



safety and wellbeing plan 2018



**Kent Fire &
Rescue Service**

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Chairman's introduction

Welcome to the latest Safety and Wellbeing Plan for Kent and Medway. This short document sets out what we would like to achieve in the coming years to keep you safe, whether at home, on the roads, at work, or relaxing with friends and family.

The last Plan, published two years ago, set out how we wanted to work more closely with the health sector. This Plan gives an update on this work and other projects. It also introduces a new corporate strategy, a new set of priorities and a small number of performance measures which will show us if we are on track. Whilst this sounds grand, it is really a simple statement of what you can expect us to do in the next few years. We have changed the format of the Plan this year to be structured around these priorities for the life of the Plan and beyond. We hope this makes it easier to read.

There are no significant changes proposed this year to the service you receive. The most recent statements by the Government have highlighted that, whilst the deficit remains, money will continue to be squeezed across the public sector, and the likely removal of the public sector pay cap will cost us more money. We have responded to this by making ourselves more efficient, but I am proud that we have not had to make any rash decisions. By careful planning we have been able to reduce our costs, without having an impact on our services. We are still always there when you need us.

We look forward to the forthcoming inspections of fire and rescue services. We believe Kent remains one of the best performing fire and rescue services in the country, and we intend to keep it that way, by innovating and understanding our customers' needs, and working with our key partners.

Nick Chard

Chairman – Kent and Medway Fire and Rescue Authority

If you would like to give us your views or want any further information on our proposals please contact us at information.officer@kent.fire-uk.org, contact us via Twitter on @kentfirerescue, like us on FaceBook at www.facebook.com/kentfirerescue, or write to this address:

Chief Executive, Kent Fire and Rescue Service, FREEPOST NAT 9369, Maidstone, ME15 6BR

Our priorities

In 2013 we published five “corporate strategies”. They covered home and road safety, fire safety for businesses, how we respond to emergencies, how we protect the environment and how we manage and develop our staff. These strategies are due to be replaced by February 2018. This Plan sets out our current thinking on how we might replace them. We start with our mission, key aim and priorities.

For the life of this Plan and potentially beyond, Kent Fire and Rescue Service proposes the following mission, key aim and priorities:

Our mission: “to be there when you need us”

Our key aim: to meet the needs of our customers and keep them safe in Kent and Medway.

Our priorities:

1. To provide the best emergency response service we can
2. To employ and retain more on-call firefighters
3. To work with partners to reduce the number of people killed or seriously injured on the roads or in their homes
4. To embed a focus on the needs of the customer in all our work
5. To be an employer who continues to learn
6. To support our staff to maintain personal wellbeing and resilience as their roles broaden
7. To continue to invest in our estate and assets

The next section of the Plan looks back at the work we have been doing and what we want to do next. It highlights the plans that will support each priority and which will be developed in the coming months.

Priority one: To provide the best emergency response service we can

The risks in Kent and Medway

As part of the last Plan we published detailed risk assessments for each of our 19 “clusters”. These set out all we knew about local areas at the time, their demographics and the kinds of buildings and roads in the area. We have reviewed them, and believe they remain largely valid. They have been republished as part of this Plan, along with a summary showing what we know has changed recently. One thing we have recently identified is that we need to improve how we store and use building-related data, and keep it current as the area changes. We will progress this in the coming years under the customer and premises information risk project.

Immediately life-threatening medical emergencies

We have been co-responding from a small number of on-call fire stations since 2005. In the last Plan we said we wanted to attend more immediately life-threatening medical emergency calls such as suspected heart attacks in support of the ambulance service and to start using full-time firefighters for this work, as very rapid medical response in these kinds of incidents can be critical. For example the Resuscitation Council UK states that Defibrillation within 3–5 minutes of collapse can produce survival rates as high as 50–70%. We started this work at seven full-time fire stations and one additional on-call fire station in late 2015. A **technical appendix** has been published alongside this Plan which shows that responding to life-threatening medical emergencies has not had any adverse effect on our ability to respond to fires and road traffic collisions.

During the last year all full-time stations and a large number of on-call stations have started attending immediately life-threatening medical emergency calls to some degree, with more due to launch during 2017/18. Incidents have included a number of successful resuscitations before the patient was handed over to the ambulance service. The ambulance service has benefited from seeing an improvement in its response times to patients through working with us.

Nationally, firefighters responding to medical emergencies was being treated as a “trial”, which ended recently when the Fire Brigades’ Union withdrew its support at national level. We did not join the trial, and regardless of the final outcome of the national trial, Kent’s position is that we want to maintain this service to the public of Kent and Medway. In remote rural areas, responding to immediately life-threatening medical emergency calls will almost certainly be the main work our on-call firefighters perform. We intend to work with this group to maintain this service, and hope as many full-time firefighters as possible will also want to keep performing this work.

Moving fire engines

Box 1: About the Service

Our fire engines: As well as a range of specialist vehicles, the Service currently has 75 front-line fire engines:

- 17 are crewed by firefighters using the whole-time shift duty system, which means firefighters are available on the fire station 24/7. To crew a fire engine under this system costs about £1m per year;
- Nine are crewed by firefighters using the whole-time day-crewed duty system, where firefighters are available at the fire station during the daytime, and are called out from their nearby homes at other times. Under this system each fire engine costs about £600k per year in salary and related costs; and
- 49 are crewed by firefighters using the on-call duty system, which is where firefighters respond from their own homes or workplaces located near to the station both day and night on an on-call basis. 34 of these are based at on-call fire stations, in villages and small towns. Each fire engine costs about £150k per year under this system in salary and related costs, but this figure does not include the significant training and recruitment costs associated with this duty system. Some of these stations suffer from significant shortages of staff, and this impacts on how often they are available for use.

From April 2016, we started a long-term trial to move our full-time fire engine fleet around the county more, mainly into areas where daytime on-call cover is difficult to provide, or to areas where we feel that using a full-time fire engine will give the public a better service overall, especially by going to road traffic collisions on motorways and major roads. This trial involved fire stations that have two full-time fire engines 24 hours a day¹. The moves made (all during the day but returning to base at night) were:

- One of Dartford's fire engines to Swanley
- One of Thames-Side's (which is in Gravesend) fire engines to Borough Green or Westerham
- One of Maidstone's fire engines to Lenham, Headcorn or Marden

Following the trial this will now become permanent, but if there is a large incident, our 999 staff will still move fire engines to spread cover as effectively as possible. A **technical appendix** has been published alongside this Plan which shows the outcome of the trial.

In the last Plan we said that one of the outcomes of the trial would be to test if two fire engines were needed in these areas. At the current time, we remain comfortable that they are, and we can still afford them. For the at least the life of this Plan we will not be removing any full-time fire engines from service.

¹ We also proposed to move the second fire engine at Canterbury to other locations but following consultation as part of the last Plan we did some more analysis and decided against this move for the time being.

Full-time firefighter duty systems

All full-time firefighters will be working a flexible rostering system by January 2018. Flexible rostering allows us to reduce the number of staff on full-time fire stations without having to make firefighters redundant, nor change the service received by the public, as it uses natural turnover as firefighters leave the Service.

Natural turnover, and changing how we crew our fire engines under flexible rostering has delivered most of the savings we have achieved in the last three years. Our ability to generate more through this approach is now more limited, but there is scope to look at the number of firefighters on full-time fire stations again, within the life of this Plan, if we need to make more savings than we currently anticipate. We do not currently anticipate any involuntary redundancies. That said we have just completed the training of a cohort of new full-time firefighters to replace some of those that have recently retired and those that we know can retire in the next couple of years. This is the first full-time firefighter recruitment we have done for 10 years, and we are delighted to welcome the new intake to their careers with us.

Innovation

Our **operational plan** will focus on how we learn from the incidents we attend and those attended by other services. The tragic events at Grenfell Tower in London in June 2017 serve as a reminder that we need to constantly review what buildings there are in the County, how buildings behave in fires, and the operational tactics we should use.

We will also continue to review our services, currently focusing on flooding, the role of our technical rescue team, and dealing with incidents involving hazardous materials. We will also be innovative by looking to the market to provide new equipment and clothing to better deal with incidents and protect our firefighters, and wherever possible we will research and buy collaboratively. Our **Procurement** plan will set out our overall approach to buying goods and services.

Key performance measures

- Maintaining an availability of around 50 fire engines day and night
- Analysis of feedback from customers
- % of life-threatening calls attended by the first fire engine within 10 minutes on 80% of occasions
- Number of fatalities and serious casualties in accidental house fires
- Number of people killed or seriously injured on Kent's and Medway's roads

Summary of proposals

- Replace our customer and premises risk management system
- Continue to respond to life-threatening emergency medical calls in support of the ambulance service
- Continue to relocate whole-time fire engines during the day
- Complete the review of the Service's approach to incidents involving flooding

- Complete the review of the Service’s approach to incidents involving hazardous materials
- Complete the review of the Service’s technical rescue capability

Priority two: To employ and retain more on-call firefighters

The on-call workforce

The on-call service is critical to us and we have no plans to remove any on-call fire engines, nor close any on-call sections or stations anywhere in the County for the life of this Plan. However recruitment to the on-call workforce remains very difficult.

One way we have addressed this is by changing our recruitment processes for on-call firefighters. The same level of literacy and numeracy was expected of on-call and full-time firefighters. In remote rural areas, where the pool of possible candidates is very small, we felt we were missing out on potentially good staff because of this requirement, and local firefighters told us this too. The upshot of having a different requirement would be that if an on-call firefighter wants to join the full-time workforce, they will need to apply in the same way as a member of the public. However their development needs if successful would be fewer as, for example, they may already be trained to manage incidents or drive a fire engine. We think this change will mean that more candidates with the appropriate requirements for the on-call service would be available for selection. This new process will be rolled out early next year.

The availability of our fire engines

We also set an aspiration in the last Plan to have around 50 fire engines available to use, day and night. Whilst this is challenging to achieve with the current availability of on-call fire engines, we believe it is possible in the future. Additional recruitment to on-call fire stations will help, and will allow us to move away from using full-time firefighters doing extra shifts at remote on-call stations. We have been able to do this using firefighters released under the flexible rostering initiative. However it is an expensive way to provide emergency cover in areas where demand is very low, and was only ever planned to be used while we had more firefighters than we needed for the new crewing arrangements at full-time fire stations. In the future we will not have the capacity to crew fire engines in this way as the full-time workforce reduces to its new baseline and we intend to phase it out soon.

Using three on-call firefighters on a fire engine where that is all that is available will remain for the foreseeable future. But if more on-call firefighters join, it should become less prevalent.

Key performance measure

- Average number of fire engines available for use day and night

Summary of proposals

- Assess the impact of the simplifications made to the recruitment process for on-call firefighters
- Continue to mobilise on-call fire engines with three firefighters when that is all that is available at the time of the emergency call

Priority three: To work with partners to reduce the number of people killed or seriously injured on the roads or in their homes

Why work in partnership?

We have a long history of working with our partners locally and the rest of the fire sector nationally. Partnership working will be a constant theme for us in future as it makes business sense. Following the passing of the Policing and Crime Act 2017, the Police and Crime Commissioner for Kent is now a member of the fire and rescue authority, the body which oversees the work of the Service. This cements the longstanding close working relationship we have with Kent Police. We are already working on more than 40 joint projects, all of which are focused on better services to the public. We are doing more work with the local ambulance service, SECamb, such as sharing buildings, and training together.

Safety at home

In our last Plan we set out our intention to develop and deliver 'safe and well visits' to widen our home safety visits to cover not only fire safety but also help people to live well and independently. Since then we have worked with colleagues from the NHS and public health to develop the best services for our customers. We have focused on reducing falls in the home, helping people to stay well when it gets cold, supporting people to quit smoking and helping people living with dementia or mental ill-health to live independently and safely in their own homes.

As part of a visit, in addition to highlighting hazards and offering advice, we can now make simple adjustments such as removing trip hazards or providing equipment - which may be as simple as giving a vulnerable person a new pair of slippers, replacing a light bulb or relocating the kettle. Where beneficial our officers will signpost or make referrals into services provided by the NHS and other partners.

We have doubled the size of our specialist team since the last Plan and provided enhanced training to allow them to carry out these visits to the homes of the most vulnerable. We now have 20 colleagues in this team, from a wide variety of backgrounds. The team are now able to provide up to 20,000 visits per annum.

As the number of operational incidents has fallen significantly we have been able to utilise firefighters to undertake safe and well visits, primarily to older people. This has been possible as all fire and rescue services have been provided with the address, gender and year of birth of everyone over the age of 65. This information was provided under a formal data sharing protocol. The data has also been used to write to people we believe are at a higher risk to offer a Safe and Well Visit.

We have also been working with colleagues in Public Health in Kent to see if the visits we make are helping to reduce pressure on the NHS. Early results using a small dataset were encouraging, and suggest we are reaching the people we need to. We are now re-running the process with a much larger dataset and planning to undertake cost benefit analysis for some of this work. We will continue to develop our approach through the 'Fire as a Health Asset' initiative.

Customer-focused risk assessment

Following the Grenfell Tower fire, our safe and well team, business team and local firefighters have been making joint visits to buildings, including sheltered housing communities. This is because different laws apply to different parts of the building when there is more than one home in it.

By taking a more customer-focused approach we think we would get a better outcome by looking at who lives in such buildings, what their needs are overall, and how that then relates to the building. So if amongst all the visits we find someone that lives on the third floor of a sheltered housing scheme who has mobility issues or is losing their hearing, we will advise the Responsible Person - when completing their building's fire risk assessment - to consider these issues, and not just the ones designed into the building. This may result in a need to provide additional fire safety measures, such as more extensive fire detection, or even a portable sprinkler system within that customer's home to help keep them safe. This approach is known as a person-centred risk assessment and although it is outside of the scope of the Fire Safety Order, it is considered to be good practice.

Safer Living Initiative

There are around 700 sheltered housing premises, of varying types, within the County that we are aware of. A number of recent deaths in fires have involved someone who is elderly and in some form of sheltered accommodation. Our aim will be to perform an estimated 25 joint visits per month by our safe and well team and technical fire safety teams to these types of buildings, importantly providing reassurance and immediate support to residents, as well as advising the managers of the premises of any actions and responsibilities to maintain residents' safety. Similarly when necessary we will use our Regulatory powers to ensure those responsible address any issues we identify within their control.

The outcome is that sheltered housing providers will see the fire and rescue service in their buildings more often, and vulnerable people will receive person-centred support from us quickly. Critically we envisage a reduction in fires within these premises and, should a fire occur, a reduced chance of a death or serious injury.

Road safety

The Road Safety Experience was opened in Rochester in 2015. Schools from all over Kent and Medway have visited and seen first-hand the devastating outcomes of car crashes.

Other agencies involved in road safety in Kent and Medway are now based at the Road Safety Experience. Over time we know we will need to refresh the messages we use to maintain the interest of the schools' community. We also need to make more safety packages related to our road safety work available on our website or via social media, as this is how customers often prefer to receive this information. It will also increase the reach of the Experience further, potentially nationally and internationally.

The Service has a key role in the road safety partnerships in Kent and Medway. Through these group we will continue to contribute to projects which improve road safety. We are concerned to see that the number of people killed or seriously injured on the roads is increasing for the first time in several years. This is a trend that is happening across the country. There is clearly more work to do in this

field. Understanding the customer, the behaviours they display, and the best way to get messages to them which will change behaviour is clearly going to be hugely important.

The **community safety** plan, which will support this priority, will give details on what research we think we need to do in the coming years and the projects which will be completed.

Key performance measures

- Number of home safety visits delivered to vulnerable customers as a % of the total performed
- Number of fatalities and serious casualties in accidental house fires
- Number of people killed or seriously injured on Kent's and Medway's roads

Summary of proposals

- Continue to develop the 'safe and well' visit approach incorporating key priorities for partners, such as health and social care
- Develop an approach to person-centred risk assessment in sheltered accommodation in Kent and Medway
- Review and improve the road safety information we make available on our website

Priority four: To embed a focus on the needs of the customer in all our work

We have published a **customer promise**. We believe that the customer should be at the heart of all that we do. To us, customer means anyone we provide a service to. The customer could be a member of the public, another organisation like the Police or members of staff. We are a public sector organisation, and sometimes deal with people in the most traumatic of circumstances. We cannot simply survey everyone that uses our services to see if we met their expectations, as a supermarket might do. If a person has suffered a serious injury, this would be totally inappropriate. However if we can gather feedback, and it can be done sensitively, we should.

We should also try to make sure that we understand what it is the public want from us from their first contact with us. This might seem odd at first, as surely that is obvious. But, if when we attend an incident, it is clear to the firefighters on scene that there is no practical way we can save a part of someone's home, we need to be able to explain this clearly and find out what the customer values most – and then design what we do next around this. It might be trying to rescue valuable items in the home, or important documents, or pets.

We will also focus in the coming years on how we manage incidents, and how our staff can use their discretion to help customers. This might mean deviating from what would be the ideal way of dealing with a situation as it is taught in a classroom, based on what the officer in charge sees when they get to an incident. And so long as a member of staff has a justifiable reason for moving outside guidance, and hasn't done something illegal, we will always support them.

In Community Safety, we have given staff more training and more scope to apply professional judgement to ensure customers are provided with the right level of service when undertaking Safe and Well visits. We will continue to develop knowledge and skills in new areas such as supporting health and independence.

Key performance measure

- Analysis of feedback from customers

Summary of proposals

- Improve engagement with customers to better understand their needs and change the delivery of services to suit where evidence and consultation says we need to
- Publicise our “customer promise” internally and externally

Priority five: Be an employer who continues to learn

We have invested in the development of the kind of managers and leaders we want across the fire and rescue service as part of our **Workforce** Plan. We trust our staff to make the right decisions when working for us and in a way that involves the customer. We have simplified our promotion processes, and have set out very clear expectations of the kinds of professional skills we need at all levels of the Service, from Chief Executive to firefighter in the **Management Development** plan.

We will continue to involve all staff groups when new projects are being scoped. Whilst we feel we are engaging with staff more than ever before, there is more to do as visits to teams tell us that sometimes messages are not cascading through the Service effectively. Technology will assist here, with investment in devices which can play video “talking heads” rather than relying on paper documents, and where possible taking training to our staff, including virtual classrooms and e-learning. This forms a key part of the **Information Technology** Plan.

We also need to know that what we do is effective. We have invested in the latest equipment to help firefighters do their jobs and will continue to do so. We need to know if this is helping to minimise damage, and get people back in their homes as fast as possible. In the past we have focused a lot on measuring how quickly we get to incidents, how long we spend there, and what equipment we use. We are developing a system that tells us if we are fighting a fire, or managing a car crash, as well as we could, or better than we did last year. Getting to incidents quickly will always be important to us, and will remain as a measure, although we may split response times to fires and road traffic collisions in future publications rather than only showing our overall performance. But it is pointless getting to an incident 30 seconds faster just to stop a clock. We should be getting there faster to bring order to chaos as quickly as we can, for the benefit of the customer.

Key performance measure

- Analysis of feedback from customers and staff

Summary of proposals

- Implement the management development plan
- Develop our learning management system to give a high quality user experience and provide records of course completion and ultimately of the competence of our staff

Priority six: To support our staff to maintain personal wellbeing and resilience as their roles broaden

Sadly not all incidents we attend have a positive outcome for the families involved. This is often true of the incidents we attend on behalf of the ambulance service for immediately life-threatening medical emergencies.

We will continue to support firefighters who attend sometimes traumatic and emotionally charged incidents. Without question, by going to medical emergencies, firefighters are now attending more of these types of incidents than they have in the recent past. In common with the other emergency services, we need to support our staff to process and deal with the impact of these incidents effectively. Whilst our post-incident debrief processes are good and based on current clinical guidance, we will always look to improve.

Our **workforce** plan will set out how we look after our staff, not only at incidents they may attend, but as they change roles, or significant events happen in their life outside of work. We know that issues like divorce, bereavement, caring for parents and children, and the menopause can cause stress which then manifests itself at work in performance. By helping staff through these issues, where they want to accept help, they will hopefully be happier in themselves and more productive at work.

Key performance measure

- Analysis of rates, and causes, of sickness absence

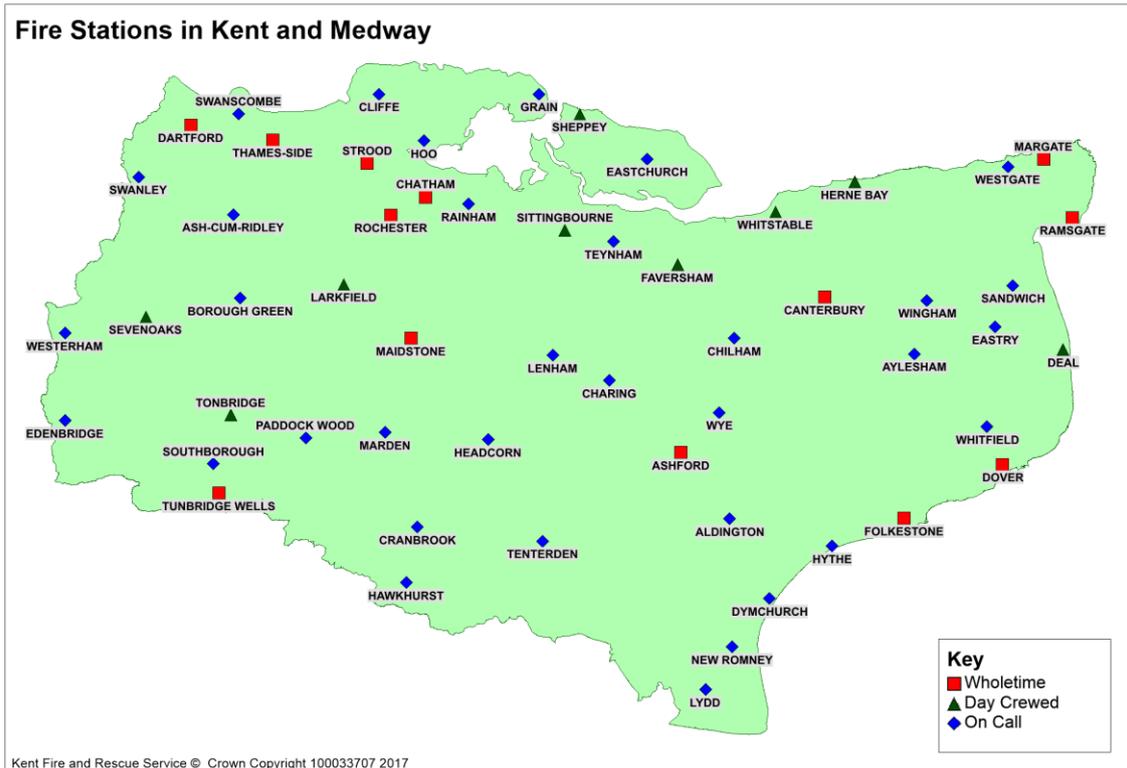
Summary of proposals

- Continue to improve our screening programmes to identify staff that require further support due to traumatic incidents or personal circumstances

Priority seven: To continue to invest in our estate and assets

Our 75 fire engines are based at 56 individual fire stations located across Kent and Medway. They are spread to help us meet our main performance measure of *the first fire engine attending 80% of all life-threatening 999 calls within 10 minutes*. "Life-threatening calls" include fires in the home and collisions on the road. This measure underpins almost all our response plans. Last year we achieved this on 78% of occasions.

Overall our fire stations are in the right places. But some are old and no longer fit for purpose. That is why we rebuilt the fire station in Chatham (formerly known as Medway fire station), and are in the process of building a replacement fire station in Ramsgate. Our next priority is to acquire a site for a new fire station in Herne Bay. It is unlikely we can afford to rebuild any other stations in the near future without borrowing to fund the work. Until Herne Bay is developed it is unlikely we will do this. We also cannot invest everywhere so we will need to prioritise the limited money we have available to us.



Our **asset management** plans for our buildings and fleet will set out how we will work with partners to share our buildings. Currently 17 of our buildings are also used by other agencies, such as Kent Police, the Ambulance Service, and community wardens and we would like to increase this. We will also continue to reduce our carbon footprint by minimising non-blue-light business mileage. Investing in our IT will be a key way we minimise mileage by encouraging remote participation in meetings. The same technology can also be used to send back real-time images to our 999 team or other sites during major incidents.

We know we will also need to replace our communications devices used at incidents, as part of a national programme. While it is early days, it is hoped that in the longer term this will be a cheaper and more resilient system.

Key performance measure

- Monitoring how the Authority performs in reducing its impact on the environment, known as its Carbon Footprint

Summary of proposals

- Complete the building of the new Ramsgate fire station
- Obtain a site for a new fire station in Herne Bay
- Replace communications equipment used on fire engines under the Emergency Services Communications Network Programme

Planning our financial future

The Government has been clear that whilst the national deficit remains, money will continue to be restricted and therefore spending will need to be reduced across the public sector. Contrary to this the potential removal of the public sector pay cap will cost us and the wider public sector more money. Consequently, it still remains increasingly important for the Authority to ensure that it continues to provide an efficient and effective service to the public of Kent and Medway but that also efficiency improvements are made wherever it is possible to do so. This means we will need to continue to save money and reduce spending for the foreseeable future. But we want to continue to achieve this whilst still providing the best possible fire and rescue service to the people of Kent and Medway. The table below shows what we spend each year on our everyday costs and what we also spend on building new fire stations, improving our buildings, replacing our vehicles and investing in new equipment.

Important Financial Facts	
Our 2017/18 Revenue (Day to Day) Budget	£68.6m
Our 2017/18 Capital Budget	£10.2m

Every year we will look at different ways in which we can make savings and efficiencies that are deliverable and sustainable, and that support us in reinvesting in our future. This Plan explains the areas that we are looking to improve so we can provide a better service to the people of Kent and Medway. For example, continuing to review options for different duty systems will help us avoid the need for involuntary redundancies for as long as possible. Meanwhile, we will also look at our back-office processes to make them as simple and efficient as they can possibly be, and this will hopefully generate more savings.

Approximately 60% of our funding comes from Council Tax. When you pay your Council Tax bill each year, we receive around 5% of the amount that you have paid. So, in 2017/18, we receive £73.35 from a Band D property. If we were to increase this next year by just under 2%, it would increase the amount we receive from Council Tax for a Band D property to £74.79, an increase of £1.44 per year, which equates to an increase of 2.7 pence per week. At the time of writing, the Government has not confirmed if it will limit the amount by which local authorities can increase Council Tax (referendum limit), but last year the limit was 2%. Any increase above this amount would be subject to a binding referendum.

The proposals made in this Plan are based on us increasing our share of the Council Tax by just under 2%. If we are not able to do this, it is very likely that we will have to look at reducing the service we offer, or making some firefighters redundant within the next two years.

How are we doing?

If you want to know how we are doing, there are a number of pages on our website which will help you:

Assurance statement: This tells you how we are meeting the requirements set by the Government in the national framework. It's all on the website.

Performance information: Routinely published on our website, and also reported to Kent and Medway Fire and Rescue Authority.

Freedom of information: Have a detailed query? Ask us and if we hold the data, and it's not restricted in some way, you can have it. We'll help you make sense of it too. Make a request via information.officer@kent.fire-uk.org and we will respond within 20 working days, often quicker. But check the website first as the information you want might already be published.

Feedback: This is always welcomed, and complaints are fully investigated because we recognise that sometimes things do go wrong and we are keen to put them right. But if we have done a good job, let us know, so we can let our teams know.

Accounts and financial information: Another year, another clean bill of health financially. More information is published on the website, including all transactions over £250 (excluding VAT) from across the Service.

The website: Our website has frequently asked questions, incident information, and everything we have to publish under the Government's transparency agenda.

FaceBook: Like us on Facebook at www.facebook.com/kentfirerescue.

Twitter: Follow us at @kentfirerescue for live incident updates, campaigns and general safety messages.

Comments on this Plan: email us at information.officer@kent.fire-uk.org or visit the website to complete the on-line survey.

Glossary

Term	Definition
Activity	= The incidents attended by each individual fire engine in the local area or elsewhere.
Call	= A request for assistance by the public or any other body or agency made to the fire and rescue service.
Capital budget	= The money spent on buying big physical things, like fire engines, buildings, or our IT systems.
Cluster	= A group of fire stations which most frequently work together. A collection of clusters is referred to as a Group
Co-responding	= An agreement with the ambulance service to send specially trained on-call firefighters to provide initial emergency medical care in the event of e.g. someone suffering a heart attack in their home. An ambulance is also always sent.
County	= The whole geographical area known as Kent. This includes the area where local services are provided by Medway Council as well as Kent County Council.
Day-crewed duty system	= See whole-time day-crewed duty system.
Demand	= The number of incidents that happen in a defined area over a defined period of time.
Flexible rostering	= An approach to crewing fire engines at normal crewing levels which stipulates the outcome required (a crew of four firefighters, including one driver, one incident commander, and two wearers of breathing apparatus) but devolves how this is delivered to local management groups at each station.
Group	= A number of clusters brought together for management purposes. There are five Groups in Kent and Medway – North, South, East, West and Mid.
Immediately life-threatening medical emergency calls	= Any call where the patient is not breathing or is likely to stop breathing
Incident	= Any call to which the Service sends a response. As a lot of people may call us about the same incident, this number is always lower than the number of calls we receive.
Isolation	= The distance of a place or community, measured in travel time, from the nearest fire engine when it's at the fire station and ready to respond.
Medical emergency	= A term covering calls made to the ambulance service to which they respond as an emergency. Calls are graded, with Red 1 calls being the most urgent priority (eg stroke, breathing stopped, cardiac arrest), and Red 2 being less urgent but still priority.
Mobilisation	= Every occasion when a fire engine or special appliance is sent to an emergency. Individual incidents may require just one or several mobilisations to resource it properly.
Natural turnover	= The rate at which eligible members of staff leave the organisation as they reach their defined retirement age under the pension scheme of which they are members.
On-call duty system	= A duty system where firefighters respond from their own homes or workplaces located near to the fire station on an on-call basis.
On-call fire station	= A fire station crewed entirely by firefighters working the on-call duty system.
Referendum	= A general vote by the electorate on a single political question that has been referred to them for a direct decision.
Revenue budget	= The day-to-day budget used to run the service provided by firefighters and other staff across the county.
Risk	= The combination of factors that adds up to the likelihood of an incident in an area.
Simultaneous demand	= Occasions when more than one incident is happening at the same time in the same area – for instance in the whole of Kent and Medway, or just in the same town.

Technical rescue team	=	Firefighters that have received enhanced training to deal with major incidents and mass casualties or building collapse/damage.
Whole-time day-crewed duty system	=	A duty system under which firefighters are available at the fire station during the daytime, and are called out from their nearby homes at other times.
Whole-time shift duty system	=	A duty system under which firefighters are available on the fire station 24/7.