure high standards of investigation = ability to deliver sound evidence for any legal purpose and give assurance to our customers.
Complete comprehensive programme of building risk reviews following the Grenfell Tower fire.	All high-rise residential premises visited by a multiskilled team to establish compliance as well as gathering data on flammable wall cladding.	Reassurance to customers of detailed work being done and honest examination of issues they may face in their buildings – allow for protection and prevention work from us in a planned manner.
New KFRS brand rolled out to external audiences across Kent and Medway based on significant consultation.	Clarity of brand and messaging to ensure effective communication of safety messaging for customers, in addition to helping attract the best talent to job candidates.	Customers see very clear messaging about what we do and ways to help them stay safe. We have evidence that they then recognise some of our safety messages. The new brand demonstrates our focus on customer both internally and externally. We also cleared and removed all outdated materials, so our colleagues and volunteers are confident that the new materials are fit for purpose for our customers.

Following the experience of flexible working during the pandemic, we commit to flexible working for office-based teams.	Gaining balance of team working in the office and individual needs – more effective use of time.	Balance of work/life but also ability work across teams in KFRS.
We publish our Modern Slavery Policy, which sets out our zero-tolerance approach to modern slavery, human trafficking and all forms of servitude and forced and compulsory labour in all our own business, commercial relationships, and any of our supply chains.	Compliance with legislation but also part of our ethical stance on how we work.	Message to customers on our ethics and clarity in procurement on who we will work with. Through the work of our Building Safety and Safeguarding teams, we have seen first-hand people the impact of modern-day slavery on people living in Kent and Medway. We want to continue to play our part in helping to end modern day slavery.
Initiated review of planning assumptions for emergency cover.	Part of the process of ensuring that our cover continues to be as effective as possible.	Ensuring risks are understood by us and our customers so they have ability to consent to how we spend their money.
Adopt the first four fire standards published by the Fire Standards Board (Emergency Response Driver Training, Operational Preparedness, Operational Competence and Operational Learning Fire Standards).	We are committed to meeting all fire standards and going above the minimum compliance.	Benchmarking internally and externally. Learning from honest scoring about improvements we need to make.
HMICFRS publish results of their 2020 inspection of our response to the coronavirus pandemic.		Stating that we adapted effectively and efficiently to the considerable demands that were imposed upon us by the pandemic and recognising that we did so while maintaining our day-to-day service and fulfilling all our statutory duties.

Lead on two national projects: the National Firefighting Specific Training Framework and the National Specialist PPE Framework.	The former will deliver a route to market for all FRSs to procure their training service requirements to align with National Operational Guidance (NOG) training outcomes.	Saving money in collaborative procurement
Fire Authority approves the establishment of the Audit and Governance Committee	To further improve scrutiny and oversight of our financial and governance arrangements.	Reassurance of well managed processes.
Purchase of a 'telehandler'	Vehicle with a telescopic boom that can extend forwards and upwards from the vehicle and be fitted with different attachments, such as a bucket or pallet forks).	Primarily used by our Technical Rescue Team, this has enhanced capability and been highly beneficial in a number of incidents.
Companion devices (tablets) to fire engine mobile data terminals rolled out to trial fire stations as part of a test of their effectiveness ahead of Service-wide roll out.	Facilitate ease of gaining information on the incident ground.	
Creation & implementation of a Climate Action Plan	To capture and monitor all activities being undertaken plus additional actions required to meet our commitment to carbon footprint reduction	Any reductions to energy usage will provide both environmental and financial benefits.
Green Forum established.	To oversee the Climate Action Plan and generate new ideas to drive change and achieve our goal of being carbon neutral	Recently rebranded to the Climate Action Group to better capture the aims and goals of the group.

Code of Ethics further updated and linked to the proposed Code of Ethics Fire Standard that has been drafted in partnership with the Local Government Association and the Association of Police and Crime Commissioners.	As part of our commitment to the highest ethical standards, all colleagues are required to commit to this. A senior Code is also developed for all strategic team to sign.	Assurance of ethical practice to customers so they can trust when we come to their homes.  Development of equality of access as trust builds.
Two of our senior officers appointed to lead on two new work streams for the National Fire Chiefs Council: Environment and Climate Change and Alternative Fuels and Energy Systems.	Developing and bringing back in house the expertise gained. Development of leaders.	
Completed the National Operational Guidance project.	Compliance and efficient management of our operational policy and learning.	Resulting in the alignment of all KFRS operational policies to national guidance – the first FRS in the UK to do so. We reduced the total number of operational guidance documents and equipment manuals by 65%. This significantly reduces the resources required to review and keep documentation up to date. Supported other FRS across the UK with their efforts to implement, sharing what we had learnt and developed.
Launched a series of inclusion workshops, with members of the corporate management board visiting every team in the organisation.	Promoting conversations, understanding, and acceptance of issues relating to Equality, Diversity, and Inclusion.	Over 150 workshops held. Helpful conversations on banter as this was one of the main concerns. All colleagues agreed that balance was needed, and there was an acceptance of the need to keep working and behaving in an inclusive way.  Reducing grievance cases and poor behaviour.

<p>Awarded ServiceMark by The Institute of Customer Service in recognition of excellent customer service, the first fire service and one of the first public sector organisations to achieve this standard.</p>	<p>To allow improved customer relationships and organisational effectiveness and the start of a more customer centric culture.</p> <p>Results enabled us to check our level of customer service and identify areas for improvement using an independent and highly regarded organisation.</p> <p>National standard recognising an organisation's achievement in customer service in the following elements: commitment, credibility, capability, continuity, consistency, creativity, experience, complaints, customer ethos and ethics.</p>	<p>Evidence of efficient service delivery and Productivity gains.</p> <p>Benchmarking of services, improvements to processes e.g. FRCC changes to how we gain information from customers.</p> <p>Demonstrated continuous improvement in customer service standards and practices.</p> <p>Provided focus areas for internal customer service improvements.</p> <p>Raised our profile as a forward-thinking fire and rescue service and building on our reputation of being customer focused.</p>
<p>Review of Customer Advocate role - rebranded to Customer Ambassadors. Recruitment of Ambassadors, bespoke training created and delivered. Ongoing support and mentoring of 9 CAs</p>	<p>Review the relevance and skillset required of existing role to ensure alignment with the needs of the CX Strategy</p>	<p>Recruitment of the newly branded Customer Ambassadors (CA's).</p> <p>Bespoke training created and delivered to allow a consistent approach and support to CX initiatives.</p> <p>Ongoing support, mentoring and training to ensure relevance and skillset is maintained.</p>
<p>Customer Journey Mapping of recruitment for volunteers with the following aims:</p>	<p>To research the customer journey of volunteers that have recently been through the recruitment process, to improve the process for future cohorts, enhancing their experience and</p>	<p>The results showed the customer journey was generally a positive one but improvements at the 'apply' and 'preparing for role' were identified as a highest priority to enhance CX. This included updating the application form, better communication regarding start dates and receiving uniform quickly. Ongoing monitoring of future cohorts showed improvements in these areas.</p>

<ul style="list-style-type: none"> <li>Customer Journey Map (CJM) of Volunteer Recruitment</li> </ul> <p>Lessons learnt - CJM used to improve experience for future campaigns.</p>	<p>maximising the volume of successful recruits.</p>	
<p>Launch of "Firecraft"</p>	<p>A place where operational colleagues can share innovative practices and improved ways of working in the form of instructional videos. Whether this is how to make use of our equipment, people or any other hints and tips on how we can do things.</p>	<p>It's a great way for others to learn new ways of performing tasks which will ultimately help crews on the fire ground and improve the service for our customer.</p>
<p>We carried out a survey with 'Pride in Care'. This is about how we have supported LGBT+ colleagues and customers.</p>	<p>Ensuring equality of access and great place to work for internal colleagues and access work for customers.</p>	<p>Pride in Care survey results highlighted the progress we have made, with clear demonstration of colleagues tailoring their approach to customers. The report also highlighted the next set of actions.</p> <p>Many more colleagues and volunteers now are supporting Pride events and for flying Pride flags on stations. We are getting a great response from customers who recognise we care about our work to be here for everyone.</p>
<p>As part of our Integrated Learning and Assurance work (ILAM) our Station Based Training (SBT) has been fully accredited by the IFE.</p>	<p>To allow for colleagues to meet IFE standards and give KFRS assurance that competence management is effective.</p>	<p>This step forward means we can now set out what operational colleagues need to complete as part of their FirePro assessment each year:</p> <p>Complete each month SBT theory assessment with a pass of 70% or above – recorded in Moodle.</p> <p>Complete each month practical skills and drills – recorded in Moodle.</p>



		<p>Complete all statutory e-learning (secamb modules, safeguarding etc).</p> <p>Complete the simulated incident scenario each month. Ensure that core skills (BA, water rescue, driving, IECR are up to date in iTrent.</p> <p>Provide their CPD record for past 12 months via IFE or own template.</p> <p>Once all completed then a FirePro certificate will be awarded allowing colleagues to gain Technician grade of the IFE (if they have current membership) and ability to move beyond core contributor within that years TBR.</p>
<p>Mobilising to Automatic Fire Alarm incidents in care facilities</p>	<p>The Care Act came into force. This meant that care facilities may have fewer people on duty due to Covid-19 and staffing vaccine requirements. We took the decision to mobilise, with a full PDA, to every automatic fire alarm incident in hospitals, hospices and care homes prior to a confirmed fire. Policy in place and approved by Fire Authority Members to support and provide governance oversight for this position.</p>	<p>This is to prevent delay and to ensure we send an appropriate level of response to deal with an incident, including supporting care workers with evacuating residents, if required.</p>

HSE stress survey carried out.	Establish key stressors for different colleagues.	Issues included in wellbeing planning.  Has allowed for implementation of new wellbeing tools and using annual planning to consider workloads and resource planning.
Launch of our new KFRS website.	It meets the latest accessibility regulations and provides optimised security and access from a range of devices.	Clarity of messaging to customers in a format that is provided correctly on all form of devices including mobile, tablet and desktop. Compliance with ISO27001 and Cyber Essentials.
Use of the Critical Incident Framework expanded to include Customer and Building Safety	To assist in the co-ordination of the organisation's response to critical incidents and rising tide events impacting the whole service.	To improve co-ordination of critical incidents across the service, enabling KFRS to better assess associated risks, including financial, environmental, welfare of KFRS colleagues and members of the public.
Review and development of Secondary Schools Education Programme – Think Choice	Update of educational messaging to stay aligned with current trends and contemporary teaching techniques	Improve engagement with large groups. To ensure fire safety programmes are effective and remain current
Introduction of the Vision Zero Road Safety Strategy for Kent and the Safe System	To reduce the number of fatalities and serious injuries resulting from road traffic collisions on the roads of Kent and Medway.	Reduce the number of people killed or injured on the roads of Kent and Medway. Unified partnership approach to road safety, introducing a safe system. Incorporating innovative technologies into the transport network and improved road design.
<b>Shared Premises</b> - We currently share the use of our sites with partner agencies including SECAMB, Kent Police and Kent County Council (detailed in our shared facilities register).	Although we take no payment for this, it represents a cost saving to other partner emergency services and government agencies. Policy position established to underpin this.	Examples of this in action include allowing SECAMB to deliver their tactical commander and other specialist training at our locations. Officers from KFRS attended this training, to enhance their own training and professional development in relation to JESIP (the Joint Emergency Service Interoperability Programme).  This also provides a business benefit for frequent liaison and collaboration with other agencies working in the same communities.

# 2022. Benefits Register

What	Why	KFRS/Customer benefits	
Ten-year risk assessment and consultation with public in 2022.	Gaining consent internally and externally to issues in the medium term so we can plan our services effectively.	Effective use of council tax and ability to plan longer term response plans.  Helps develop and focus protection and prevention activity.	
Review of water rescue response.	The review looked at efficiencies, training, improved response, reduced risk to firefighters and outcomes from the National Resilience Assurance reports, Operational Learning, and the MAIB Investigation report 17-2000 Fire and Rescue Service Boats.	Replacement boats can have an engine fitted so no lost capability. We can still put 5 powered boats by mixing the crews skills.  Quicker response time for arrive on scene which reduces the risk to firefighters and improves survivability.  Less training time more availability Fire launch not replaced £200K saving.  <b>Efficiencies</b> Boat helms training from 80 – 30 (saved training days)  Replaced two boats at each station with one (cost effective) £15K.	
Swipe to drive – our vehicles fitted with driver ID	Efficient use of cars.	Removes need for logbooks and gains time back.	
Plans approved for a state-of-the-art live fire training facility to replace the existing facility at Ashford approved.	Improved live fire training and ability to practice safety.	Better able to meet customer needs through competent firefighters.	
Sickness reporting improved.	Efficiency changes and clarity of process.	Support people with long term issues, reduce any inappropriate sickness leave.	

Neuro diversity forum starts. More focus on support for people who have ND needs	We have many people who are neuro-diverse and need additional support to be their best.	Better tools and support allowing for better use of talent and messaging to possible recruits.
Full companion device rollout giving colleagues the flexibility to have incident information at any location on the incident ground.	This helps with managing things such as RTCs, fire survivals calls.	The device also allows us to make efficiencies by entering data on activities and referring to other teams directly at the point of collection.
Specialised 'site-specific risk information' is added to the companion devices and made available to all operational colleagues.	Better management of incidents.	Flow and capture of risk information. Better incident command mgt.
KFRS first emergency service to be awarded Pride in Care standard for work with LGBTQ+ people	Access to services messaging and how LGBT people are supported internally.	Encouraging LGBT+ people to access our services.  Culture has changed and many more people now reporting through Itrent about their identity.
A review of how managers work together leads to a restructuring of our Response and Resilience directorate, moving away from geographically dependant management structures toward a cross-functional 'matrix' way of working.	This helped to ensure consistency of communications and management across our fire stations. This is increasingly delivering benefits.	Huge differences in how people are collaborating and getting the right person in the right project. Also its facilitating streamlining processes across teams.
Introduced the concept of 'Strategic Reserve'.	To enhance the operational resilience at times of high demand.	This means that any member of the Service who is on duty or at work and who is qualified to crew an appliance can in periods of very high demand be removed from their normal duties and allocated to crew a fire appliance. Examples include training coaches, policy and

		equipment officers, delegates on refresher/requalification courses, unmatched on call colleagues and corporate colleagues who hold a Grey Book on call contract.
Further improved the way that we learn from incidents through the addition of the Response Assurance Team.	Their role is to gather insights direct from incidents through the attendance of trained officers who then feed these insights into our Operational Learning process.	
Introduction of the Home Fire Safety Visit Task Force.	Carrying out proactive visits to our priority customers.	Increasing our service provision in rural areas by providing home fire safety visits to customers who we have identified as being at risk.
Adopt the latest fire standards published by the Fire Standards Board (Prevention, Protection, Safeguarding).	We are committed to meeting all fire standards and going above the minimum compliance.	Meeting national standards for our work on safeguarding; supporting fire safety regulation; with customers in their homes, on the roads and in places of education.
Re-introduction of evening/weekend working within the Safe and Well Team	(originally introduced in January 2020 but paused in March 2020 due to the coronavirus pandemic).	Ensuring we provide Safe and Well services outside of Monday to Friday, 9-5 to help meet customer needs
Introduction of Response Assessment Intelligence Visits (RAV-Int).	This is a method for operational colleagues to record Building Safety, firefighter or Customer Safety concerns and send them to the relevant department for action.	Ensuring risk information is shared and tracked across KFRS teams to help customers stay safe.
Introduction of a new safety initiative: 'Together Home Fire Safety Visit Days'.	These bring colleagues together from across the Service delivering targeted home fire safety visits to our customers.	Growing colleagues experience of our Home Fire Safety Visits. More visits done and cross team working – insights into other aspects of the service

Focus on the care sector, including sheltered homes, assisted living, care homes, hospices, special needs living, etc.	This is a continuation of the approach we outlined at the end of 2021 in focusing on risk and vulnerable people in each area.	Focus on operational understanding and familiarisation of premises which are utilised as care facilities.
In response to increasing numbers of musculoskeletal injuries from attending more incidents involving complex lifts, new training, procedures, and equipment were introduced.	Reduce injury	Post implementation, we successfully reduced musculoskeletal injuries to zero during the 12-month period.  Savings on time lost through sickness
Aid for Ukraine. Hosting the co-ordination of 5 convoys which departed from Ashford fire station, providing much needed fire service resources to Ukraine.	Facilitate all services to get equipment to Ukraine	
Dynamics' project brings risk information from Building Safety and the Risk Information Team together in one system.	Deliver new processes and software to replace the CRM systems and improve sharing of risk information between teams.	Clearer sharing of risk information between teams to deliver better services for customers and improved firefighter safety, along with improved processes and technology
Peer review of Customer and Building Safety quality assurance processes. Review team comprised of colleagues from Southeast Region FRS, NFCC and the LGA.	Benchmark processes and progress.	Evidence of effective working within Customer and Building Safety teams. Review found KFRS to be 'leading the way' with our quality assurance processes which are being used to influence national best practice.
Introduction of level 3 and 4 safeguarding training.	To ensure everyone understands their responsibilities and safeguarding processes.	New training packages developed to support colleagues with safeguarding. Training developed by KFRS being proposed as best practice nationally across FRS.

	Safeguarding Policy reviewed and updated to reflect changes.	Increase in number of safeguarding referrals and people supported. .
Procured and taken delivery of a fleet of 66 new response cars (a reduction from 76 vehicles).	New response cars needed and innovation of new fleet	People report news cars helping service delivery.  These cars have been procured in collaboration using a National Police framework agreement.  Less maintenance costs with new fleet
Introduced our first 53 self-charging hybrid pool cars and a review is underway on the remaining 19 diesel Astra's	Environment and innovation opportunity.	Over 5 years projected mileage this could result in a reduction of approximately 1,500kg of carbon dioxide emissions per vehicle, equating to a total saving of 54,000kg.  These vehicles have been purchased through a Police framework, delivering significant savings. Each car retails on the market at £38,000. Through using the framework, we have secured them for £19,458 + conversion costs, giving us a huge saving for much needed replacements. Additionally, these cars have passed the stringent "Met Test", which is a Police safety and performance standard.
Reviewed areas of our approach to customer service.	Covering aspects such as customer service training; customer journey mapping; improving opportunities for customer feedback; introducing a new customer feedback policy; and completing phase 1 of a project looking at equality, accessibility, and customer experience	Improving working practices and processes for colleagues to help boost customer experience and efficiency.

<p>New policy for complaints, compliments, and comments launched</p>	<p>Introduced following audit of current process and previous policy – Feedback and Allegations Policy</p>	<p>Introduced to include reference or link to a wider set of organisational policies which included Speak Up Policy and Code of Ethical Conduct. Also to improve the quantity and quality of customer feedback received to aid service improvements.</p>
<p>CJM to support Control Board Phase 1 (internal customer) scope, research, analysis, research, and recommendations.</p>	<p>Working within the FRCC Programme to gain a comprehensive understanding of the entire experience the varying customer groups has with the service and highlight opportunities for improvement.</p>	<p>Customer journey maps created for phase 1.  Reports and recommendations presented to the Board for consideration.</p>
<p>ICS midterm Business Benchmarking and ServeCheck survey and results.</p> <p>ServeCheck is an online survey which assesses employee views on how well we deliver customer service and has three dimensions: Culture and Engaged People, Operational Delivery, Strategy and Leadership. Business Benchmarking gathers feedback from external customers in five dimensions: Experience, Complaints handling, Customer Ethos, Emotional Connection, Ethics.</p>	<p>To allow the assessment of the organisations performance in delivering customer service at the midpoint of our accreditation journey.</p>	<p>Business Benchmarking results gave us customer insight into satisfaction levels, strengths, and areas for development which we benchmarked against organisations within and outside the public sector. Our results provided validation of the excellent levels of customer experience that we provide to external customers including a score of 96.3 out of a possible 100, against the UK Customer Satisfaction Index (UKCSI), a Net Promoter Score (NPS) score of 93.0, and a customer effort score of 1.7 (indicating that people can easily access our services).</p> <p>ServCheck results showed a slight fall in our overall score from 70.28 to 69.86 and just below the standard required for future accreditation of ServiceMark. We scored lowest in the areas of creativity and consistency and there was a common theme of lack of awareness being an issue. The findings highlighted a need to focus on improving internal customer experience and provided evidence to support the iESE review in 2023.</p> <p>It also informed the content of ‘How to put customer’s first’ training.</p>



Completion of Customer Ambassador training with 15 internal volunteers		Training to support our continued focus on creating a customer-centric culture across the Service.
Following the learning from high profile events such as the coronavirus pandemic and UK's departure from the EU, a review of managing significant events was undertaken.	Review after major events allows for learning to be taken on quickly as memory fresh	Resulting in a new suite of documents to make the service more resilient whilst improving our response to the customer during periods of un-planned disruption.
New process introduced around exercises with the purpose of validating plans, policies, and procedures.	To meet the service assurance requirements set out within both our own framework and the Civil Contingencies Act.	
Push awareness of Lithium-ion batteries	Emerging technology issues	Consideration of how to manage these incidents and also designing prevention messages.
Treasury services brought back in house, giving us more direct control over this area.	Review led to clear decision we would be more effective.	Better ability to use our resources to make additional revenue and increase value to council taxpayers.  Increase in treasury investments and saving of £19k from the cost of the outsourced agreement for Treasury Services.
Meetings with all On-call stations to review any actions for improvements.	Continuing engagement to ensure we hear issues and encourage Voice.	Led to many improvements for OC colleagues though more to do
Part time contracts introduced.	To utilise Wholetime colleagues' capacity on days off (rota days) and standardise contractual approaches for On-call colleagues providing additional cover.	

Used PowerApps to improve the way we manage the planning of exercises.	More efficient management of exercising.	Coordinated by a new Exercise Planning Group, this saw a significant increase in the number of exercises being delivered and information was recorded in a more consistent way.
As part of our Climate Action commitment, in August 2022 we held a Biodiversity Week.	Promote climate change issues	Colleagues from around the Service installed 270 animal habitats including insect hotels, bird boxes, bat boxes and hedgehog homes across the estate.
As part of our Climate Action commitment, two litter pick events were held	Promote climate change issues	Colleagues from around the service, along with some of our contractor colleagues took part in litter pick events in public community spaces (1 x beach, 1 x park)
I'm MadeByDyslexia – expect big thinking and small typos.	Support for Neurodiverse people	Avoid wasting time on unnecessary aspects of written communication and getting stressed or feeling embarrassed as a result.  This message encouraged in all emails with people who live with dyslexia.
New KFRS fuel poverty campaign	Emerging signs of use of cheaper less safe materials to keep warm.	The campaign will provide money saving tips and highlight the fire hazards that come with finding alternative ways to staying warm and heat homes primarily.
Introduction of the Core Leadership in 2019 and Advanced Leadership programme in 2022.	Part of our leadership programme suite aimed at helping people step into next stages of leadership	Focus on aspects of leadership are helping us get better project outcomes and people who look at leadership from different perspectives.
First sprint of station dashboards with key data for performance management and information led by station leaders	Using data to manage performance more effectively.	Can see issues in station performance leading to quicker improvements and individual coaching.
IESE report on work carried out on internal customer relationships and processes.	Ongoing work to improve customer service and process improvement	Full report from Iese has led to many improvements and ongoing work

Introduce three 'P's' approach to report writing – position, problem, proposal.	People don't have experience of report writing and it leads to wasted time.	Less time wasted and clearer flow of thinking and decision making.
Support to people re pension issues.	Wellbeing and managing legal expectations about new pension changes.	Clarifying the complexities of the pensions changes and helping many colleagues go through the process of understanding their pension.
Replaced our core IT network infrastructure across all KFRS sites	To provide a modern, manageable, and resilient IT platform for future demand.	Our IT Infrastructure team have full control of the network management, including full reporting system to understand usage and resolve issues. Network topology now conforms to modern, optimal structure and adheres to industry standards.
Cultural differences forum established	To support colleagues and the organisation in creating an inclusive place to work by raising awareness and providing support to cultural difference.	Provide a consultative body for colleagues and the Service to seek insights into matters relating to cultural difference. Increased wellbeing and retention through a better sense of belonging.
New process for the development of business cases and benefits realisation plans introduced in alignment with the Green Book methodology.	To add rigour to project selection and prioritisation, inform decision making and ensure that we invest in the right portfolio of projects to deliver our strategic intentions.	Better clarity at the beginning of the process to understand the key problems the project aims to address and benefits to be delivered. Better analysis of options to optimise value and clarity of project scope and how the project can be delivered successfully.
Replaced outdated Windows 8.1 hardware with modern laptops and PCs across the Service.	To improve performance of the devices and deliver a better user experience for colleagues.	Increased functionality, speed and reliability for colleagues and enhanced security for the Service.
Rolled out new printers across the estate.	To replace old printers and put in place a new compliant contract delivering better value for money	Savings achieved through the new contract and change from leasing to purchase. (Estimated to be around £162k throughout the life of the contract.
Workforce Planning Project – Contract awarded to supplier	Existing workforce planning system contract was due to expire and therefore an	Compliant contract and transparent procurement process to ensure the right quality product was achieved for the right price.

	alternative arrangement was needed. The system needed to be able to manage flexible rostering and therefore an alternative supplier was sought.	
Carried out a gap analysis against the contaminants UCLAN report to identify areas for improvement		
Introduction of Fire Cadets Programme	To give young people a chance to try work, help them develop skills and allow us to build a pipeline of prospective candidates for jobs from a diverse background.	
Category management		The adoption of 'category management principles' in procurement has allowed us to establish a better platform to engage with the marketplace and to progress more collaborative procurement with our partners, which is leading to better value for money and more competitive contracts. It is our well-versed Category Managers who then monitor spend on live contracts to ensure opportunities for savings can be realised throughout the life cycle of the contract.
Restructure of Safeguarding Team	<p>Increasing the team by 1 separating case management and policy/legislative requirements</p> <p>Change put in place to reflect the significant increase in demand and appropriate focus on reviews and reports needed for work with partners agencies</p>	<p>Ensures procedures in place to meet legislative requirements.</p> <p>Improved communication with our multi-agency partners</p> <p>Increased capacity for case management.</p>

# 2023. Benefits Register

What	Why	KFRS/Customer benefits
Following the Round 2 inspections by HMICFRS (conducted in the summer of 2022), KFRS was awarded 'good' overall, with outstanding elements. We were awarded 'Outstanding' in the pillar of assessment around 'Efficiency' and 'Good' in the two core pillars of 'Effective emergency response' and 'People.' This is even better than the 2019 outcomes from Round 1 and, as a result, KFRS has again emerged as one of the top performing fire services in the country.		
New MDT software rolled out.	Improving information for crews to better resolve incidents.	<p>Providing colleagues with better incident information to inform more effective command decisions.</p> <p>The internal development of improved software for the mobile data terminals on our fire engines, is significantly enhancing the streamlined data available to crews on the frontline appliances when attending an incident. The improved software provides greater clarity of messages from Control, access to other essential data such as risk information and an overall greater end user experience in terms of ease of use. The fact that we have had the skill set to be able to develop this in-house has been of significant benefit to the organisation and saved financial resources too.</p>
Intermediate incident command boards rolled out to all Level 2 officers.		<p>This allows them to better support smaller incidents in lieu of, or prior to the attendance of, a command unit.</p> <p>This £20k investment allowed us to reduce the number of command units we had from three to two, delivering a significant saving on capital cost and ongoing servicing and maintenance.</p>
CRMP four-year risk assessment.	Engage with all colleagues to assess risk and consultation starts Oct 2023	The ten-year horizon consultation gave main direction. In this colleague and customer consultation we narrow the horizon and give more detail on the risks. We want a consenting relationship with our

		customers – awareness and agreement to how we spend their money on the services we design to meet the assessed risks.
With the completion of the first RAV-Int visit in May 2022, in April 2023 KFRS completed its 2000 <sup>th</sup> RAV-Int visit.	Improve sharing of risk information across teams	Increased sharing of risk information leads to an increase in situational awareness for firefighters and risk information shared across teams, improving services to customers by helping them to stay safe.
Manchester Arena Inquiry Outcomes. We worked with SECamb, neighbouring fire and police services to implement the learning outcomes to ensure effective customer service.	Ensure we are meeting JESIP principles and working together more effectively for our customers.	This includes exploring the potential for a joint approach to 10 second triage with collaborative procurement and operational provision of the necessary equipment to support it.
Became an awarding centre for Skills for Justice incident command programmes.	Rigour in managing our incident command training.	
Began trialling the use of virtual reality technology within operational training programmes.	Improve access to learning and use learning in different ways to support competence development.	
Launch HSF cash plan	To support wellbeing of colleagues	Hospital Saturday Fund (HSF) Health Plan, which is a health plan where colleagues can pay an amount each month and this covers every day health costs (such as dental and opticians costs) for colleagues and their family.
Entered into a service level agreement with East Sussex FRS, West Sussex FRS, Surrey FRS and the ambulance service (SECamb).	To enhance our ability to work together at incidents such as medical response, gaining entry to properties.	This helps Secamb manage over its ground and get consistent processes and also we are able to develop new approaches from a consistent base.

Dynamics Project Phase 3 concludes	<p>Improve the end user experience and refine business processes, following the introduction of Dynamics.</p> <p>Moved to in-house development of the system to provide better value and data.</p>	Improved ways of working and refining process following the launch of Dynamics CRM for sharing risk information across KFRS teams.
Vehicle maintenance services brought back in-house.	End of contract with KCC	<p>Giving us the ability to better support the needs of our fleet of operational vehicles.</p> <ul style="list-style-type: none"> <li>- 90% of vehicles who have planned maintenance is given an estimated completion timeframe.</li> <li>- 100% of vehicles who have unplanned maintenance is given an estimated completion timeframe.</li> <li>- 90% of vehicles who have planned or unplanned maintenance is completed by the given estimated completion timeframe</li> <li>- Training programme in place for colleagues in the workshop</li> </ul>
Following the learning outcomes of the 2022 'wildfire season' and number of improvements have been put in place ahead of the 2023 season for both operational effectiveness and responder welfare.	Reviews after all major incidents or issues for immediate learning.	These include lightweight hose; enhanced training on wildfire tactics; sun hats, cool boxes, and welfare advice, especially around rehydration; and procedures in place to activate welfare hubs in the event of protracted incidents.
Improvements to incident ground welfare arrangements, with a focus on inclusion.	Improve support to colleagues.	Rolled out new portable toilets and improved welfare management arrangements.
Upgrade of headquarters facilities.		To encourage more collaborative working spaces.
Customer Experience team oversaw completion of training	Embed approach to customer and ensure colleagues have	Improving customer experiences.

material and familiarisation sessions for training on how to put customer first.	increased support to assist customers	
Introduction of customer hub for internal customers	Implemented to support the recommendations from the iESE review of Internal Customer Service.	<p>Aim of the Hub was to assist with the joined up working between customer service teams and stations, create a 'one stop shop'. To provide a consistent approach to processes and systems used across Customer Service Teams</p> <p>Make better use of resources and create mutually agreed working practices.</p> <p>Build relationships and improved customer experience for all colleagues.</p> <p>Start to improve efficiency by implementing effective ways of working.</p> <p>Build better relationships and improve overall our internal customer experience.</p> <p>To introduce a CX Taskforce to work on specific areas of work which require improving.</p>
Introduction of Station Support Officer Pilot	A trial to assess the day-to-day admin burden on stations and what support can be provided to assist	SSOs work alongside the Hub in providing a single point of contact for stations. The SSOs bridge the gap in communication between stations and internal service teams including signposting to information where needed. They also help stations plan ahead and provide their stations with training support on internal systems
Customer journey Mapping (CJM) work for Education Team	To gain a comprehensive understanding of the entire experience a customer has with the Education service and highlight opportunities for improving the customer experience	<p>Initial customer journey map created.</p> <p>Customer feedback surveys (within SurveyMonkey) created for each year group.</p> <p>Restructure of the Education Service forced a hold on this work, although the surveys have been updated to reflect the new strategy and are live.</p> <p>Work to recommence 2025, starting with 'Colleague Experience'.</p>
CJM work for Building Safety Team	To gain a comprehensive understanding of the entire experience a customer has with	<p>Initial customer journey map created.</p> <p>Clashing priorities forced a hold on this work.</p>



	the service and highlight opportunities for improving the customer experience	Work to recommence 2025/2026
Review of ongoing CX monitoring for S&W Visits	To ensure the relevance of feedback requested, to bring in line with the Customer Promise	Review and update of Customer Feedback Survey  Diarised quarterly review meetings with any negative feedback provided on an ad-hoc basis following embedded process in place.
Implement CX monitoring for Building Safety Visits	To ensure the collation of customer feedback to inform continued service improvement	Creation of Building Safety Customer Feedback Survey  Diarised quarterly review meetings with any negative feedback provided on an ad-hoc basis following embedded process in place  Continued work on increasing interaction with the survey – numbers are still low
CJM work for Safe and Well Call Representatives	To gain a comprehensive understanding of the entire experience a customer has with the service and highlight opportunities for improving the customer experience	Initial customer journey map created.  Phase 1 – ‘Colleague Experience’ completed with report and recommendations presented back for consideration. Follow up - end 2024  Next phase – ‘Internal Customer’ to commence 2025
CJM to support Control Board Phase 2 (external customer) – scope, research, analysis, research, and recommendations and implement recommendations from Phase 1.	Working within the FRCC Programme to gain a comprehensive understanding of the entire experience the varying customer groups has with the service and highlight opportunities for improvement.	Customer journey maps created for phase 2.  Interim reports presented to the Board for both phases for consideration.  Some phase 1 recommendations implemented e.g. videos about getting to know FRCC created.
iESE research, report, and recommendations	To review the internal ordering process to bring efficiency, reduce touchpoints, minimise cost to process and maximise the customer experience	Recognition by all stakeholders of the convoluted process that is disjointed and inefficient (including siloed systems and duplication of effort/data)

		Full 'as is' process map created, pain points identified and recommendations for improvements reported for consideration including 'future process'
Creation of CX Toolkit, including Level 1 'How to put customer's first' Moodle package, CJM templates and external personas.	To provide the foundation level of a wider customer experience toolkit to help the organisation respond to customer needs and feedback in a consistent way across our service	Creation of a bespoke learning package within Moodle consisting of 5 specific tools to allow further discussion and exploration during a dedicated, facilitated session for all internal services teams (operational colleagues will also have a bespoke package created).  A number of internal services team undertook the learning during 2023
Introduction of new, smaller, drones capable of flying inside buildings.	Improving capabilities.	This helps to reduce the risk to firefighters by allowing exploration of dangerous spaces without people needing to enter (e.g. initial fire investigations, search for missing persons, assessment of dangerous structures).
KFRS chair the new Kent and Medway Resilience Forum Community Resilience Group, whose remit is to promote community resilience plans.		
Building the Video Streams approach to share knowledge across teams–	Share learning and knowledge across colleagues especially those leaving who can transfer vast knowledge.	Digital Learning team with others who have created this place for short visual learning and exchange of professional advice. It will be a mix of clips from the training team and others but also all of you who want to share a video which has a piece of learning for others – small things that can make a difference to professional practice.
KFRS take over chair of the NFCC Southeast Prevention Group.		
KFRS colleagues are finalists in the following categories in the NFCC Celebrating Prevention and Protection Awards 2023: Partnership Working Award; Outstanding Contribution Award; Team Award.		
Positive findings from internal audits undertaken into Safe and Well Visits, Safeguarding, and RAV-Int.	Ongoing auditing of different organisational processes and issues.	Continue to learn from audits and transfer into other work.

Worked in partnership with the UK military, Homeland Security Group, London Fire Brigade, Hampshire and Isle of Wight Fire and Rescue Service and the NHS to develop a response to terrorist incidents on board vessels at sea.		Improved response.
Introduce Pulse survey questions into One Team update each month.	Co-creation of policy and other aspects of KFRS – better results from engagement.	Better way to test responses from colleagues than big clunky culture surveys which are too large in focus.
Southeast employers bullying and sexual harassment survey and focus groups.	66 people said they had been bullied or harassed in the HMICFRS survey last year. We had two cases of bullying this year. We don't know whether people are not reporting cases, and if not, why. We know some individuals who are being performance managed can claim bullying, and this can happen during difficult periods of change. We need to get to the truth so we can stop all bullying.	401 people filled in the Southeast Employers bullying and sexual harassment survey and 72 attended focus groups.  Overall results very good – most feel able to report and many of the cases reported in the survey are five years ago – still work to do and we continue to message and look at ways of encouraging reporting.
Data and Intelligence Board set up with key colleagues.	Focused on re-structure of data and development of more effective intelligence reporting.	
Significant re-structure of how we design and organise policies. Move to a four-tier structure, with Tier 1 as strategic documents,	Improved rigour and clarity of policy and guidance and associated governance structure.	This has led to clearer, more effective policies and guidance. It also ensures that the policies follow a clear and consistent structure and meet the accessibility requirements of the Public Sector Bodies (Websites and Applications) (No. 2) Accessibility Regulations 2018.

Tier 2 as policy, and Tier 3 as guidance. Establishment of a Policy Board to provide oversight and governance.		
Update on preventing suicide plans	Support to colleagues and to customers as we see increase in suicides.	
Annual planning approach changed	<p>Make sure we deliver what we say we will for our customers.</p> <p>To allow more effective measurement of progress.</p> <p>To allow us to join up actions across teams more effectively.</p> <p>To do that recognising the genuine capacity of every team to meet the plan – we want hard work and good performance but not people too stressed as workload is too high.</p> <p>A focus on the skills, knowledge and behaviours needed to deliver the annual plan.</p>	Gaining much better clarity on what can be removed from plans and where there is cross-over between teams and projects.
Assurance opinion for our Portfolio and Project Management arrangements assessed as “High” by the Internal Audit.	Audit report was commissioned to provide assurance on current practices and methodologies and identify areas for improvement.	The internal assurance report confirmed that the current arrangements are sound and in-line with good practice. It also confirmed that the governance arrangements are proportionate and tailored to the level of complexity and risk of the project.

Water Services System Replacement – Hydrants – contract awarded to supplier	Upgrade to existing system for managing hydrant data to support operational delivery in a more effective way.	Hydrants continue to be inspected and maintained in preparation for use when needed by operational crews when supporting external customers during an incident.  Improved hydrant information will also feed into the MDT, enabling crews to make better informed decisions when supporting external customers.
Operational Equipment Management System – contract awarded to supplier	Move from paper based to electronic and tagged management system to improve efficiency and transparency on status of defined assets across KFRS.	Ensures equipment is maintained appropriately to keep end users safe.  Rationalise and streamline processes for testing operational equipment for end users.  Provide improved management information to support decision making more effectively.
Appointment of an Independent member on the Audit and Governance Committee	To provide independent challenge and assurance to the Authority of its good governance and financial standards.	
Introduced targeted approach to schools' education informed by census data and internal data, that prioritises those most at risk from a fire related injury	Move from a one size fits all to a risk informed approach to education delivery	Ensures education messages are focused on risk and consider the customer learning requirements to maximise efficiency and effectiveness.
Introduced bespoke Business Engagement team into Building Safety	To educate our customers in their regulatory duties and to reduce the risk of fire.	Focussed approach to educating business on high-risk regulatory matters.  To identify and mitigate against emerging risks.  To ensure equality of access to building safety information.
First Building Safety Inspectors become registered with Contextualised Auditors Register (CAR)		

Introduction of Community Insight Form	To understand barriers to access to the services we provide	Increase of Home Fire Safety Visit Referrals, promoting safer behaviours to target communities and future better use of resources through intelligence led engagement. ensuring that we have a process to identify and better understand the customers we serve. Ensuring all target customers are aware of our services and how to access them.
Restructure of Kent and Medway Safer Roads Partnership	Align the partnership to deliver a Safe System approach across all partners.	Increase consistency of road safety messages across Kent and Medway with a targeted approach. Use technology to support safe speeds and behaviours on the roads in Kent and Medway.
Increased engagement with the care industry in the form of Safer Care Seminars	Prioritising engagement with health and care premises to reduce the risk of a fire occurring	Improved compliance with the Regulatory Reform (Fire Safety) Order 2005, in turn less regulatory action Support tailored to individual needs (information on social media, via webinar and face to face) Bespoke support focussed on reducing the risk of injury in the event of a fire
Joined the Building Safety Regulator's Multi-disciplinary team	Compliance with legislation and provision of a collaborative approach to building safety regulation.	Improved long term building safety standards and in turn public safety. Open and transparent process, involving community members in decision making processes.
Introduction of new system design and processes following the introduction of the Fire Safety (England) Regulations 2022 (FSER). Alongside this, all Building Safety policies reviewed and updated to new Tier 2 format.	Compliance with the FSER with a view to improving fire safety in blocks of flats in practical and cost-effective ways.  Ability to pull in information about building information required as part of the FSER (including information on external wall systems, floor plans and the responsible person's contact details).	Early engagement between responsible persons and the fire service. Improved fire safety within tall buildings. Improved risk management and readiness to respond in the event of a fire.
Complex Rescues	Introduced an approach that has real customer and partner agency benefits as well as a strong case for making best use of the public pound.	Our attendance releases at least one ambulance for simultaneous 999 calls. That benefits a SECamb customer that we have no knowledge of. Our SECamb customer receives a more effective and efficient release from the building, usually much faster than might have been achieved, with less chance of an adverse handling issue (being

	<p>Previously fire crews supported ambulance crews where either a large (bariatric) patient required removal from a property or a standard patient where the premises were complex or very large. No training was undertaken by either service, and there was no sharing of equipment or guidance. Consequently, there were considerable numbers of injuries being incurred by both firefighters and ambulance colleagues.</p>	<p>dropped!) that in turn means they should arrive at a hospital in a 'better' clinical condition than might have been the case with a delay. That could save the NHS money.</p>
<p>Saving Lives is Not Enough</p>	<p>Working with Burns Specialist to improve response treatment and education about burns and scalds</p>	<p>Our ability to cool burns remains an important act in the treatment of a casualty to give them a significantly improved outcome potential</p>
<p>As part of our Climate Action commitment, several environment events were held, including litter picks, and the creation of a memorial garden.</p>	<p>Promote and raise awareness of climate change issues</p>	<p>Colleagues from around the service, along with some of our contractor colleagues took part in a litter pick events in a public community spaces (park)</p>

# 2024. Benefits Register

From 2024 we have been using a new format to calculate and monitor efficiency as well as customer benefits. This is using the Government Efficiency Framework published in July 2023.

These are the definitions:

- Technical efficiency - activities with fewer resources or to a higher standard without additional resources - this is a 'technical' efficiency.
  - Cash releasing savings

**Non-cash releasing** Productivity (allocative) gains – efficiency and increased productivity gains can also be realised by allocating – or reallocating – resources on those activities with the best ratio of costs to the benefits.

- ii. Monetisable non-cash releasing savings (cost avoidance)
- iii. 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. This is also a productivity measure – we check if we are using less resources to gain the same or higher outputs. We are increasingly looking at the application of the 'marginal gains' idea – small process or ways of working changes which can make a difference to performance.
- iv. Qualitative unquantifiable benefits - if a team improves the efficiency of a service offered to the public and reduces the time it takes for a member the public to resolve a query, there are also qualitative benefits such as public satisfaction with the service. This is not quantifiable but contribute to the wider public value of the efficiency measure.



<b>What</b>	<b>Why</b>	<b>KFRS/Customer benefits</b> Productivity gains, quantifiable but non monetisable benefits and qualitative unquantifiable benefits	<b>Efficiency</b> Cash releasing Monetisable non-cash releasing savings (cost avoidance)
Evaluate our approach to Strategic and Corporate risk management using the Institute of Risk Management as a reviewer. Supported by introduction of an updated Risk Management Policy	Improving our understanding of risk and controls.	<p><i>Qualitative unquantifiable benefits</i></p> <p>Clearer articulation of risks making it easier to manage and focus on controls with potential to avoid spend.</p> <p>Better ability to manage our risks and plan/measure effectiveness of our controls.</p> <p>Potential for <i>quantifiable but non monetisable</i> benefits as controls prevent spending we might have to do if failure to manage risk.</p>	
Development and introduction of a brand new Community Risk Management Plan (CRMP) Policy.	Provides a robust policy framework for the CRMP delivery plan and strategic priorities.	<p><i>Qualitative unquantifiable benefits</i></p> <p>Clear customer commitment by KFRS to transparency and</p>	

		<p>accountability in the CRMP process.</p> <p>Potential for <i>qualitative unquantifiable benefits</i> through clear process by which the CRMP is planned and undertaken.</p>	
<p>Using PA Consulting first 'sprint' of data architecture and data maturity assessment carried out – lessons learnt taken into design of second sprint.</p>	<p>Assessing our data for effectiveness in making decisions and reduce chances of data breaches.</p>	<p><i>Productivity gains</i></p> <p>Benefit is improvement in more for the same. Improved data process and reduction of wasted time in tracking poor enables fractions of overall headcount being able to maintain output and complete additional activities resulting in improved output and outcomes.</p> <p>Being able to re-use same resource for other work</p> <p><i>Quantifiable but non monetisable</i></p> <p>Teams increasingly cleansing data for efficiency.</p> <p>Reduce waste in having incorrect data and making decision making more effective.</p>	
<p>Development and introduction of new Service-wide data</p>	<p>Improving colleague and organisational awareness and</p>	<p><i>Qualitative unquantifiable benefits</i></p>	

<p>protection training and a new Data Protection Policy.</p>	<p>knowledge of key aspects of data protection.</p>	<p>Improved risk control and safeguards over colleagues', customers' and partners' data. Associated improvements in data incident reporting and risk controls leads, in turn, to improved efficiency from less time spent dealing with such events.</p> <p>Potential for <i>quantifiable but non monetisable</i> benefits as controls reduce the risk of fines from the Information Commissioner's Office or from legal action undertaken in response to any data incidents.</p>	
<p>Review of all meetings and their terms of reference.</p>	<p>Assess purpose and outcomes of meetings</p>	<p><i>Productivity Gains</i></p> <p>Reduce time wasted for people and increased clarity of meeting purpose.</p> <p>Increased Inclusion as the right people are in the right meetings.</p> <p><i>Quantifiable but non monetisable</i></p> <p>Benefit is improvement in more for the same. Improved data process</p>	<p><i>Monetisable non-cash releasing savings (cost avoidance)</i></p> <p>Using Teams more rather than moving round the County.</p> <p>Cash saving</p> <p>Reduction in Fuel costs as we use Teams more.</p>

		and reduction of wasted time in tracking poor enables fractions of overall headcount being able to maintain output and complete additional activities resulting in improved output and outcomes.	
Ops Learning Annual Update:	Reviewing outcomes from debriefing and organisational learning.	<p><i>Productivity Gains</i></p> <p>Reduction of debrief derived actions.</p> <p>Increase in learning from exercises.</p> <p>Internal audit actions being tracked in the same way as other learning events leading to greater clarity of action tracking and outcomes.</p>	
Incident Recording System monitoring and outcomes.	We constantly monitor the quality of our IRS submissions to get accurate data for research.	<p><i>Quantifiable but non monetisable</i></p> <p>In 2023 there was a 12%, and 2863 drop in incidents.</p> <p>Unfortunately, despite the 2863 drop in incidents, we ended up amending more IRS in 2023 than in 2022.</p> <p>Led to increased IRS training and awareness on initial incident command course.</p>	

Ops Discretion and recall to incidents.	We rigorously monitor use of ops discretion to ensure we limit its use and learn for adapting policy or learning.	<p><i>Quantifiable but non monetisable</i></p> <p>4 confirmed uses of Ops Discretion in both 2022 and 2023, and 19 in total.</p> <p>No Incident Commander has declared Operational Discretion more than twice since 2018.</p> <p>43 with 6 uses are the outlier, however these relate to the complex and challenging incidents they have experienced with water related suicide attempts.</p> <p>In establishing and chairing the SEOLG, we have championed the sharing of Ops Discretion declarations and subsequent research in the Southeast Region, leading to a borderless approach to learning from its use.</p>	
Maintaining Prevention of Future Deaths notices and actions.	Learning and risk management.	<p><i>Quantifiable but non monetisable</i></p> <p>KFRS carried out a project to gather all the Prevention notices and actions from across the UK. We shared this with the Sector. We keep an active maintenance of this and continue to gain benefits in learning and policy development.</p>	

<p>An example of projects currently being undertaken by IT, currently being managed by technical resources throughout the team;</p> <ul style="list-style-type: none"> <li>• Upgrading station end mobilising equipment</li> <li>• Implementing a new guest wi-fi service</li> <li>• Bringing in a new IT helpdesk system including self-service portal</li> <li>• Introducing a new e-mail spam reporting service</li> </ul>	<p>Continuous improvement of IT support</p>	<p><i>Productivity Gains</i></p> <p><i>Quantifiable but non monetisable</i></p> <p>Improved support for colleagues and is facilitation better ways of working.</p>	
<p>KFRS lead the Southeast Incident Command Training and Assessment Group. This collaborative group is made up of the fire services in the region and through this we jointly share resources such as assessors, tutors, command scenarios and ensure any developments are</p>		<p><i>Qualitative unquantifiable benefits</i></p> <p>This collaborative group is made up of the fire services in the region and through this we jointly share resources such as assessors, tutors, command scenarios and ensure any developments are undertaken and co-ordinated across the southeast region.</p>	

undertaken and co-ordinated across the southeast region.			
HMIC thematic review of how we handle misconduct.	Chosen by HMIC	<p><i>Qualitative unquantifiable benefits</i></p> <p>Changes in how we record cases. This supports better management of the cases and allows hearings/etc to make clearer decisions.</p>	<p><i>Monetisable non-cash releasing savings (cost avoidance)</i></p> <p>Potential to save unallocated monies as we prevent potential tribunals through good processing of cases.</p>
<p>Upgrading family friendly policies – 12 months maternity</p> <p>Additional Support for Surrogacy Leave</p> <p>Extended Paternity Leave</p> <p>Miscarriage/ failed adoption - time to heal</p>	Family friendly work environment – retention of talent and attraction	<p><i>Qualitative unquantifiable benefits</i></p> <p>Get the most talented people to deliver our services.</p> <p>Attract diversity of talent and thinking</p> <p>Whilst it costs money to have people off for longer and need to cover maternity/paternity etc in the longer term we see longer retention of good people and attraction of the most talented people.</p>	
Relocation of Fire Control from Kent Police HQ to a state-of-the-art, purpose-built site in Coldharbour.	Improved working environment for colleagues in control and enhanced technology solutions to facilitate communications and incident management.	<p><i>Qualitative unquantifiable benefits</i></p> <p>Improved physical communications between control colleagues and management to facilitate incident management.</p>	

		<p>We delivered a modern working space for our colleagues in control to provide a professional service to our customers.</p> <p>Provided an enriched picture of the scene of an incident for our control colleagues, including obstacles on the roads which could impact on attendance times. This supports better decision making.</p>	
<p>Dynamics Project – Customer Safety (Phase 4) moved into Dynamics system.</p> <p>Developed critical system functionality to enable Customer Safety team to join the Building Safety and Risk Information Team on one risk management platform – Dynamics.</p>	<p>Deliver the organisation’s objective to have all premises and customer risk information shared between teams in one CRM system.</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Colleagues having a holistic view of premises and customer risk information to help our customers and firefighters stay safe.</p>	<p><i>Monetisable non-cash releasing benefits:</i></p> <p>New IT system that will save users time so they have more resource for other activities – we can now process more data per hour with same number of team members so there is a monetisable non cashable benefit.</p>
<p>MDT Project – Software Rollout across the service</p>	<p>New MDT software successfully deployed to appliances and some specials for use on companion devices.</p>	<p><i>Quantifiable but non monetisable benefits</i></p> <p>This has resulted an improved access to information, including but not limited to, messages from control and risk information, when</p>	<p><i>Monetisable non-cash releasing benefits - productivity gains through technology</i></p> <p>The use of digital, data, and technology is reducing costs on a departmental and cross KFRs level. Sourcing commodity solutions to</p>



		crews are deployed to an incident. This will enable crews to provide an improved service to the end customer as a result.	reduce operating costs, reducing reliance on legacy (higher cost) IT systems.
Computer Aided Facilities Management (CAFM) system goes live. Alongside this we reviewed and updated our suite of policies for the Property and Facilities Team.	System ready for use by Property Team to help support compliance across the internal estate as well reactive and planned maintenance for the whole organisation	<p><i>Quantifiable but non monetisable benefits</i></p> <p>Colleagues have an effective and safe working environment.</p> <ul style="list-style-type: none"> <li>- At 90% of statutory inspections completed</li> <li>- Full compliance with external audit</li> <li>- Ability to undertake trend analysis and development of a long-term replacement plan for assets</li> <li>- SLAs and KPIs agreed with internal and external customers including standards relating to response times to customers</li> <li>- Centralised document management system providing one version of the truth and accessible to all relevant stakeholders</li> <li>- Self-service portal in place with 24/7 access</li> <li>- Automated communications to the customer improving information flow and timeliness</li> <li>- Access to system functionality remotely for the Property team</li> </ul> <p>Qualitative</p> <ul style="list-style-type: none"> <li>- Ability for customers to provide feedback within the system on the</li> </ul>	

		<p>works completed by the Property team and contractors</p> <p><i>Monetisable non-cash releasing</i> The use of digital, data, and technology is reducing costs on a departmental and cross KFRS level. Sourcing commodity solutions to reduce operating costs, reducing reliance on legacy (higher cost) IT systems. - Reliable long-term forecasting matching actual spend. No overspends on the annual budgets.</p> <p>Property team are now able to prioritise spend on property.</p>	
<p>Water Services System Replacement – Hydrants – system goes live</p>	<p>Upgrade to existing system for managing hydrant data to support operational delivery in a more effective way.</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Hydrants continue to be inspected and maintained in preparation for use when needed by operational crews when supporting external customers during an incident.</p> <p>Improved hydrant information will also feed into the MDT, enabling crews to make better informed decisions when supporting external customers.</p>	<p><i>Monetisable non-cash releasing benefits</i></p> <p>The system is supporting better planning of journeys to maintain hydrants so saving fuel.</p>

Decarbonisation Surveys carried out at all KFRS sites by a specialist consultant (funded via a SALIX grant)	This identifies improvement areas for all sites and a focus on the top 10 sites for energy usage.	<i>Quantifiable but non monetisable</i>  Improve energy usage across the estate to reduce costs wherever possible.	
Rather than buying brand new vehicles to support wildfire incidents, four second-hand vehicles will be purchased,			<i>Monetisable cash releasing benefits</i>  Saving £140k and putting the vehicles on the run 10 months earlier than if they were purchased new; a review of water rescue equipment has generated a saving of £178k, where the requirement for dedicated inshore and offshore boats and trailers has changed to a 'boat in a bag' being stowed on the water safety units, which has also enabled the disposal of the offshore boat; the number of response vehicles has been reduced from the 74 (purchased in 2012) to only 66 now being replaced, saving £216k; the life of the Hose Layer has been extended by 5 years, saving £141k, and the requirement for 2 hose layers has been reduced to 1, saving another £260k.
Arrangements with Surrey to support a move in one of their stations by co-sharing at Edenbridge		<i>Qualitative unquantifiable benefits</i>  Developing relationships cross border and co-training.	

<p>Restructure of Education Teams</p>	<p>Structured and skilled to meet the changing needs and requirements of customers.</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Enhancing KFRS reputation as a family friendly employer by introducing term-time contracts</p> <p>More targeted approach to broader engagement e.g. location of station open days/pop up events</p> <p>Risk informed education programmes mapped to bespoke customer requirements, with flexibility to address emerging issues resulting in improved customer journey</p> <p><i>Productivity Gains</i></p> <p>More effective team is delivering a better product with less wasted development time.</p> <p>Introduction of term time contracts matching resource levels to seasonal demand cycles Ensure teams are equipped and resourced to effectively educate and promote safer behaviours</p>	<p><i>Monetisable cash releasing benefits</i></p> <p>Increased use of digital resources broadening reach and reducing travel costs</p> <p>Multi-skilled team providing more flexibility in response. Increasing skills across the team, allows for one all-encompassing response, reducing the need for additional team members to attend.</p>
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<p>Introduced targeted selection into cadet programme</p>	<p><i>To work closely with partners to ensure fairness and diversity in selection process.</i></p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Broader range of candidates from different backgrounds bringing varied experiences and views will further develop the cadet programme</p> <p>Cadet cohorts better reflecting the communities of Kent and Medway, promoting KFRS as a diversity employer of choice</p> <p>Better understanding of current and cultural issues experienced by young adults, in turn informing assessment of community risk</p> <p><i>Productivity Gains</i></p> <p>Working with partners will reduce time taken to select and onboard cadets</p>	
<p>Updating of the Leadership behaviour framework (which we originally wrote and now used nationally) into Behaviour framework – done through consultation with all colleagues.</p>	<p>Support colleagues and managers to analyse specific behaviour for good performance mgt, career mgt and addressing concerns</p>	<p><i>Qualitative unquantifiable benefits in better leadership improving task and people management – possible Productivity gains and cost avoidance in absence, performance mgt</i></p>	

		Adopted into design of all our management tools which support better performance.	
Customer Journey Mapping to support Control Board Phase 1 (internal customer) and Phase 2 (external customer)	Working within the FRCC Programme to gain a comprehensive understanding of the entire experience the varying customer groups has with the service and highlight opportunities for improvement.	<i>Qualitative unquantifiable benefits</i>  Improved customer response and emotional support to people in initial call to FRCC.	
Analysis and action planning against all 16 national Professional Standards.	Ensure compliance but more than that we want to enhance our performance.	<i>Qualitative unquantifiable benefits</i>  We carry out internal reviews of the standards involving cross team members. We are also starting to peer review across services.  We have assessed areas of strength and actions which have helped us develop policy and practice.	
Dedicated 'rollout' of Level 1 'How to put customer's first' training across Internal Services Teams	Initially the package was introduced via news articles and some presence at team meetings with a request to complete, however	<i>Qualitative unquantifiable benefits</i>  All customer ambassadors received training in how to facilitate the package and are now tasked	

	<p>the uptake was low and the vision of all internal services teams engaging wasn't achieved</p>	<p>with ensuring all internal services teams undertake the training and submit the challenge by 1<sup>st</sup> Oct 24.</p> <p>Work has already started on contacting the teams to confirm dates for this to take place.</p>	
<p>Creation of CX Taskforce to focus dedicated resource on improving the Internal Customer Experience. To work alongside the Customer Hub</p>	<p>To provide a dedicated, cross functional group within the Service to focus on improving the overall internal Customer Experience.</p> <p>To create accountability, break down silos between teams, encourage working together as a common forum with a common goal</p>	<p><i>Productivity gains in time taken to process customer queries.</i></p> <p>Created and agreed Terms of Reference.</p> <p>Agreed collaboration with the Organisational Tracker and existing processes to ensure an audit trail and accountability.</p> <p>Created and agreed a customer charter, now displayed on electronic notice boards across SHQ.</p> <p>Identified priority areas of focus to work on :</p> <ul style="list-style-type: none"> <li>• Helpdesks</li> <li>• Communication</li> </ul> <p>Initial workshop taken place relating to Helpdesks, further work to continue, including specific action allocation.</p>	

<p>Engagement in SDS to create Internal Customer Personas</p>	<p>To help the service tailor their services, processes, and communication strategies to better meet the needs of their internal customers by ultimately improving collaboration, efficiency and overall satisfaction within The Service</p>	<p><i>Productivity gains</i></p> <p>Internal Customer Groups identified.</p> <p>Engaged SDS (a local gov partner) in facilitating 3 focus groups for priority internal customer groups:</p> <ul style="list-style-type: none"> <li>• On Call Firefighters</li> <li>• Whole Time Firefighters</li> <li>• Internal Services Teams</li> </ul> <p>Secured resource within Engagement Team to create Customer Persona templates.</p>	
<p>Creation of CX Case Studies - Internal</p>	<p>To further embed Customer Experience, specifically how customers decide whether their experience was a positive or negative one.</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Feedback generated from Customer Ambassadors relating to internal services recently engaged with.</p> <p>Template created for a consistent look and feel.</p> <p>News article going live containing templates and comparison of thoughts of feelings of a positive customer experience compared with a negative customer</p>	



		experience to help colleagues co-design customer experiences	
Review of ongoing CX monitoring for After the Incident Surveys	To ensure the relevance of feedback requested and the efficiency of process	<p><i>Qualitative unquantifiable benefits</i></p> <p>Review and update of Customer Feedback Survey</p> <p>Diarised quarterly review meetings with any negative feedback provided on an ad-hoc basis following embedded process in place.</p> <p>All positive feedback received is shared with the attending crews and Assistant Director Response on an ad-hoc basis using embedded process in place.</p>	
Consultation with all colleagues on areas of cultural focus for the next strategy period.	A focused culture directly supports the organisation's goal	<p><i>Productivity Efficiency</i></p> <p>Resources like time, budget, and leadership attention are finite. Focusing on specific cultural aspects allows for better allocation of these resources, leading to a</p>	

		<p>more sustainable cultural transformation.</p> <p>By concentrating on specific areas, FRS can create a more powerful and impactful culture. Narrowing the focus allows for deeper integration of desired values into everyday practices.</p>	
<p>Workforce Plan update – every two years we do a major exercise in planning workforce needs – new skills, grades, succession etc</p>	<p>Alignment with business goals: Review the objectives outlined in the CRMP document to ensure alignment between your workforce plan and KFRS’s strategic direction.</p> <p>Consider current team: Evaluation of the current make up of teams in terms of skills, experience, and roles (including hours and grade) to identify any gaps or areas for improvement needed to deliver.</p> <p>ID future needs: Changes to make of teams to enable departments to deliver</p>	<p><i>1Productivity Efficiency</i></p> <p><i>2Quantifiable but non monetisable benefits</i></p> <p>Strategic workforce planning is enabling better use of resources and so deliver productivity efficiencies within a department through organisational design (OD) - OD is the process of looking at what a programme (or department’s) outcomes and strategic objectives are and planning the most effective and efficient use of the workforce to best achieve those outcomes. It is an ongoing process, making best use of the skills and capabilities available.</p>	

	<p>against plans. This may include additional competencies/ skills, less or more hours, fixing a performance problem, addressing a recurring attendance problem, Consider if current roles are no longer aligned to needs (now or in future) etc.</p> <p>Listing future state competencies: Clearly define the competencies and skills required for each role within your team, ensuring they are aligned with the objectives outlined in the business plan.</p> <p>Competency/ skill gap analysis: Compare the current skills and competencies of teams with those required for future success to identify any discrepancies. ID whether this can be addressed via training and development plans, or position</p>		
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	requirements etc. Review whether you have requested funding to address these gaps within budget, or if a future request will be required.		
Career workbook and career workshops for everyone interested. Workbook shared in June update.	Helping people make decisions about whether they are still enjoying and developing in their roles and whether to move on.	<i>Qualitative unquantifiable benefits</i>  Support to individuals but also a focus on getting the best from people in each role.	
Good Governance workshops and workbook.	Helping colleagues understand how KFRS works in terms of decision making, ethical code, legal issues.	<i>Qualitative unquantifiable benefits</i>  Better understanding of decision making allows for better participation in meetings and clarity in developing decisions.	
Refreshed pathway for recruits.	Recruit/trainee Fire Fighter skills initial and development pathway revised after feedback from first two years of operations.	<i>Quantifiable but non monetisable benefits</i>  Pathway benefits:-  Frees up resources, trainers and facilities at central training venues meaning more requalification and development courses can be run.  Gets new operational colleagues involved in front line service delivery (operations and	<i>This is technical efficiency and cash releasing.</i>  The Service would have to take a training venue and a significant number of trainers away from its programme of statutory requalification courses and other essential training such as Incident Command. The Service would not be able to sustain six months gaps in its regular training schedule if the pathway was not available for whole time recruits/trainees it would have to spend a significant additional sum each year to fund

		<p>community safety) at an early stage in their career building their skills sets and supporting operational capacity.</p> <p>Uses skills and knowledge from station-based colleagues to support trainee development (which frees up trainer time)</p> <p>Uses station-based training facilities for trainee development freeing up training centre facilities for alternate use.</p> <p>The alternative for WT Fire fighters is to run 16-week courses which with preparation and end of course leave would take a central training venue off line for all other courses for around six months.</p> <p>It allows Wt and OC trainees to train in the course modules together, which is good for service cohesions and also allows small numbers of WT personnel to be recruited to match the leavers profile rather than running large courses for economic viability, this saves money as course places reflect vacancies.</p>	<p>(staff, equipment and venue) to fund a 16 week recruit course.</p> <p>The pathway allows WT and OC Fire fighters to train alongside each other in modules that would otherwise only be used by OC Fire fighters and may well not run to capacity.</p> <p>There are non-cashable benefits from trainee Fire fighters joining stations and supporting community safety activity as well as attending incidents in that the extra personnel allow more visits to be delivered and at operations providing additional personnel for non-risk critical tasks such as securing a water supply.</p>
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<p>Maintenance of Strategic Reserve</p>	<p>Following successful deployment of the Strategic Reserve during the 2023 Wildfire season, ensuring concept embedded in KFRS</p>	<p><i>Quantifiable but non monetisable benefits</i></p> <p>KFRS employs several colleagues who are trained Fire fighters (including Incident Commanders and Drivers) in non-operational postings, such as trainers, operational policy and risk management team members as well as corporate colleagues who also hold an On Call contract. Until 2022 these colleagues had not been required to maintain operational competence and therefore were unavailable to crew appliances in times of peak demand.</p> <p>Making it a requirement that they maintained operational competence with a schedule of training to follow has ensured that these colleagues are able to crew appliances when the situation demands it. Also allowing corporate colleagues with On Call contracts to work from their On Call station to keep the appliance on the run at busy times increases availability.</p> <p>2023 demonstrated the value of this approach, it also showed us that the Fire Severity Index is a reliable tool to guide deployment of</p>	<p><i>Cash saving</i></p> <p>Being able to redeploy colleagues who are already on duty to operations ahead of seeking volunteers on overtime or recall to duty payments. These may still be required in periods of extreme demand but can then be more focused on nights and weekends though traditionally the Service has more appliances available crewed by On Call Fire fighters at those times.</p> <p><i>Monetisable non-cash releasing savings - cost avoidance</i></p> <p>Colleagues keeping up their operational skills ahead of strategic reserve deployment spend time on fire stations, during these periods their presence allows us to release station-based colleagues for meetings and short training courses and so avoids overtime payments would have been used to provide cover.</p>
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		the Strategic Reserve in extremely dry and hot periods.	
Purchased a 3D digital camera for use in mapping buildings.	<p>Use of 3D mapping tools and software to allow for complex premises to be scanned and a model produced.</p> <p>Model provides 3D maps, a digital 'walkthrough' function and floor plans</p>	<p><i>Productivity gains in resources</i></p> <p>Improved quality of information available for high-risk sites across Kent and Medway.</p> <p>Digital walk through to improve operational familiarisation training. OC crews and wholetime crews outside of the area, who would otherwise not have been able to visit the site are able to tour the site virtually.</p> <p>Improved quality of information during operational response, 3D floor plans and room sizes – enabling reasonable assessment of potential fire spread.</p> <p>Improved quality of information on Kent high-risk sites to neighbouring FRS</p> <p>Improved quality of premises information for Court, giving quick and accurate overview of premises.</p>	<p><i>Monetisable non-cash release savings</i></p> <p>Enabling blended training of Building Safety Inspectors, reducing travel costs, and allowing the Inspector to 'revisit' virtually at any time</p> <p>Reduced requirement for onsite visits reducing travel time/costs.</p>

		Thus saving Court time and in turn public money.	
Improved deliberate fire trend identification	<p>Monitoring and identifying deliberate fire trends, to ensure trends are identified at the earliest opportunity.</p> <p>Processes include data analysis, reporting protocols, proactive prevention and robust governance arrangements</p>	<p><i>Productivity gains in resources</i></p> <p>Co-ordinated approach to deliberate fire trend identification across prevention, protection and response.</p> <p>Consistency in deliberate fire prevention arrangements and co-ordination of resources.</p> <p>Improved strategic awareness of high-risk issues.</p> <p>Improved evaluation of deliberate fire prevention activity.</p>	<p><i>Monetisable non-cash release savings</i></p> <p>Reduction in mobilisations to deliberate fires.</p> <p>Reduction in damage to property/land as a result of a deliberate fires.</p>
Maintenance of NOG +	<p>Full adoption of National Operational Guidance removed a huge number of documents, many duplicated and some out of date from the Operational Policy and Procedure library. This increased the effective use of time by replacing</p>	<p><i>Productivity gains in resources</i></p> <p>National Operational Guidance introduced a hazard and controls-based approach to operational scenarios. This allowed training packages to be developed that followed NOG and rolled out in Station Based Training. Following the NOG scenarios at an incident allows for effective,</p>	<p><i>Monetisable non-cash releasing savings</i></p> <p>Allows more effective use of Fire fighters and trainers time in training and then deployment of NOG principals at incidents.</p>



	<p>disparate documents with one source of the truth. It also removed the opportunity for accidental occurrences based on different colleagues following different versions of guidance.</p> <p>It's important that revised NOG documents are incorporated into the library as they are received, old versions are removed and that we avoid historic documents 'creeping back' into the mainstream suite of documents.</p>	<p>efficient, and safe resolution of the incident. This benefits the customer, communities, and Fire fighters, as NOG evolves it's important that we keep the documents up to date.</p> <p>A significant benefit of the comprehensive NOG suit is that it rationalises the number of documents Fire fighters are expected to find, read, understand, and deploy. Public enquires into historic incidents have often criticised the FRS for having too many documents that are not managed and are difficult to remember and deploy at incidents.</p>	
<p>Move of secondary IT data centre to a KFRS location</p>	<p>Current provision was outsourced, difficult to access and expensive to maintain</p>	<p><i>Quantifiable but non monetisable benefits</i></p> <p>Easier to manage and access for KFRS IT colleagues, less expensive to run</p>	<p><i>1 Cash releasing saving.</i></p> <p>The move saves £14K per year.</p> <p><i>2 Monetisable non-cash releasing savings</i></p> <p>Using our own estate to host the equipment eliminates the red tape involved previously when accessing the site and making changes such as installing new equipment.</p>

<p>Introduce new fire station IT network equipment</p>	<p>Existing network was not resilient to prolonged BT failure and used multiple telecoms providers</p>	<p><i>Quantifiable but non monetisable benefits</i></p> <p>In the event of a BT failure, stations will continue to have IT network connectivity throughout.</p>	<p><i>1 Cash releasing saving</i></p> <p>The rationalisation of networks saves approx. £35K per year.</p> <p><i>2 Monetisable non-cash releasing savings</i></p> <p>Fewer IT resources are required to manage the network as there are less components and the setup is less complicated. Using fewer IT systems means less management overhead and fewer suppliers involved, simplifying troubleshooting and maintenance.</p>
<p>Introducing ability to work offline Dynamics for home fire safety visits and safe and well visits</p>	<p>Previously, officers would complete records on paper forms and then go back to a fire station and enter data into CRM at the end of the day.</p>	<p><i>Productivity gains</i></p> <p>Gains in time taken to carry out visits reallocated to create additional visit capacity.</p> <p>New way of working reduces the likelihood of a data breach and increases the time officers have available to complete visits, due to the digital form being quicker to use.</p>	
<p>National procurement of smoke alarms –This also includes the specialised alarms we provide for customers who are deaf or have hearing impairments.</p>		<p><i>Qualitative unquantifiable benefits</i></p> <p>This also includes the specialised alarms we provide for customers who are deaf or have hearing impairments.</p>	<p><i>Monetisable non-cash releasing savings</i></p> <p>We are part of a national procurement framework for smoke alarms. As well as the benefit of reducing the cost per alarm compared to purchasing outside of the procurement framework, using the national framework led to a</p>

			change in supplier which resulted in fewer faults and as such fewer returns were made in relation to faulty alarms.
Training contracts	Our Technical Training and Professionalism team (TT&P) now offer split 50/50 contracts between Training and Service Delivery, alongside the embedded associate instructor model, which has 20 associate coaches (trainers) providing between one- and three-days training per month.		<p><i>Monetisable non-cash releasing savings</i></p> <p>We have engaged retirees, who have the necessary experience and qualifications, to return on Green Book (business support) contracts as tutors. These flexible approaches allow us to access, and benefit from, the skills and knowledge of experienced individuals, at the times when they are needed. This improves productivity through enabling the effective management of working time.</p>
Joint AFA (automatic fire alarm) reduction initiative across teams	To understand the reasons, nature and type of AFA activations and use this to further improve our management of, and response to AFAs.	<p><i>Qualitative unquantifiable benefits</i></p> <p>The Home Fire Safety Task Force works with the Building Safety Team to help try and prevent future deaths among vulnerable adults in sheltered accommodation by identifying reasons for regular AFAs sounding in certain properties. Gathering this information helps us to target our resources more efficiently.</p>	<p><i>Monetisable non-cash releasing savings</i></p> <p>Long term reduction in unwanted AFA calls</p>

Calling Ahead		<p><i>Qualitative unquantifiable benefits</i></p> <p><i>Productivity Gains</i></p> <p>By scheduling in calls ahead of safe and well visits and providing set times to call to remind customers of appointments, this helps provide a more supportive customer service and reduces the number of cancellations.</p>	
Standardising the approach to Safe and Well Visits	This enables Safe and Well Officers to have consistent approach to booking revisits (set timescales between visits) based on risk	<p><i>Quantifiable but non monetisable benefits</i></p> <p>It provides further guidance for Safe and Well Officers to remind them of the importance of giving feedback to other agencies and arranging joint visits when appropriate.</p>	
Electronic Tablets for HFSV		<p>Productivity Gains</p> <p><i>Quantifiable but non monetisable benefits</i></p> <p>The use of these of home visits reduced administrative time and streamlined the process for the customer, enabling a more efficient method of collecting the information at each visit.</p>	

		Customer able to complete EDI data confidentially on the tablet rather than respond to verbal questions.	
HFSV Power App	Microsoft Power App in place for recording Home Fire Safety Visits	<p><i>Productivity gains in resources</i></p> <p><i>Quantifiable but non monetisable benefits</i></p> <p>Replaced the previous paper-based forms, giving a more secure, efficient and effective process. Customer information can be recorded at the time of the visit, saving administrative time in not having to document information again at the office.</p> <p>Improved handling of sensitive data stored digitally rather than paper form.</p>	
National ladder framework –Detailed research was gathered from FRSs which ensured the requirements met the needs of the sector.	The national ladder framework was implemented and continues to be managed by us on behalf of the fire sector and other blue light services.		<p><i>Monetisable non-cash releasing savings</i></p> <p>To date, 14 FRSs have completed the framework's confidentiality agreement and four have signed call-off agreements. The framework continues to be advertised through Workplace (Meta's online collaborative software tool) and</p>

			other forums as a collaborative opportunity for the fire sector.
Introduced a volunteer response team vehicle	Provide customers with a safe space to go during incidents	<p><i>Qualitative unquantifiable benefits</i></p> <p>The van has facilities to allow customers to be away from the incident in a safe space, including seating a toilet. Feedback has been extremely positive and given volunteers a space which has allowed customers to be with their family.</p>	
Development of station dashboards and station status reporting.	Improved communications and flow of intelligence.	<p><i>Qualitative unquantifiable benefits</i></p> <p>This results in a more consistent approach for our station teams. For your info I've also used this as an opportunity to further promote the new "crew briefing" tile. With a single click on the tile, our station teams can view all messages from around the Service, including the One Team update, CIRB, and team updates, all in one convenient location.</p>	

		<p>Issues are discussed at the anticipated "start of a shift." All stations have access to the wide screen TV to view these tiles.</p> <p>This will continue to be included in the set of questions and discussion for this year's station assurance visits.</p>	
Wildfire response	<p>We are working with landowners and farmers across Kent and Medway to help prevent or at least reduce the possibility of future wildfires</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Due to climate change, we believe that we are more likely to see these types of incidents more frequently during the summer months. For this reason, we are reviewing the specialist equipment and off-road capability we must ensure that we remain as effective and efficient as possible in the face of climate-related changes to operational demand.</p>	
Disused building procedures put in place	<p>Due to the increase in the number of incidents in and around derelict/disused buildings, new procedures put in place.</p> <p>Working with partners to identify high risk</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Clear process for managing risk information for complex disused buildings.</p> <p>Up to date risk information for operational crews when responding to incidents in disused buildings.</p>	<p><i>Monetisable non-cash releasing savings</i></p> <p>Prevention work reducing the risk of incidents occurring in derelict buildings reduces unnecessary resource deployments.</p> <p>Identifying risk effectively allows the service to resource incidents effectively, reducing unnecessary resource deployments.</p>

	<p>derelect buildings and carry out prevention activities.</p>	<p>Reduction in the number of incidents, making communities safer and at less risk of injury.</p> <p>Improved route for operational crews to raise risks identified in disused buildings for consideration.</p> <p>Proactively managing disused buildings ensures compliance with safety regulations, avoiding potential fines and legal liabilities and draining FRS Enforcement resources</p> <p><i>Productivity gains</i></p>	<p>Shared resources, expertise and funding with partners reducing demand on FRS.</p>
<p>Take steps to form a Kent and Medway Water Safety Partnership</p>	<p>Forming a water safety partnership consisting of Kent and Medway partners to effectively address and mitigate water safety issues within the county</p>	<p><i>Qualitative unquantifiable benefits</i></p> <p>Enhanced coordination and resource sharing.</p> <p>Pooling expertise across public sector partners and voluntary organisations.</p> <p>Enhanced public safety due to co-ordinated approach to prevention messaging and activity.</p> <p>Partners can share data and insights. This can help in identifying trends, hotspots, and the most effective intervention strategies.</p>	<p><i>Monetisable cash release savings</i></p> <p>Shared prevention campaign costs, promoting a single message reducing duplication.</p> <p>Pooling resources leading to cost savings (e.g. shared procurement/joint training programmes)</p> <p>Collaborative initiatives are often eligible for larger/more diverse funding opportunities.</p>



		<p><i>Productivity gain</i></p> <p>Joint working on prevention and education campaigns can reduce the number of water-related accidents, reducing the demand on emergency services.</p> <p>Effective partnership working reduces burdensome administration.</p>	
Creation of the exercise programme team.	Deliver more exercising across our risk portfolio.	<p><i>Qualitative unquantifiable benefits</i></p> <p>We have seen a huge increase in the number and quality of exercises across the service which is leading to better cross team and cross border working and knowledge retention.</p>	
As part of our Climate Action commitment, a litter pick event was held	Promote climate change issues	Colleagues from around the service, along with some of our contractor colleagues took part in a litter pick events in a public community space (beach)	
Inflight Projects	Projected benefits		<i>Already realised benefits in Project</i>

<p><b>Inflight project</b></p> <p>Completing the Dynamics project in-house</p>	<p>Deliver the project quicker and create a solution that better understood business processes and ways of working.</p> <p>Productivity gain:</p> <ul style="list-style-type: none"> <li>- The new Dynamics system will allow teams in the Service to share risk information for premises and customers more efficiently</li> </ul> <p>Technical benefits:</p> <ul style="list-style-type: none"> <li>- Increase in the number of S&amp;W visits per year for each S&amp;W officer</li> <li>- Increase in the number of yearly visits carried out by each officer in the Taskforce</li> </ul>	<p>Project will be delivered faster than had been reforecast and requiring fewer changes to the minimum viable product solution.</p>	<p><i>Monetisable non-cash releasing saving.</i></p> <p>The budget had been increased to cover external supplier costs. With the project completed in-house, this resulted in the budget being reduced by £900,000. Though we notionally allocated this money, in the end we did not utilise all we had apportioned to the project.</p>
<p><b>Inflight project</b></p> <p>Joined the Networked Fire Service Partnership (Hampshire and Isle of Wight, Wiltshire and Dorset, and Devon and Somerset FRSs) for our Control management.</p>	<p>Buddying arrangements and out to market for a shared control system now.</p> <p>This group is working on a command a control project which aims to deliver a combined, secure, and</p>	<p><i>Quantifiable but not monetisable benefits</i></p> <p>The partnership will allow us to guarantee another fire service answers our calls in 6 seconds if we have too many calls to manage and has the further resources of three fire service control rooms if</p>	<p><i>Monetisable non-cash releasing saving</i></p> <p>The combined procurement of our mobilising a emergency telephone system with four other services allows us to use our collective buying power to buy a higher quality system than we could have done with the same money on our own.</p>

	<p>resilient command and control system (not control room) to handle all 999 calls for the four partner services and allows the partners to mobilise resources to provide greater resilience. This will provide a fire-centric mobilising system to improve ways of working, resilience and collaboration with partners through implementation of Integrated Multi-Agency Incident Transfer (MAIT), partnership.</p>	<p>we need to enhance our emergency call taking ability.</p> <p>The partnership will also allow us to train all control colleagues at the same time, as our calls can be diverted to another fire service whilst training takes place. This reduces the number of training days needed.</p>	
<p><b>Inflight project</b></p> <p>Work with Canterbury Christchurch University (CCCU) to research future issues regarding water scarcity in the Southeast of England.</p>	<p>Improve awareness around water supply issues that could impact on the services ability to secure firefighting water.</p>	<p><i>Productivity efficiency</i></p> <p>KFRS can achieve efficiency gains by providing colleagues with the appropriate water provisions in key areas, resulting in fewer resources being required to carry out activities with fewer resources.</p> <p><i>Qualitative unquantifiable benefits</i></p>	

		<p>Participation in the CCCU “Impact Kent: CCCU and Community” at the university that looks at community risks and how they can support research into the subjects. The event is focussed on sustainability, inclusivity, and wellbeing; all areas that are impacting the current water provisions for firefighting project and wider general concerns around water scarcity, especially in the Southeast of England. We will therefore be doing a short 15-minute presentation on the current and future issues we face in the coming years and in return the university will draft a short research paper, highlighting additional concerns; that we can feed into the project. The research will look at other risks aligned to our concerns, e.g. we suggest using more open water sources (lakes, rivers, swimming pools etc), however river levels are lowering, which could have further impacts for firefighting water.</p>	
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<p>Inflight project.</p> <p>Asset management system.</p>	<p>Work is also underway to implement an asset management system for our operational equipment. This will provide a tag and scanning approach rather than utilising pen and paper and will enable us to keep track of standard test procedures, ensuring all compliance testing is efficiently undertaken and faults on any equipment are documented and then rectified. This provides the opportunity to keep a full audit trail of the whole working life of each piece of significant operating equipment, which saves significantly on previous manual processes to record this information</p> <p>Productivity gains:</p> <ul style="list-style-type: none"><li>- System in place providing timely reporting of management information and spend forecast against equipment types.</li></ul>		
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	<ul style="list-style-type: none"> <li>- Automated reminders generated by the system and availability of scheduled STPs at each location</li> <li>- Clarity and consistency of the testing regime defined and followed</li> </ul>		
<p><b>Inflight Project</b></p> <p>Ashford live fire facility</p>	<ul style="list-style-type: none"> <li>Improve best practice live fire facilities</li> <li>- Improved alignment between training and application on the incident ground</li> <li>- Live Fire practices aligned with national practices</li> <li>- Decreased failure rates on training involving live fire</li> <li>- Full facilities available to train on relevant practices required to minimise contamination</li> <li>- Better control of training programme for our colleagues</li> </ul>		
<p><b>Inflight Project</b></p> <p>Firewatch – workforce planning system</p>	<p>Productivity gains:</p> <ul style="list-style-type: none"> <li>- Reduction in the amount of time spent rostering at stations, correcting errors, and on crewing activities</li> </ul>		

	<ul style="list-style-type: none"> <li>- Regular provision of automated reports providing vital management information, reducing the need for these reports to be produced manually by specialist teams</li> <li>- Easy remote access to the system for colleagues</li> </ul>		
<p><b>Inflight project</b></p> <p>Ending our contract with Eurotunnel to provide fire and rescue first line response.</p>	<p>Cash releasing of a contract which has become unsustainable in costs for KFRS.</p>		
<p><b>Inflight Project</b></p> <p>Collaboration with 4F partners (West Sussex, East Sussex Surrey) on procurement of new Incident Command units</p>	<p>Cash saving and interoperability in cross border incidents.</p>		
<p><b>Inflight Project</b></p> <p>Collaboration with 4F partners (West Sussex, East Sussex Surrey) on procurement of new Breathing apparatus</p>	<p>Cash saving and interoperability in cross border incidents.</p>		

<p><b>Inflight Project</b></p> <p>Review of On-call system with external expert</p>	<p>Greater efficiency of our oc system</p>		
<p><b>Inflight Project</b></p> <p>Upgrade our water management system</p>	<p>Technical efficiencies:</p> <ul style="list-style-type: none"> <li>- Increased in the number of inspections completed per technician per day</li> <li>- Compliance with the National guidance on provision of water for firefighting to remain above 90% year on year.</li> <li>- Reduced administration time</li> <li>- Increase turn around in completing repairs</li> </ul>		
<p><b>Inflight Project</b></p> <p>Working with local authority partners to reduce battery and waste fires.</p>	<p>Understand customer behaviours and barriers to safe disposal.</p> <p>Improve awareness of safe battery disposal.</p> <p>Align messaging with local authorities to improve customer awareness of safe battery disposal.</p>		



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## **Evaluation: Summary of what we did well and what we learnt.**

### **Section 2. Introduction.**

In this section of the evaluation, we look more broadly at what has been improving, what we've learnt and what we are seeking to improve in the next strategy period 2025 - 2029.

#### **Summary of the areas of learning from our evaluation which will be developed in the next strategy period:**

- On-call is most probably the area of greatest concern, and we are currently doing an in-depth review – we will be trying different approaches. We recognise the national picture is the same, but we are seeking to find the right mix of responses and systems.
- We recognised that our approach to corporate risk needed to be enhanced and at the end of 2023 we carried out significant work and used the Institute of Risk Management to assess progress – whilst it's in a much better place we still want to enhance our approach.
- Our data is functioning at a level but not giving us enough ability to do effective intelligence reporting – we are currently evaluating our data maturity. Data will be a feature for improvement in this next strategy period.
- Like every organisation we need to keep finding ways to improve communications. We are geographically distributed and have duty systems which can mean it's harder to deliver key messages and get up-down flow. We will continue to explore new ways and use technology to support us.

- Our programme and project management has significantly improved in maturity, but we will be training sponsors and project managers with new methodologies in the next strategy period. We are also going to do more to improve processes and systems using a dedicated team.
- Our Culture Dashboard for 2025- 2029 represents those areas of focus for skills and behaviour development.

### **Notes from Evaluation of last Strategy Period 2021-2024**

What follows are a series of notes from the different workshops held over the last four months and review of formal learning reports which were focused on holding up a mirror to our work and objectively detailing our learning needs for the next strategy period.

We looked at 6 main areas:

- **Business Change (Portfolio and Projects)**
- **Continuous improvement**
- **Culture**
- **Evolving governance arrangements based on continuous feedback from internal and external audits.**
- **Strategy development**
- **Maturity Levels**

## 1) Business Change (Portfolio and Projects)

Across the last strategy period (2021-24), we have got better at project management, including managing the development of business cases for projects and the specific benefits required. Our key areas of focus and vision of success were as follows:

- Priority 1: Ensure what we do is driven by an understanding of risk

What did success look like?	Evaluation of success
<p>We will have an annual plan for projects, which is realistic and considers the scarcity of some internal resources.</p>	<ul style="list-style-type: none"> <li>• Annual plans for projects are agreed every September for the forthcoming year.</li> <li>• Any changes in year are dealt with at the monthly management meetings through the creation of project briefs, which takes resource commitment into consideration. This is then considered in conjunction with other priorities and dependencies across the portfolio.</li> </ul>
<ul style="list-style-type: none"> <li>• Project approval processes will be synchronised with corporate governance and financial management processes.</li> </ul>	<ul style="list-style-type: none"> <li>• All projects report to a corporate governance group. Each will have its own clear governance route depending on the nature of that project</li> </ul>
<ul style="list-style-type: none"> <li>• Prioritisation will be aligned to corporate objectives using business cases which will be reviewed annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Business cases are created for every project.</li> <li>• A new tiered system has been introduced to ensure projects are managed in the most effective way depending on their strategic importance, value, risk, and resource commitment required.</li> </ul>
<ul style="list-style-type: none"> <li>• An effective prioritisation process will be in place which ensures that those projects that will deliver the highest value for customers are resourced first.</li> </ul>	<ul style="list-style-type: none"> <li>• The priority projects are identified; however, the priority can often shift depending on the current stage of that project.</li> </ul>

<ul style="list-style-type: none"> <li>We will develop the Product Manager/ Senior User role further, ensuring that projects are customer led.</li> </ul>	<ul style="list-style-type: none"> <li>Senior user roles are defined and is often communicated a project board meetings and to those new undertaking this role.</li> </ul>
<ul style="list-style-type: none"> <li>Corporate projects will be managed by professional Project Managers, further developing project management skills that are already present within the Service.</li> </ul>	<ul style="list-style-type: none"> <li>Most corporate project are managed by project professionals. There are a few exceptions; where there is a significant operational element and where KFRS are not the lead authority when working in partnership.</li> </ul>
<ul style="list-style-type: none"> <li>Projects will be governed using stage gates and delivery assurance will be undertaken by experienced project specialists.</li> </ul>	<ul style="list-style-type: none"> <li>Corporate projects go through 6 stages where there are checks and balances in place to ensure project remains viable.</li> <li>Other projects may go through less depending on the complexity and risk associated to the project.</li> </ul>

### Priority 2: Transforming Customer Service Through Technology

<b>What did success look like?</b>	<b>Evaluation of success</b>
<ul style="list-style-type: none"> <li>Those responding to incidents will have access to all the risk information held by the Service when they need it.</li> </ul>	<ul style="list-style-type: none"> <li>Risk information is available to stations, crews, Command and Control and our Prevention and Protection teams through a single platform.</li> </ul>
<ul style="list-style-type: none"> <li>Our 999 call team will be re-located, with an Incident Management facility located within the same building.</li> </ul>	<ul style="list-style-type: none"> <li>KFRS Fire Command and Control has been relocated and there is an incident management facility in the same building for their use.</li> </ul>
<ul style="list-style-type: none"> <li>A new partnership with another fire and rescue service will be in place, enabling another Service to mobilise our resources for business continuity.</li> </ul>	<ul style="list-style-type: none"> <li>A new partnership has been entered into with a Fire Service whilst maintaining relationships with our Police colleagues.</li> </ul>

<ul style="list-style-type: none"> <li>• Our 999 call team will move to a Computer Aided Dispatch system that is designed for a fire and rescue service.</li> </ul>	<ul style="list-style-type: none"> <li>• This has not been achieved due to decisions relating to move to a collaboration with a new fire partner. The procurement exercise concluded in 2024 and a new supplier has been selected, but the system is not live.</li> </ul>
<ul style="list-style-type: none"> <li>• Mobilising of resources between Emergency Services will be undertaken using multi-agency incident transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi Agency Incident Transfer (MAIT) is being deployed by all blue light services (web version to start with and full integration with Computer Aided Dispatch system later). KFRS have started the project, but as this is a national initiative, the rollout for our tranche is likely to come in late 2024 or early 2025.</li> </ul>
<ul style="list-style-type: none"> <li>• Customers will be able to share footage of an incident with Control and Responders.</li> <li>• Fire Investigations will be managed as cases through the Dynamics system.</li> </ul>	<ul style="list-style-type: none"> <li>• Footage and sharing with Control and Responders has not been embedded in the organisation due to other dependencies not being in place. For instance, KFRS are currently procuring a new Computer Aided Dispatch (CAD) system that will enable the authority the ability to unlock potential innovative technologies and ways of working – such as sharing footage of an incident. Decision to proceed with features such as this will be made on a case-by-case basis when required.</li> </ul>
<ul style="list-style-type: none"> <li>• Customers will be able to book routine visits online.</li> </ul>	<ul style="list-style-type: none"> <li>• This has not been achieved in 2024 as planned due to resources being moved to focus on other priority areas. Analysis for this functionality will be after the initial project concludes as an additional feature.</li> </ul>
<ul style="list-style-type: none"> <li>• On-call responders will be alerted to an incident via a Smart phone App.</li> </ul>	<ul style="list-style-type: none"> <li>• KFRS made an informed decision to not move away from current on-call responder technology. This is primarily down to research showed the technology in the market had not moved on too much from where we currently are and there are other projects in the</li> </ul>

	portfolio which could have an impact on the technology purchased in the future.
<ul style="list-style-type: none"> <li>Connectivity at the incident ground will be improved, enabling better communications and data sharing.</li> </ul>	<ul style="list-style-type: none"> <li>All appliances have new hardware technology installed to support with internet connection, visibility of data and communication with Command and Control.</li> </ul>

Priority 3: Developing the Next Generation of System Capabilities

<b>What did success look like?</b>	<b>Evaluation of success</b>
<ul style="list-style-type: none"> <li>Rostering is efficient with all rostering processes managed from a single system which is easy to use, particularly for on-call colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>Rostering system is due to go live in early 2025</li> </ul>
<ul style="list-style-type: none"> <li>Rostering information is easier to access, making it easier to manage resources for large, protracted incidents.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting tools provided by the new rostering platform provides more appropriate management information to stakeholders as needed.</li> </ul>
<ul style="list-style-type: none"> <li>Appliance availability is easily accessible to those outside of Control.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting tools provided by the new rostering platform provides more appropriate management information to stakeholders as needed.</li> </ul>
<ul style="list-style-type: none"> <li>Vehicle and operational assets maintenance are managed from a single system making it easier to meet legislative requirements in relation to planned maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>KFRS made an informed decision to focus on Operational Assets in the first instance with a view to replacing the Vehicle Management System later.</li> <li>KFRS insourced its vehicle maintenance and servicing provision in 2023 and therefore requirements will likely change over the next year regarding this system.</li> </ul>

<ul style="list-style-type: none"> <li>• A fit for purpose solution is used to manage our buildings and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Computer Aided Facilities Management (CAFM) has been implemented for the Property Team and it will be used to help manage planned and reactive maintenance.</li> </ul>
<ul style="list-style-type: none"> <li>• A supported Hydrant Management System is available.</li> </ul>	<ul style="list-style-type: none"> <li>• KFRS moved to a new Hydrant Management System with appropriate support arrangements also implemented.</li> </ul>

#### Priority 4: Maintaining Highly Available and Secure Technology Services

<b>What did success look like?</b>	<b>Evaluation of success</b>
<ul style="list-style-type: none"> <li>• We will upgrade devices to Windows 10 and Office 365.</li> </ul>	<ul style="list-style-type: none"> <li>• KFRS upgraded all the hardware and software across the whole organisation. This has increased reliability and efficiency as a result.</li> </ul>

The overall portfolio health monitoring has developed enormously. We now monitor with rigour, what is going on in all our projects. The project management plans utilised by the delivery teams are also now covering areas like impact assessments and resource in a more comprehensive way that ties in with the wider organisation's responsibilities. The most important learning to date has been utilising portfolio, programme, and project professionals to deliver the projects within the portfolio of the organisation as this has improved the quality of the outputs to customers. The biggest area of growth has been colleagues sharing their honest declaration of problems and issues, which has enabled the organisation to address risks and issues in a timelier manner.

**What next:** We still want to keep maturing in these areas and will renew sponsor and project manager training, ensure greater rigour at the benefits mapping stage and managing project teams in a different way – allowing more time together as a project team to encourage earlier 'speak up' about issues.



## 2) Continuous improvement

We continue to learn from all the programmes and projects within the portfolio through a comprehensive closure and handover process as well as a 1-year review post implementation. This provides the organisation with an opportunity to learn from mistakes or repeat successes on future projects.

We constantly review different areas across the Service using different methods, and internal/external experts, including:

- Inspection by HMICFRS.
- Internal audits to review key areas of service delivery and compliance with policy. Over the past four years, this has included: Safeguarding; Building Safety; clinical governance with SECAMB; treasury management, and many other areas.
- External audit reviews of annual accounts and accounting practices.
- ACAS deep dive review of bullying and harassment 2021.
- iESE (public sector transformation service) review of internal customer services 2022.
- Southeast Employers review of bullying and harassment 2023. We have been testing this for many years and seen a huge reduction in poor behaviour.
- Benchmarking and assessment by the Institute of Customer Service culminating in achievement of ServiceMark accreditation in 2021.

These reviews have highlighted areas of good service provisions, processes and practices in managing our culture and internal customer relationships, as well as drawing-out specific areas to review or continue to improve. For example, we were too clunky with ordering items, so we now have projects underway to address this.

### *Highlights*

- The learning/concern, idea suggestion system has brought rigour to our approach and is widely used and exported to other services.
- Business cases implemented for all projects with varying levels of governance which provides transparency on initiatives, promotes due diligence to be undertaken, and justification remains valid at all stages in the lifecycle.
- Project and programme management has improved, and maturity assessment of this area has seen a higher score – we also track benefits more effectively.
- Better focus on using data but we recognise this is an area that still needs improving.
- All team meetings have a focus on improvement and learning.
- We have become more effective on undertaking options analysis for projects and focusing the scope to align to ‘minimum viable product’ concept to ensure resources are targeted to strategically important tasks.
- Re-structuring our policy framework is making it easier for people to see our policy positions and ensure all guidance is up to date.

### **3) Culture**

- Our systems thinking is much better with use of problem definition and problem solving being more effective.
- People challenge far more, and the meetings are more effective – we also cull pointless meetings.
- We have less employee relations cases and good reporting of issues – there has been a long journey of challenging bullying and harassment.
- Organisational learning has improved in the last strategy period with genuine desire to understand needs of both external and internal teams. The use of the assurance team helps in constant reviewing of what is going well and what needs to be worked on.
- The introduction of the professional standards team has raised the bar in working through NFCC standards, learning from the public inquiries into the Manchester Arena bombing and Grenfell Tower fire and looking at internal standards.
- The Code of Ethical Conduct has been a regular feature of debate and workshops with everyone signing the Code and being consulted on amendments.
- Following consultation with colleagues, we revised our Social Media policy to reflect a more considered approach uilt around clear principles, rather than an outright ban on social media.
- Engagement through pulse surveys every month, projects and other forms of engagement is raising and then dealing with issues.
- The move from group structures to a more matrix structure in the Response and Resilience directorate is yielding benefits in people working together across teams and allowing for more task and finish groups with different expertise – the divide

between people on different terms and conditions (front line/back office) has also been narrowing as people are recognising the value of expertise provided by internal services.

- Focus on internal customer has seen the introduction of a customer hub which helps stations and teams quickly find solutions.
- Wellbeing initiatives continue to change the culture and we ensure balance across all groups and concerns.

### **Cultural feedback sought on a regular basis through different mechanisms.**

Listening to and recognising the needs of our customers has led to the continued evolving of our feedback, complaints, and compliments process as we seek to learn as much as possible from our customer. We have developed a new Learning and Assurance policy, which looks to build on the principles on our well-established internal learning process, and this now incorporates the customer complaints and compliments in the same process and scrutiny for evaluation, risk rating and allocation of any actions arising from this activity, as per any other learning event.

In constantly evolving and testing ourselves on what good looks like, we have also enhanced and made amendments to our structured debrief process, enabling us as an organisation to gain more meaningful cultural and demographics information surrounding our customers, further aiding us to share success, benchmark, critically evaluate and improve our processes to our services and response.

### **Engagement - projects and programmes have engagement at their core so diverse ideas are part of options appraisals and implementation of actions.**

Engagement in learning activities before, during and after incidents, events, exercises and in general is actively encouraged. KFRS have developed a feedback learning activity, available to all colleagues at any time, with the commitment that every feedback submission will not be closed without an answer.

Where feedback submissions along with outcomes from the variety of other learning activities have resulted in ideas, suggestions and considerations that are valid, but cannot immediately be implemented, through some now well-established working practices these, where applicable, are fed into corporate projects and more localised departmental trials and reviews.

Following the above, in addition the organisation also published annually is a now well-established report “you said, we did”. This again in the interest of transparency also looks to communicate with colleagues that they may not recognise how much their voice makes a difference, so we’ve listed hundreds of ideas and challenges that have been sent in via the feedback route, station/team visits, email chats, corridor chats, debriefs, surveys etc and the consultation log, and what they have resulted in, including those fed into projects and reviews.

**Operational assurance mechanisms are working well with a positive loop of continuous learning from incidents back to policy, practice, NOG amendments and the learning for crews and incident commanders.**

The Operational Learning function in KFRS has been established since January 2018, and KFRS has continually engaged with both the NFCC National Operational Learning Processes and Joint Emergency Services Interoperability Principles (JESIP) Joint Organisational Learning processes, both sharing information arising from KFRS learning activities that may be of interest to other organisations, and similarly taking on board learning from these other organisations and applying it in KFRS. In total we have either submitted or received in excel of 400 learning events which have benefited KFRS along with many other of our partner organisations and agencies.

**Formal feedback mechanisms between senior team meetings and each team meeting so flow of information and consideration of issues.**

Whilst positive feedback from senior team meetings both down and up has always existed, the organisation has taken the next steps to both clarify and then communicate the transparent nature of KFRS flow of information and decision-making processes.

Every Terms of Reference and Agenda for the meetings in KFRS governance and decision-making structure have been formalised, and we have made this resource available to the entirety of the organisation, again promoting our open and transparent nature across a wide variety of subjects. This not only clearly clarifies the hierarchy of each meeting, but also through consistent Terms of Reference (TOR) and Agendas the feedback mechanisms between meetings, which during its development led to efficiency saving and simplification of several governance processes.

#### **4) Evolving governance arrangements based on continuous feedback from internal and external audits.**

The transparency, clarity and simplification of processes has also extended to KFRS approach to Audits and inquiry outcomes.

In KFRS the Internal Audit programme ensure that the organisation is managing its risks effectively, and that systems of governance and control are working as intended. Internal Audits remit encompasses the whole organisation, evaluating both operational and non-operational areas.

Evidently, not everything can be reviewed each year, so a risk-based Annual Plan that sets out the areas to be audited that year. Priorities are determined through discussions with senior managers, review of risk registers and other strategic documentation and Internal Audits knowledge of the organisation.

Since 2023, actions arising from internal audits are managed in the same way and therefore the same evaluation and scrutiny has been applied as the outcomes from our own internal learning activities, ensuring sufficient evidence is provided to satisfactorily complete each respective action.

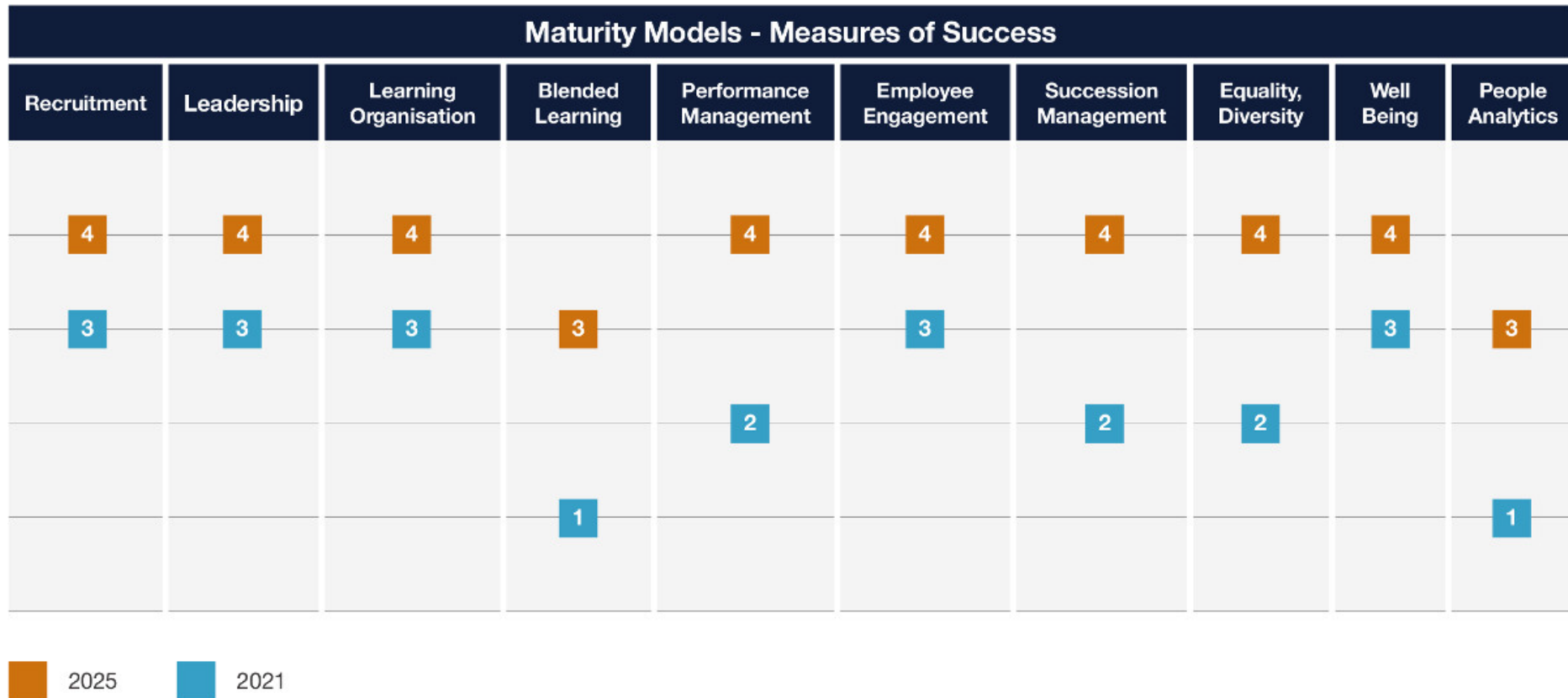
This approach has also been applied to the significant inquiries and events that have faced the UK, including the Grenfell Tower Inquiry and the Manchester Arena inquiry.

#### **5) Strategy development**

When we last developed our strategies at the beginning of the last strategy period 2021 – 2025 we separated out the thinking in terms of response & resilience and prevention & protection with four other key strategies. This last four years has seen us mature our focus on customer and we now have far more integration of actions across the organisation. We don't want to create actions based on organisational boundaries or management structures. We recognise the need to have several integrated actions across teams if we want to make a difference to an outcome for our customers and the risks they face. In this next strategy period, the strategies will therefore be developed with clearer intent on changing or mitigating risks for customers. Underpinning these will be plans which enable us to do that effectively and efficiently.

## 6) Maturity levels

We developed maturity levels for different organisational areas and shared this nationally. We have used this approach to assess our maturity and state our desired levels. The figure below shows our assessment of where we reached in 2021 against where we would like to be by 2025. The assessment was carried out with managers at all levels and in open consultation with all colleagues.



As part of our evaluation, we have carried out a refresh of this assessment to help us identify areas for improvement in the next strategy period. We did through workshops and open survey consultation. This is the new assessment. In many instances we meet criteria in all the levels, but we have still marked it hard and left as a lower score as we want to be genuine in our assessment.

