Supporting the CRMP – organisational enabling plans

Introduction

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

Process

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

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

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

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

People

Long term actions for next strategy period.

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

Measures:

- Maturity level assessments against all elements every two years.
- Percentage disclosure of Equality, Diversity, and Inclusion (EDI) characteristics by colleague group.
- Differential experiences of recruitment and succession by protected characteristic.
- Percentage of operational colleagues in qualification in key skills.
- Percentage of shifts lost to sickness.
- Percentage of ER process Service Level Agreements (SLAs) met.
- Percentage of attraction of diverse talent.
- Retention of talent.
- Productivity efficiency gains with better processes.
- Workforce efficiencies in team design and workforce planning.
- Colleague satisfaction with areas of KFRS – measured by surveys.
- Number of bullying/sexual harassment cases and dismissals.

Technical Training and Professionalism

Long term actions for next strategy period.

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

Measures:

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

- **Level 1: Reaction** - Gauges learner satisfaction with the training experience (surveys, discussions)
- **Level 2: Learning** - Measures knowledge and skill acquisition (tests, quizzes, Station based training (SBT)and Moodle tests, simulations, test how long learners retain the knowledge)
- **Level 3: Behaviour** - Assesses if learners are applying new skills on the job (performance reviews, observation, service exercises, test- re/test of service exercise model, competence, and confidence in applying things such as firefighting techniques appropriately)
- **Level 4: Results/Impact** - Evaluates the training's impact on KFRS goals (increased productivity, customer satisfaction, qualitative assurance measures through response assurance and operational debriefs)

- 100% of Learning courses compliant with standards and outcomes.
- Records of learning and progress against career pathways in place, monitored and reported on.
- Qualitative independent assessment of quality of ethics and inclusion in learning courses and events.
- New courses, equipment, vehicles, and training facilities that meet the requirements of the CRMP priorities are in place.
- Number of cancellations of courses.
- **Process Measures:** track aspects such as course completion rates, training time, and trainer satisfaction.
- Quantifiable but non monetisable benefits. e.g. improved ability to rescue someone – but the benefits do not directly impact a team's spending and so are not monetisable to KFRS.

Additional Best Practices we will use:

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

- **Collect Data Over Time:** We evaluate at different points - immediately after training, a few months later - to measure knowledge retention and behavioural changes.
- **Analyse and Communicate:** We will review the data to identify areas for improvement and share findings with stakeholders. This helps refine future training programs and demonstrates the value of training to KFRS.

Leadership and Learning

Long term actions for next strategy period.

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

Measures:

- Quantifiable but non monetisable benefits include:
- Monitor caseload and trends through ER and broader HR.
- Evaluation of assessment centre data.
- Monitor system data across HR and training.

- Data and trend analysis from surveys, forums, and feedback loops.
- Monitor trends in continuous dialogue and capability management to test leaders are applying processes effectively.

Digitalisation and data

Long term actions for next strategy period.

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

Data

➤ Continue to enhance data governance.
➤ Ensure we meet the requirements of the Data Building Safety and Digital Information Bill.
➤ Establish clear ownership and accountability for data assets (Information Asset Owners).
➤ Ensure we have master datasets - that all systems that record the same things use the same codes that can be cross referenced, whether we interface initially or not.
➤ Define data quality standards and implement processes to ensure data accuracy and consistency.

- Develop data and intelligence reporting using appropriate data management solutions that are fit for purpose.
- Break down data silos and integrate data from different sources to get a holistic view.
- Data culture and skills development:

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

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

  continue to adapt strategies as new technologies and regulations emerge.

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

Measures:

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

- Data Completeness: measure the percentage of missing data points and implement strategies to fill gaps (for example, data cleaning processes, prompting users for complete information).
- Data Accessibility: monitor how easily colleagues can access and utilise data. Consider metrics such as user adoption rates for data dashboards or internal knowledge bases.
- Qualitative unquantifiable benefits: better use of data reduces time needed by colleagues leading to more effective decisions – we will track data improvements and time released – this is also a productivity gain.

Transforming our service

Finance

Long term actions for next strategy period.

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

Measures:

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

Property

Long term actions for next strategy period.

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

Measures:

- Clearly communicated property related services SLAs and KPIs with our internal customers.

- Percentage carbon emissions reduction.
- Compliance with external audit.
- Trend analysis for repeat failures for key building assets, improving our resilience and budget forecasting.
- Percentage completed internal accessibility audits.
- Technical efficiency in any estate reduction or sharing.
- Surveys on colleagues' experience of using our estate including PIA.
- Quantifiable but non monetisable benefits in any savings through contract management or asset management

Fleet

Long term actions for next strategy period.

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

Measures:

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

Procurement

Long term actions for next strategy period.

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

Measures:

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

Operational Services

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

- ➢ Ensure KFRS has in place the equipment and vehicles to effectively respond to all types of incidents.

- ➤ Develop policy and processes to continue to reduce the risk to firefighters when resolving operational incidents.
- ➤ Strengthen and simplify KFRS water rescue response.
- ➤ Strengthen and simplify KFRS Safe Working at Height response.
- ➤ Strengthen KFRS response towards the implementation of ventilation tactics.
- ➤ Reducing the levels of exposure to contaminants for our firefighters.
- ➤ Work to align KFRS Fire Investigation function to ISO accreditation.
- ➤ Seeking to continue to support the Ambulance Service in the delivery of their functions.

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

Professional Standards/Assurance/Operational Learning

Long term actions for next strategy period.

- ➤ Continue to embed new Fire Standards as these are published.
- ➤ Continue to internally and externally peer review our responses to the fire standards compliance statements.
- ➤ Establish and embed a review process and criteria to ensure continuing compliance with Fire Standards.
- ➤ Increase service wide awareness of fire standards.
- ➤ Continue efforts to compress timeframes for investigations.
- ➤ Ensure that all Organisational Learning from investigations is captured on the Action Tracker, and that Learning arising from investigations can be attributed.
- ➤ Complete work to define Customer Liaison role at incidents.

- ➢ Update post incident customer survey to reflect definition of customer liaison role.
- ➢ Continue to scrutinise existing learning from significant incidents and inquiry reports (Manchester Arena)
- ➢ Review any similar future publications (including Grenfell phase two) to identify and secure learning.
- ➢ Explore options to assure or review decision making at Operational Incidents.
- ➢ Continue to define 'what good looks like' in increasing areas of the organisation (training, recruitment, prevention, day to day activity…)

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

- Assuring Exercising organised by the Exercise Planning Group.
- Further formalise the reporting of outcomes from Response Assurance Groups activities to KFRS strategic leads.
- Identify and define 'what good looks like' in all areas of the organisation (training, recruitment, prevention, day to day activity…).
- Embed the Response Assurance function as a recognised role for all officers, alongside the specialist roles in the response assurance team.

Measures:

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

- The success of our own internal or peer review to the fire standards compliance statements.
- Continued engagement in learning wider than solely incidents and exercises, with both further debriefs and feedback carried out in a variety of arenas, including prevention, Building Safety, and people, along with learning from such processes as procurement or CRMP itself. Demonstrating this will be the learning activities themselves along with submissions to and from Organisational learning evidenced.
- Ensure that data is captured and shared to record investigation timeframes.
- Track investigation durations (from commission to report completion).
- Track actions arising from various investigation types (and report on these).
- Track completion rates of this survey, and contents (responses).
- Remaining actions from Manchester Arena Inquiry completed and closed – report through CIRB.
- Actions arising from Grenfell phase 2 (and any other reports) tracked to completion, monitored and reported.
- Capture data on decision making, interpret and develop recommendations to share learning and deliver improvements. Communicate and embed these definitions.
- Assure against these definitions in relation to 'what good looks like'.
- Assess culture and behaviours against these definitions.
- A KFRS Learning and Assurance Policy fully implemented, current with the sector specific best practice and guidance, and a true and accurate reflection of the team's role that will add clarity and stand up to scrutiny from customers, colleagues, and fellow collaborative organisations in addition to Internal Audit and Inspection processes.

- Successful transition and submission to the new system, whilst still using the KFRS platform to enhance data collection for use in projects and programmes such as VERP and CRMP.
- A consistent reduction from the 2023 totals of 13% of incidents requiring changes being made to individual records.
- Working around the intricacies of the duty system and continuing to promote the safe space that debriefs and learning activities provide, reducing the occurrences where colleagues choose not to attend or respond to debrief invitations, and working with stations predominately as 33 of the 38 no responses are from Crews, with 10 FF (30%) and 22 ICSL1 (67%).
- The successful introduction of a reporting function where data and statistics are made available to action owners, managers and heads of section, improving participation in learning activities. This also addresses any areas of improvement more efficiently, which will be highlighted in annual collation and reporting to CMB.
- Reduction in the number of recalls to incidents that have taken place, with evidence from incident commanders of both comprehensive handovers using IIMARCH and the use of scheduled further visits to customers' homes and businesses, demonstrating the ongoing commitment to customer care and a further demonstration of 'what good looks like'.
- Continued evidence of actions arising from Operational Learning activity shaping the scope of projects, demonstrating the approach that whilst not every action or observation can be implemented immediately, there is a direct route to influence future investment and specification of new equipment, processes, and programmes of work.
- The Average days from event to debrief forms part of the annual report to CMB providing a statistical overview for Operational Learning. This allows CMB to direct focused improvements to our capability.
- Successful evaluation of the delivery, resulting in sufficient evidence being available to successfully demonstrate that Learning Organisation Level 4 – has been achieved.
- Evidence of a standing member of a Kent Police Joint Operational Learning Board, with a recognised and formalised mechanism to feed in and receive learning from both organisations, improving collaboration and evolving service delivery.
- The success of our own internal or peer review to the fire standards compliance statements.
- A wider spread of evidence of assurance activities over not just the incidents but exercises where assurance activities have been requested or previously commissioned, widening the evidence base and therefore potential learning outcomes.
- Continued evidence of formalised reporting to CMB, with Response Assurance updates factored into the CMB schedule of reporting at timely intervals following the delivery of activities.
- Evidence that the Integrated Learning and Assurance Model (ILAM) provides corporate responsibility, awareness, review, and ownership of any KFRS trends, themes and areas of concern arising from the delivery of Operational Response & Resilience across KFRS. Following that awareness, if any undesired trends and concerns become apparent and further evidence is required, a measure of success will be Response Assurance being commissioned to undertake further assurance activities.

- Embed this definition into the respective qualifying response assurance activities when assuring incidents, exercises, and stations, providing a real-world assessment of whether we are meeting the needs of our customers and excelling in our delivery against well-defined criteria.
- A consistent and well trained and prepared group of Response Assurance Officers, either as the core team, or associates, who can effectively deal with assurance incidents in a consistent manner and remain well thought of and beneficial to all those in attendance at incidents, events, and exercises.
- KFRS recognises the importance of ensuring that enough officers are trained in each specialism to ensure that the capability can be met and no one individual is overburdened. The success of this action will be the Response Assurance Officer recognised as a specialism and included in the Specialist Qualifications Index of the officer framework.

Governance/Corporate Risk Management

Long term actions for next strategy period.

- ➢ Further develop capture of efficiencies and benefits using Government Efficiency Framework
- ➢ Embed use of the '4 P's' reporting and financial costing model.
- ➢ Data for Outcomes, not Outputs so the public can see what they get for their money.
- ➢ Data for Transparency and Accountability: make data-driven insights publicly available (where privacy allows) to increase trust and democratic oversight.
- ➢ **Agile Governance Structures:** develop more flexible and responsive governance frameworks that can adapt to evolving technologies.
- ➢ Ensure necessary controls are in place to help mitigate risk.

- ➢ Develop and deliver an effective risk management culture throughout Kent Fire and Rescue Service.
- ➢ Maintain a comprehensive risk management framework, including risk identity, assessment, mitigation, and monitoring strategies for all internal and external Corporate and Strategic risks.
- ➢ Develop the new approach in line with Government Orange Book standards, with reference to ISO 37000:2001.
- ➢ Develop, deliver, and maintain a Corporate and Strategic Risk Register.

- Develop and deliver risk management training programmes, to promote a strong risk culture across Kent Fire and Rescue Service.
- Develop, deliver, and maintain a legislation and guidance compliance register.

Measures:

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

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

Project and Programme Management

Long term actions for next strategy period.

- Improve the understanding of the disciplines of business change and project management by leaders across the organisation.
- Improve project management delivery through a matured use of business cases, people impact assessments and benefits realisation techniques.
- Embed processes to align business change initiatives with strategic priorities and resources to deliver best value.

- ➤ Enhance the utilisation of data to understand the rationale and potential benefits of business change as well as to track progress of projects.
- ➤ Develop scalable project methodology to enhance the agility of KFRS whilst maintaining high standards of delivery.

Measures:

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

Resilience team

Long term actions for next strategy period.

- Ensure we maintain an appropriate level of response by embedding and aligning to the principles set out within the Corporate Command, Control and Communications Policy, which apply to all incidents where enhanced management and co-ordination is required through a Management and Co-ordination Group (MaCG).
- Identify, assess, and mitigate against current and future identified risks that could impact on the organisation's ability to maintain key services and functions for our customers.

- Embed resilience and business continuity principles across the organisation.
- Work collaboratively with partners through the Kent and Medway Resilience Forum (KMRF) and the National Fire Chiefs Council (NFCC) to ensure the principles of integrated management (IEM) are embedded to ensure we are resilient against known risks.
- Maintain an organisation exercise programme to help ensure the service regularly exercises against the most significant risks the county faces, assuring KFRS has the correct capabilities and training in place to respond to a significant event or incident.
- Provide accurate, up to date and sustainable water provision information to colleagues, so that an adequate supply of water is available at operational incidents.
- Improve cross border working arrangements with neighbouring FRS, ensuring a better understanding of policies, procedures, and operational capability to work collaboratively and effectively.
- Review and monitor security across the service, ensuring new threats and risks are mitigated.

Measures:

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

Customer

Customer Experience and Business Change

Long term actions for next strategy period.

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

Measures

- Surveys – to gather feedback on various aspects of internal service. This will be to measure effective communication and areas to support continuous improvement.
- **Employee Engagement Surveys –** to measure colleague motivation, sense of belonging, and overall well-being. High engagement indicates that colleagues feel valued and supported.
- Internal Net Promoter Score (iNPS) - to measure the satisfaction felt by colleagues with the service they have been provided by an internal team. Similar to the external NPS, colleagues rate their likelihood of recommending another team to their colleagues on a scale from 0 to 10. Responses are categorised into Promoters (9-10), Passives (7-8), and Detractors (0-6).
- Internal Customer Satisfaction Score (iCAST) – to measure the immediate satisfaction of colleagues with a specific service provided by another team. After receiving support with their request, colleagues rate their satisfaction on a scale (usually 1 to 5). The average score provides insights into how satisfied internal customers are with specific services.
- Internal Customer Effort Score (iCES) - to measure the ease with which a colleague can obtain the service they need from another internal team. This metric asks colleagues to rate the ease of their experience overall in getting their issue or request resolved from 'very easy' to 'very difficult'.
- First Contact Resolution (FCR) - to measure the efficiency of an internal team in resolving requests or issues on first interaction. Measures the percentage of queries or problems resolved during the first interaction with no need for follow-up. Higher FCR usually correlates with higher satisfaction.
- Service Level Agreements Satisfaction (SLAS)- to measure how effectively an internal team has met their service commitment. This metric assesses the percentage of requests or services completed within the agreed time frames specified within the SLAs.
- Focus Groups and Feedback at Team Meetings - facilitate discussions where employees can voice their concerns and suggestions for improvement. This allows for in-depth exploration of specific issues impacting internal customer satisfaction.
- Productivity gains through process engineering.

Engagement

Long term actions for next strategy period.

➢ Embed the Inclusion and Accessibility Communications Charter.

- ➢ Continue to develop and grow the Service's brand/identity to reach new audiences.
- ➢ Embed the Communications and Engagement Fire Standards.
- ➢ Continue to strengthen the 'Behaviour Change' approach in our marketing.
- ➢ Support the development of engagement data capture.
- ➢ Review and evolve all KFRS events.
- ➢ Develop our online events offering to reach diverse communities and increase accessibility to meet customer needs.
- ➢ Support our events with a new display vehicle to enhance the delivery of safety messaging to target audiences.
- ➢ Develop events to provide safety messaging to teenagers and to reach customers in rural and non-urban areas to improve visibility and accessibility.
- ➢ Review and refresh current 'safety' events.
- ➢ Embed the refreshed approach to recruitment marketing and promotion.
- ➢ Evolve our burns and scalds campaigns to incorporate behaviour change and to reach new audiences.
- ➢ Support the Kent and Medway Safer Roads Partnership's vision zero strategy by developing initiatives and engagement to reduce road crashes.
- ➢ Support a partnership approach to water safety to reduce the number of water-related deaths and injuries across Kent and Medway.
- ➢ Support the campaign to increase the number of Safe and Well visits and Home Fire Safety visits carried out.
- ➢ Review the arson prevention campaign with the Fire Stopper initiative and develop a refreshed approach to reduce the number of deliberate/arson incidents.
- ➢ Review evaluation and reporting to include all communications and marketing methods.
- ➢ Review the Volunteers scheme processes with internal partners to support greater coordination and awareness.
- ➢ Develop Volunteer recruitment plan to build the scheme to 100 volunteers.
- ➢ Embed the Volunteer Charter.
- ➢ Secure Investing in Volunteers 2025-2028.
- ➢ Secure Investing in Volunteers 2028-2031
- ➢ Develop a volunteer management platform.

Measures:

- Consistency and continuity in use of language and imagery in communications and events. This will establish success through marketing campaigns designed to meet key areas identified as areas of high priority.

- Auditable process in place to ensure data is captured and recorded consistently across campaigns and other engagement activity.
- 100 people carrying out regular volunteering activity for KFRS.
- Awarded 'Investors in Volunteers' award in 2025.
- Establish consistent co-creation of campaigns to evaluate the success of campaign messaging.
- Qualitative unquantifiable benefits of improving brand reputation and access to services.

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

Community Insights and Partnerships

Long term actions for next strategy period.

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

Measures:

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

Supporting our goals 2025-2029
Culture dashboard

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

Reviews, pulse surveys and team visits over the last strategy period highlight the areas of culture listed below as those we will focus on and measure across the next strategy period.

Areas of cultural focus 2025 – 2029
- Focus on customer
- Continuous improvement and innovation
- Being Collaborative
- Adding your voice/speaking up
- Positive leadership at all levels
- Promoting wellbeing in you and others
- Healthy and Safe
- Being inclusive
- Being professional and ethical
- Communication and engaging
- Seeking to be excellent in your professional technical skills
- Looking after the environment