

# Cultural levers in Kent FRS

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# Eight cultural levers

- Culture comprises behaviours that are consistent among members of the organisation over time. These behaviours provide visible evidence of the culture that exists within the Service.
  - Communication
  - Motivating for performance
  - Teamwork and collaboration
  - Problem solving
  - Decision making
  - Training and learning
  - Innovation
  - Managing agreement/disagreement



# Early days

We were awarded Excellent along with Merseyside in 2006 CPA and yet this was the reality:

- Traditional, insular – focused on the iconography of firefighting
- Bullying, no person centred approaches to wellbeing, little attention to back office professionalism
- Clueless on Inclusion with little focus on the people we serve
- Benevolent neglect from Govt – loads of reports but no impetus to change
- Poor tools for change and little experience of innovation and change
- Poor understanding of ‘running the multi million pound business’
- Inexperienced managers who were overly authoritarian in style
- Little attempt to modernise how we approached our services to people



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# The 'service we provide'

- 2007 – started the 'Operational Diversity' working group = focus on WHO we serve and how = that's moved over time to Equality of Access and significant People Impact assessment
- Changing the narrative in comms to external issues and risks – this eventually led to us calling people customers, joining the Institute of Customer Service, benchmarking our services, community risk leads on each station – a risk information team etc. Our debriefing system rated excellent – encouraging feedback not just on 'ops' but impact on customer – took a while but people bought in to 'going extra mile for people we serve.
- Massive focus on safeguarding for years
- Massive focus on prevention in its widest sense not just smoke alarms
- Committed to research looking at fire but also other sectors



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# The 'business'

- Long journey to get people to recognise it's a 100 million pound business
- Significant investment in project management, PMO, benefit mapping, professional project managers – now have multi team projects and monitoring of programmes/projects through strategic leadership team
- Green booked all back office posts and look for 'top of game' people to run IT, HR, property, fleet, procurement etc
- Constant focus on efficiency for years with many cuts, improvements, engagement with all, history of innovation.
- All our back office called customer service teams now with huge project to improve and innovate internal customer processes and ethos



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# The people (1 of 2)

- Restructured over time to create a 'matrix style management approach. Attention given to leaders and how we choose them – diverse mix of skills and thinking – more Green book over the years
- Unrelenting focus on inclusion and wellbeing for years—they can't be separated. CMB delivered inclusion sessions to all teams recently – endless messaging, conferences, engagement
- Lots of work on simplifying policies and reports for neurodiversity and efficiency
- 'One Team' rebranding work with engagement with all teams
- Strong focus on performance with expectation of the best – performance board, attention to sickness with focus on prevention plans. Bullies are dismissed so less and less cases – we don't let people stew – active management



# The people (2 of 2)

- Significant engagement of teams in projects, pulse surveys, visits, millions of one to ones, debriefing meetings, learning tracker
- My monthly Team Update with videos, front page news, quarterly magazine = celebrate achievement, transparent comms, mature debate
- We consulted 5 years ago and use colleagues not staff in all policies and comms
- All supported and scrutinised by engaged and enabling Members of KMFRA

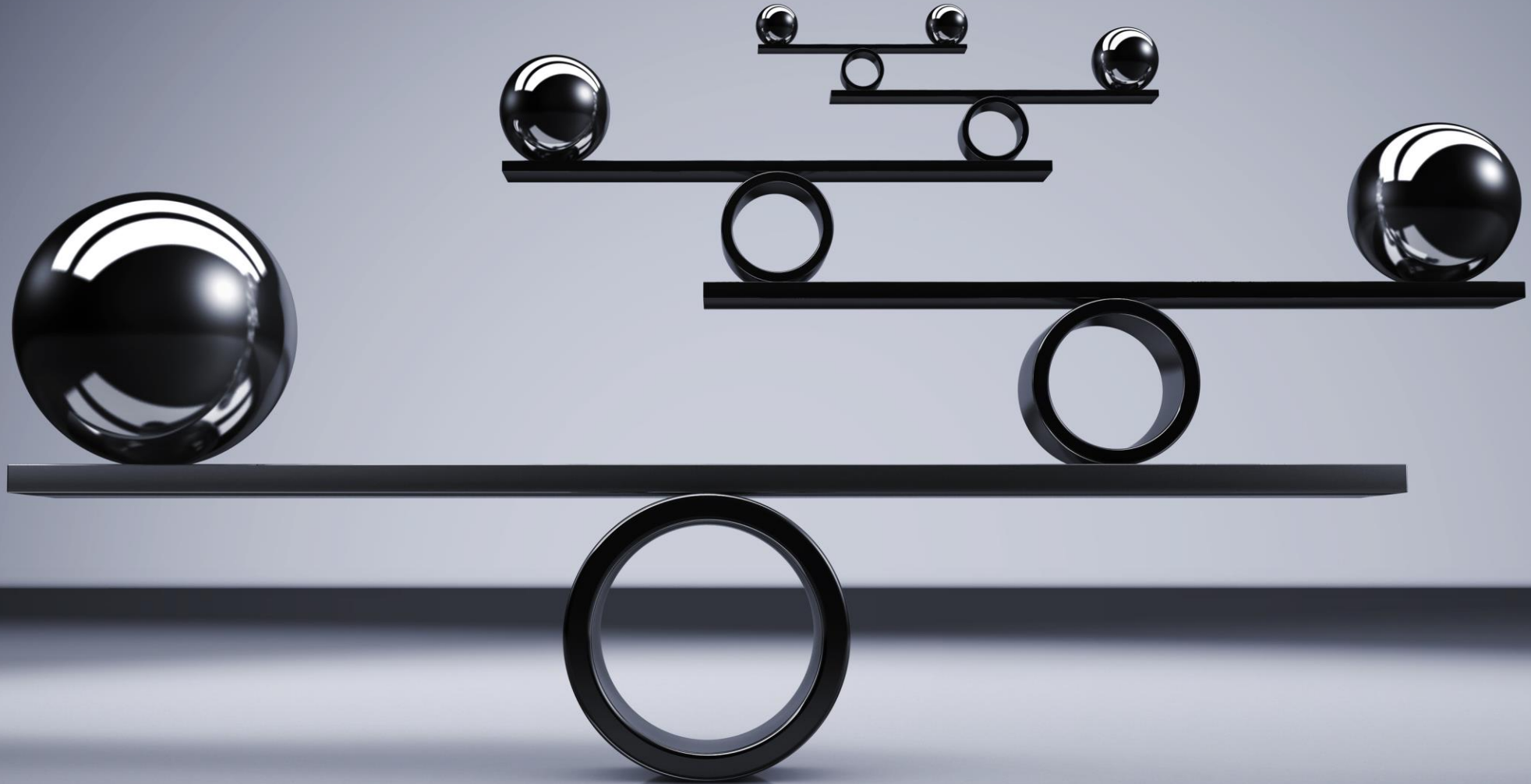


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# You're never 'there' – continuous improvement



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