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## Response and Resilience Strategy

2021 to 2025

Working together towards  
a safer Kent and Medway



**Kent** Fire &  
Rescue Service

together

## Introduction

Our Response and Resilience Strategy is one of six which set out our aims over the next four years. It outlines how we will prepare for emergencies and how we will respond to them.

We will adopt a customer centred approach. We will aim to deliver a high quality service. And we will ensure all customers have access to help when they need it, regardless of who they are, where they come from, or how they live their lives. We want our customers to feel like we will do all that we possibly can to help them. We also strive to ensure that we adapt our response to meet the individual needs of every customer we help.

Tragedies such as the Grenfell Tower fire and the Manchester Arena bombing have raised the need for change in the fire and rescue service. We have made many changes to the way we prepare for, and respond to, major incidents like these. We have an operational assurance process that ensures we identify learning and use it to improve how we respond. We aim to be a learning organisation.

Over the past five years we have seen a 12% reduction in the number of fires across Kent and Medway. And we've seen fewer people killed on our roads. At the same time, technology is constantly changing. Buildings are becoming more complicated in their design. More electric vehicles are on the roads and there is a move toward self-driving cars. These present new challenges.

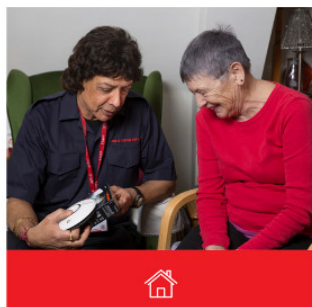
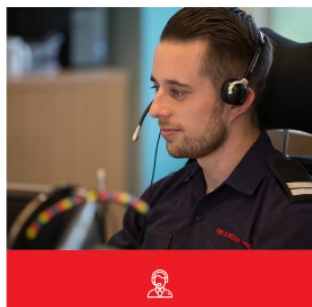
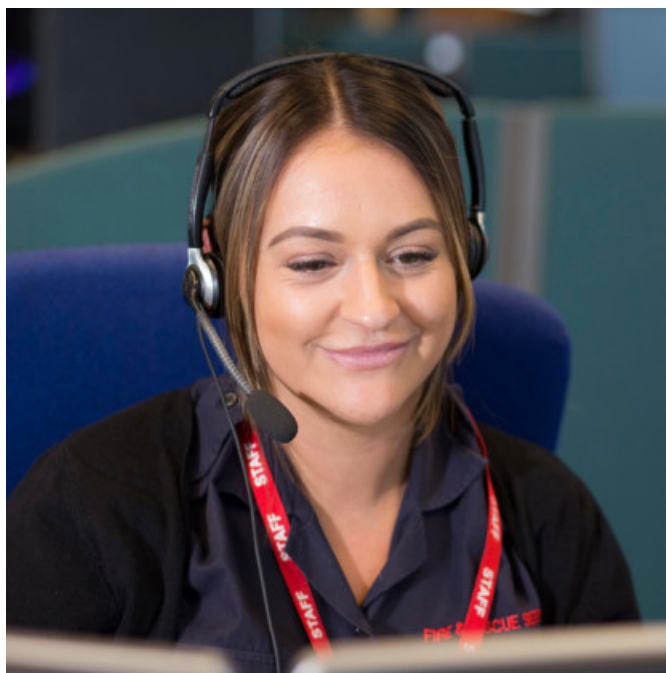
The changing world around us is also presenting us with new challenges. Climate change is leading to more extreme weather events. We have seen an increase in flooding and outdoor fires in recent years and anticipate that this will trend will continue.

All of this underlines the need for us to be prepared to respond to an increasingly diverse and complex range of emergencies, using the professionalism and problem solving skills of our highly trained people.

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

- Responding effectively in times of customer need
- Promoting behaviours which help you stay safe and well in your home
- Encouraging you to adopt behaviours which keep you safe on the roads
- Supporting businesses to help people to stay safe in their buildings and comply with legislation

We also want to work with partners to helping you and the broader community to stay safe from harm caused by accidents, natural events or people intending harm.





# Strategic Assessment and Action Plan

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

Our Response and Resilience Strategy is supported by an assessment which brings together all of the insight, evidence and data we've used to develop this blueprint.

We have developed an action plan which is a 'live' document and will be updated regularly by the Response and Resilience Board. The action plan outlines the activities we need to complete to implement the strategy.

This includes:

- The ten year forward assessment of risks and challenges presented in the Customer Safety Plan
- An analysis conducted by the Response and Resilience team of the current environment they are operating in
- A strengths and weaknesses analysis conducted by the Response and Resilience team
- Engagement across the organisation, capturing what everyone that works for us thinks the future holds
- National and international research on the impact of climate change and impacts on the natural environment
- Operational debriefs of incidents we have attended
- Feedback received from completed projects
- Completed people impact assessments and equality of access case studies
- The outcome of research on exposure to, and mitigating the impacts of, contaminants in the workplace
- The requirements contained within the Fire and Rescue National framework
- National Operational Guidance
- Best practice defined within the national fire standards
- Assessments contained within the National Risk Register and Community Risk Register
- Future planning proposals contained within the local Growth and Infrastructure Framework



# Our priorities and key objectives

Our priorities are:

## **Ensure what we do is driven by an understanding of risk**

Our customers could face a diverse range of risks from natural events, incidents in the home or acts of terrorism. Effective response is derived from a thorough understanding of risk. Our understanding of these risks should drive the way we prepare for them occurring and allow us to make sure we direct our resources to the highest risks the public face. It will also help us to empower communities to help themselves, for example by encouraging volunteering as flood wardens.

## **Further evolve our ability to respond to different customer needs**

Being truly effective requires more than simply putting a fire out or rescuing someone in danger. All our customers are different and have different needs. So, we cannot adopt a 'one size fits all' approach. We want to perfect and tailor our response so that it is as effective as it can be for that individual or particular situation.

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

Our colleagues are the most important resource we have. We work with our human resources team to ensure we recruit people with the behaviours and values we need. We will regularly review the crewing levels across our stations to make sure we have the capacity to respond when we are needed. We will continue to provide our colleagues with the latest information, policies and equipment to respond effectively. We will support this by ensuring our colleagues have the skills to safely resolve incidents with best interests of our customers in mind. When incidents do occur, we will send the most appropriate response to give the greatest chance of delivering the outcomes our customers need, and make sure we move resources as required to be able to continue to respond in that area. We will focus on learning about tactical options and decision making.

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

We are committed to learning from the experiences of our customers, partners, and colleagues. We will continue to embed a culture of learning that allows us to deal with new situations and problems. This drives innovation and allows us to become more skilled and experienced. We proactively seek out feedback and use our assurance processes to measure the effectiveness of changes we make.



**Ensure what we do is driven by an understanding of risk**

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

**Further evolve our ability to respond to different customer needs**

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

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

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- Respond with the right people who have the necessary skills and equipment to implement the most effective tactical options
- Constantly review the location of our resources according to risk, demand and isolation, using systems that allow us to get to customers as quickly as we can
- Be more able to flex our resources to respond to changes in demand and major incidents
- Ensure the activities we undertake actively contribute to driving down the impact of emergencies
- Use improvements in technology to enable our colleagues to deliver the best outcome
- Improve our capability for reducing the impact of incidents on the environment

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

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- Measure what we do against published national fire standards and the standards expected by our customers. A culture of exceeding these standards will be implemented to support a high quality of response
- Use data from across the Service, including customer feedback, to identify trends and proactively assess the quality of the service we provide, making changes to improve our response
- Further develop an environment where colleagues feel able to identify problems and best practice which we all learn from
- Further develop our operational assurance reporting to constantly assess “how good are we?”
- Use findings from significant incidents, prevention of future death reports, and inquiries, both nationally and internationally, to improve our service

## Priority One

### Ensure what we do is driven by an understanding of risk

#### Why do we need to do this?

Our customers face a diverse range of risks from natural events to acts of terrorism. Effective response is derived from a thorough understanding of risk. We want to close the gap between our understanding of the risks we can reasonably foresee our customers may face, and how that drives the way we prepare for them occurring. This means we prioritise our preparation for emergencies around those that are either more likely to happen or if they happen are likely to have a much bigger impact on our customers, their property and the environment. Whilst we use information to assess the impact of those events, we think we can be better at using this to inform improvements we want to make. This understanding will allow us to make sure we direct our resources to the highest risks the public face and will allow us to prepare a more effective response to such events. It will also help us to empower communities to help themselves.

Our customers expect that we will not only understand the risks they face but have the knowledge, understanding and means to mitigate risks to keep customers safe and well. Responding effectively to a small grass fire or a large scale industrial fire, flooding event or hazardous material spillage requires a flexible approach that can only be determined by understanding risk.



## **Achievements 2017 to 21**

- Established a Risk Information team with a new system to support this work and communicate risks to colleagues when they need it
- Invested in new mobile devices to communicate risk to operational teams at emergency incidents
- Permanently established the Kent Resilience Team, at our headquarters
- Completed a tall buildings review across Kent and Medway with Building Safety and Community Safety colleagues following the Grenfell Tower disaster and revisited this work again in 2021
- Supported the Kent Resilience Forum in reviewing national risks such as flooding and translating this into plans to manage local risks
- Played a key role with partners in the response to COVID and the impacts of EU Exit in Kent and Medway



## Where next?

Our action plan builds on the changes we've made over the last four years:

Further deepen our understanding of emerging risks associated with new technologies

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Further understand the impact of climate change and how we need to adapt our preparedness

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Continue to work with local authorities to understand proposed changes to infrastructure and housing, and how this may affect our risk and demand patterns

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Continue to work with other fire and rescue services to build a collective understanding of national risks with a specific focus on working with neighbouring fire and rescue services

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Align our understanding of risk with the 'place' where customers live and work and travel – including national risks, regional risks, county risks, community risks and individual customer risks

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Understand changes in risk created by post-pandemic changes to the way people live and work

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Continue to use the knowledge and expertise of colleagues in our Building Safety team to improve our operational understanding of building design and its influence on firefighting tactics

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Continue to collect information and data that supports our continued understanding of risk, improving the quality of our response

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Continue to work with Kent Resilience Forum partners to build and improve the resilience of communities to risks like wide scale flooding

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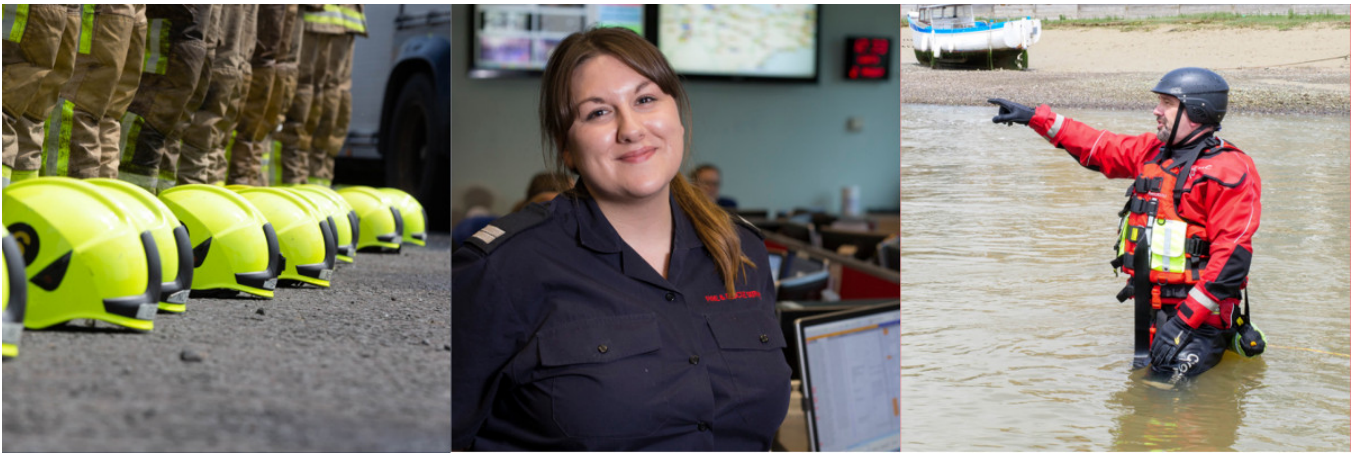
Use data more effectively to measure performance and target improvements

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## What does success look like?

We are always striving to be better at what we do, and by 2025 we will be succeeding in key areas:

- Full understanding of risk in place with the ability to describe all the risks that a customer or community face and how to mitigate them when the risk is realised.
- Clear, accurate and timely risk information is available when we need it in a format that is easy to interpret and understand.
- Data and evidence are used to determine the risks our customers face.
- A coordinated and consolidated risk based inspection programme is in place for buildings in Kent and Medway ensuring our resources are targeted at the most important risks.
- Knowledge and application of risk information is improved across the Service.
- The range of risks from across the Service can be described in the context of a 'place' in Kent and Medway and made available to customers.
- All operational policies and procedures are based on the requirements to remove or reduce risk.
- Changing or emerging risks are consistently identified early enough for changes to response to be implemented.



## How will we measure performance against our objectives?

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

Description	Indicator
National and Kent community risk register risks	<ul style="list-style-type: none"><li>• 100% of all fire and rescue service risk assessments remain in date and reviewed regularly</li></ul>
Site Specific Risk information	<ul style="list-style-type: none"><li>• 100% of sites with site specific risk information held in our dynamics system are reviewed and in date</li></ul>
Risk Based inspection programme	<ul style="list-style-type: none"><li>• A programme coordinated with building safety teams is in place and all risk premises are reviewed at least every 7 years</li></ul>
Response assessment visits	<ul style="list-style-type: none"><li>• 100% of sites and premises are visited in line with policy and procedure</li></ul>
Exercises	<ul style="list-style-type: none"><li>• A coordinated programme for exercises is completed</li></ul>
Risk in neighbouring fire services	<ul style="list-style-type: none"><li>• The programme of response assessment visits and exercises that we do with our neighbouring fire services is complete</li></ul>
Levels of co-creation	<ul style="list-style-type: none"><li>• Improved evidence of co-creation</li></ul>

## Priority Two

### Further evolve our ability to respond to different customer needs

#### Why do we need to do this?

Being truly effective requires more than putting a fire out or rescuing someone in danger. All our customers are different and have different needs. In the past we have often adopted a 'one size fits all' approach. We now recognise we need to flex our response according to need. By understanding that need we can make sure we train and equip our responders to be able to provide the best level of service for that customer.

To do this we will make sure that People Impact Assessments lie at the heart of everything we do, using information a range of sources such as incident data, feedback from customers and commercially available profiling data. This will mean our response can be tailored to need. For example, we know that customers living with certain types of disabilities may be unable to self-rescue and may require the use of specialist equipment to help them to safely evacuate with dignity. This approach will also allow us to be more customer focused when buying equipment, developing operational tactics and training our colleagues. We want to ensure the standard of quality of our response gives the best service possible. We recognise that customers may rarely or never use our services so may not know what a high quality service is. Being clear about what 'good' looks like and refining how we measure quality will be at the heart of this priority.

Our society is changing all the time and we need to adapt to make sure we provide our customers with the help they need. We will work alongside colleagues in our customer safety team and partner agencies to undertake targeted interventions, identified by the customer safety team with our most vulnerable customers. For example, as people are living longer, and care is being delivered increasingly in their homes, we are finding that we are getting more calls to assist with older people that have fallen. In addition, the experience of the COVID-19 pandemic also underlined the need for us to be able to support our colleagues in the health sector during periods of high demand. We want to prioritise the training of our colleagues to work with partners to be able to deliver better health outcomes for our customers. This will provide improvements in the quality of the services we currently deliver, whilst also opening opportunities to support our customers in different ways in the future.





## **Achievements 2017 to 21**

- Started the introduction of people impact assessments into our operational guidance
- Developed and implemented new and innovative response practices for incidents in tall buildings, including evacuation arrangements, smoke hoods and smoke curtains
- Adopted the principles contained within the 'Saving Lives is Not Enough Report', focused on improving our ability to deliver care to customers suffering burns
- Introduced 'rescue loaders', which are stretchers used on our turntable ladders that help to safely remove customers with mobility issues from the upper floors of buildings
- Ensured we maintained our ability to respond to emergencies, during the pandemic, whilst also diversifying what we do providing significant support to partner agencies – particularly the health sector
- Collaborated with South East Coast Ambulance Service to roll out a wider emergency medical response capability directly resulting in saving the lives of at least 57 customers over the last three years

## Where next?

Our action plan builds on the changes we've made over the last four years:

Clearly define, and publish, a quality standard for operational response in order to allow us to measure what we class as "good customer service"

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Continue the programme of work to review our operational capabilities prioritised according to our assessment of risk and customer need

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Further develop our use of people impact assessments for operational policy and procedures

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Continue to engage with colleagues to ensure we all understand the importance of adapting what we do to meet customer need

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Incorporate dynamic assessment of customer needs into our incident command training

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Work with our partners in the Ambulance service to improve our casualty handling arrangements

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Continue to improve the way we support partner organisations deliver their response, such as searching for missing persons

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Review our post incident arrangements to ensure we put in place the best care package we can to prevent further suffering, including continuing to ensure we identify and respond to all forms of safeguarding concerns

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Make changes to the way we handover incidents to the customer or partner organisations to make sure we remove the risk of the incident causing further harm

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Work with the market to help develop other ways to contact us in an emergency. Utilise technology to be able to obtain information from the public, such as live stream videos

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## What does success look like?

We're always striving to be better at what we do, and by 2025 we will be succeeding in key areas:

- Customer's feeling that we have put their needs first
- Colleagues feeling empowered to make decisions based on what is best for the customer, taking a customer-centric approach
- Colleagues having confidence in their ability to recognise and adapt to individual customer needs
- All of our operational guidance and training having meaningful content derived from a People Impact Assessment
- A well-practiced and seamless response to falls and lifting of customers, utilising the same procedures and training as the ambulance service
- Evidence of more regularly supporting other organisations such as Age Concern, Kent Search and Rescue, and the Coastguard with our resources to deliver better outcomes for them and their customers
- Colleagues feeling well equipped and confident in identifying and responding to safeguarding concerns, including how to refer and signpost
- An effective handover process that is used at every relevant incident



## How will we measure performance against our objectives?

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

Description	Indicator
People Impact Assessments	<ul style="list-style-type: none"><li>• 100% of operational guidance supported by a People Impact Assessment</li><li>• A People Impact Assessment operational policy toolkit published and available</li></ul>
Operational Capability	<ul style="list-style-type: none"><li>• A programme of operational capability review that delivers defined benefits, supported by evidence of improvement</li></ul>
Customer outcome focus	<ul style="list-style-type: none"><li>• Customer feedback - Proactive engagement with customers to understand this</li><li>• Evidence of customer-centric decision making through command assessment and incident debriefs</li><li>• Institute of Customer Service accreditation</li></ul>
Casualty Handling	<ul style="list-style-type: none"><li>• Increase in frequency of incidents attended (initially – although recognising ultimate goal to reduce occurrence of incidents occurring)</li><li>• Reduction in injuries to colleagues caused by casualty handling</li><li>• Evidenced completion of casualty handling training</li><li>• SECAmb evaluation of our casualty handling effectiveness</li></ul>
Support to partner organisations	<ul style="list-style-type: none"><li>• Jointly developed response protocols for relevant incident types</li><li>• Evidence of attendance at a wider range of incident types</li></ul>
Post incident care	<ul style="list-style-type: none"><li>• Safeguarding referrals</li><li>• Staff 'temperature check' and self-assessment</li><li>• Evidence of completion of incident handover procedure, including information recording</li></ul>



## Priority Three

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

### Why do we need to do this?

We need to be ready to respond for customers in their greatest time of need - from small scale to major incidents, both locally and nationally. Our services cannot stop, and we need to be prepared to keep the service running no matter what. We will ensure we have the resources available to be able to respond when our customers need us. This includes national and international deployments of our teams.

We will use data, including our predicted speed of response and the isolation, risks and vulnerabilities that communities face, to review the levels of resources we need. This will allow us to identify and implement changes to improve our response, whilst continuing to provide value for money.

Over the last couple of years, we have worked to align our ways of working to best practice and National Guidance. We have also invested significantly in equipment that gives our responders the tools they need to do their job effectively. We now want to consolidate this, and be as operationally effective as we can be, by ensuring our training gives our colleagues the skills they need to be able to apply the best tactics to any situation. We will also provide opportunities for our colleagues to increase their professional interest in their career with us through an improved programme of training events and exercises. We will be rehearsing for excellence and consistency in response, ensuring the highest quality service to our customers.



## **Achievements 2017 to 21**

- We have introduced and are fully aligned to National (Operational) Guidance
- Introduced new and innovative equipment, increasing the range of tactical options available
- Internal Audit rated our Incident Command arrangements 'substantial'
- Introduced the operational element of the new Dynamics system
- Introduced the Integrated Learning and Assurance Model which harnesses different ways of learning, exercise of incidents along with interaction with our customers at different levels to deliver better data and competence
- Partnered with the Institution of Fire Engineers to provide a programme of professional accreditation for all our operational colleagues

## What does success look like?

We're are always striving to be better at what we do, and by 2025 we will be succeeding in key areas:

- Being able to quickly scale up or down the resources available to us dependant on demand
- Colleagues that take a pride in their role and actively work on developing their own professionalism
- Implement changes to our emergency response provision and consistently be able to resource the demand for that provision
- Colleagues having access to equipment that enables them to implement the approach to resolving the incident that they believe will be most effective
- Our fire control operators being located in a location that fully meets their needs and having a new system that allows them to deliver outstanding customer service
- Faster and more usable information flow at an incident
- A seamless and accurate flow of information and communication between our control operators and fire fighters undertaking rescues
- Engaging training materials that accurately reflect national guidance
- A reduction in the risk colleagues need to take in order to deliver the same, or better, outcomes
- When not attending incidents, our firefighters being actively engaged with training or customer interactions
- Being able to call on, or assist, neighbouring fire services without the need to put additional arrangements or 'work arounds' in place



## Where next?

Our action plan builds on the changes we've made over the last four years:

Complete a further data driven review of the levels or resources we need, exploring changes we need to make to improve our response, whilst continuing to provide value for money

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Continue to review the capability of our operational vehicles, and the equipment carried on them, to ensure our colleagues have the necessary tools to provide excellence in customer service

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Undertake a review of our 999 call function, looking at where it is located and the systems available to us

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Further empower our fire control colleagues to be able to provide situational awareness to crews on route to an incident, whilst also providing support and comfort to customers in distress

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Improve the way we manage information relating to an incident with the goal of being able to rapidly create, transmit and store that information at the incident

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Further enhance the improvements we made to our ability to deal with survival guidance calls following the Grenfell Tower tragedy

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Continue to develop and improve our training material, aligning all content to National Guidance

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Improve our capability to reduce the impact of incidents on the environment

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Continue to develop tactics and introduce technology that helps to reduce the number of times we need our firefighters to enter burning buildings to put a fire out

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Continue to review and improve our approach to reducing exposure of firefighters, customers and our partners to contaminants

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Develop ways of being able to call in additional firefighters to rapidly back fill in times of significant demand, effectively providing a reserve capability, allowing us to flex resource according to need

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Learn the lessons from COVID to improve operational productivity

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Be more proactive in seeking out opportunities to work with neighbouring fire and rescue services, aligning arrangements where possible, to provide a more consistent, effective and efficient service

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Support the development and adoption of the Emergency Services Network

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## How will we measure performance against our objectives?

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

Description	Indicator
Review of Emergency Response Provision	<ul style="list-style-type: none"> <li>• Delivering a more cost effective service whilst maintaining, or improving, the speed at which we respond to incidents</li> </ul>
Improving the capability of our vehicles and equipment	<ul style="list-style-type: none"> <li>• Feedback from colleagues, through our assurance process, indicating improved levels of satisfaction</li> </ul>
Control room capability	<ul style="list-style-type: none"> <li>• Customer feedback</li> <li>• Feedback from colleagues</li> <li>• Debrief outcomes</li> <li>• Mobilising targets met</li> <li>• Improved survival guidance call handling evidenced through exercises</li> </ul>
Incident information management	<ul style="list-style-type: none"> <li>• Reduction in paper based systems</li> <li>• Instant transmission of risk critical information across the incident ground</li> <li>• All relevant incident information generated at scene held in a single case file</li> <li>• Evidence of generation and retention of relevant information</li> <li>• Evidence of consistent communication of information through incident handover</li> </ul>
Operational Training Materials	<ul style="list-style-type: none"> <li>• Be able to rapidly amend all relevant training materials following changes to national guidance or internal guidance</li> <li>• Training materials auditable, in date, and subject to programmed review</li> <li>• Feedback from colleagues on training quality</li> <li>• Analytics showing active use of training materials</li> </ul>
Reducing Operation Risk	<ul style="list-style-type: none"> <li>• A reduction in injuries to our colleagues</li> <li>• Evidence of best practice to reduce contaminants undertaken at all incidents</li> </ul>
Productivity	<ul style="list-style-type: none"> <li>• Increases in completion rates for safe and well visits and response assessment visits</li> <li>• Evidence of completion of station based training programme contributing to competences</li> </ul>
Cross-border working	<ul style="list-style-type: none"> <li>• Active debriefs of over the border incidents demonstrating increased effectiveness</li> </ul>

## Priority Four

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

#### Why do we need to do this?

We will improve the way we serve our customers and support our partners by actively paying attention to what we can do to get better. We already have a well-used system in place for obtaining feedback from staff and capturing learning following incidents. And we will continue to value this system. But that is a reactive approach. We want to become proactive in the way we generate and use that information.

Everything we do will be judged against clear standards of response. A culture of exceeding these standards will be implemented to support a high quality of response.

We will seek out ways in which we can improve what we do, make changes, measure whether they have been successful, and continue to refine and improve. Our debriefing model is accredited with the Institution of Fire Engineers, ensuring all participating can accrue continuous

professional development hours working towards their Institution of Fire Engineers qualifications. Our target will be to ensure that we learn before an incident happens, wherever possible.

We can also learn from the experience of others. We will continue to review and implement changes as a result of nationally significant events and findings, such as the Grenfell Tower and Manchester Arena inquiries.



## **Achievements 2017 to 21**

- Established the Operational Assurance team
- Adopted the National Operational Learning Good Practice Guide
- Set up a process for reviewing and learning from critical incidents
- Implemented a feedback mechanism for colleagues to identify areas for improvement / areas of best practice
- Integrated Health and Safety reporting into our assurance process
- Utilised the Coroner's Prevention of Future Deaths reports from across the country, to identify issues others faced and ensure we learn from them

## What does success look like?

- We're always striving to be better at what we do, and by 2025 we will be succeeding in key areas:
- Colleagues who feel more confident in their own professional practice
- Actively performance managing colleagues in line with the FirePro measure of competence
- All operational staff members of the Institution of Fire Engineers at Technician grade (or higher)
- A 'virtuous cycle' where measuring operational performance identifies where improvements are required, driving changes to what we do, and improving customer outcomes
- Well utilised competence recording system providing meaningful information for colleagues and intelligence for the service
- Increased levels of customer feedback and evidence of changes to improve our response



## Where next?

Our action plan builds on the changes we've made over the last four years:

Combine the elements of learning and assurance exercises to create a single integrated approach, using evidence to amend and improve what we do

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Establish a revised annual sign off of competence for operational staff

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Deliver an annual assessment of organisational competence in order to help benchmark how good we are at providing a quality service, reporting outcomes

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Create an environment where colleagues feel compelled to discuss professional issues and seek to improve

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Facilitate access to a professional qualification with the Institution of Fire Engineers for all relevant colleagues

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Embed changes as a result of learning from the Grenfell Tower and Manchester Arena inquiries

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Embedding the learning from our experience during COVID into our day to day business

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Review our approach to actively gathering information at incidents, ensuring that we take a thematic approach through targeted assurance activities

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More critically assess the impact of our actions on customer outcomes rather than simply focusing on how we did when measured against procedures

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Actively seek more customer feedback on our performance, guiding responses to provide meaningful information we can use to critically evaluate and improve our service

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Improve the way we learn from occasions where colleagues have had to work outside of procedure to resolve an incident, known as 'operational discretion'

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Ensure our assurance processes align to national best practice

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## How will we measure performance against our objectives?

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

Description	Indicator
Competence	<ul style="list-style-type: none"><li>• % of colleagues with TIFireE qualification or above</li><li>• % of colleagues classed as competent through annual FirePro process</li><li>• Incident command courses and revalidation pass rates</li></ul>
Learning from other events	<ul style="list-style-type: none"><li>• Be able to evidence compliance with all recommendations from Grenfell and Manchester Arena enquiries</li></ul>
Standards	<ul style="list-style-type: none"><li>• Be able to evidence compliance with all areas of Fire Standards</li></ul>