Kent Fire and Rescue Service Productivity and Efficiency Plan

Primary Information

BUDGET (£000)						
Revenue Expenditure	2023-2024	2024-2025	2025-2026			
Direct Employee	72,478	80,124	82,851			
Indirect Employee	1,304	1,297	1,330			
Premises	5,265	6,029	6,020			
Transport	2,475	2,523	2,536			
Supplies and Services	11,872	14,561	15,456			
Capital Financing	3,417	3,688	4,017			
Other	-2,068	-4,373	-7,584			
Total	94,743	103,849	104,626			
Income	2023-2024	2024-2025	2025-2026			
Actual Received from Precept	-57,978	-60,880	-64,861			
Local Government Finance Settlement	-22,791	-27,532	-27,919			
Other Grants	-9,891	-10,888	-9,794			
Income Raised Locally	-4,083	-4,549	-2,052			
Total	-94,743	-103,849	-104,626			

RESERVES (£000)					
	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
General Reserves	4,260	4,680	4,890	4,950	5,090
Earmarked Revenue Reserves	10,091	9,633	5,839	3,537	3,546
of which MRP reserve					
Earmarked Capital Reserves	23,305	21,783	17,783	14,965	13,576
Other Reserves					
of which revenue					
of which capital	8 <mark>,</mark> 554	8,931	7,307	5,916	4,652
Total	46,210	45,027	35,819	29,368	26,864

Efficiency

EFFICIENCY DATA (£000)						
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
Opening Revenue Expenditure Budget (Net)	85,292		94,713		98,232	
Less Total Direct Employee Costs	-72,478		-80,124		-82,851	
Non Pay Budget	12,814		14,589		15,381	
Efficiency Target (2% of non-pay budget)	256		292		308	
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Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Direct Employee						
Reduction in Prevention/Protection/Response Staff					-551	L
Reduction in Support Staff	-387	7	-257	<u></u>	-166	i l
Indirect Employee (e.g. training, travel etc.)						
All Indirect Employee Costs			-29			
Premises						1
Utilities						
Rent/Rates						
Charad Bramises						
Shared Premises	-15	<u>ا</u>				
mansport						
Fleet						
Fuel						
Other Transport Costs			-11		-39	
Supplies and Services						
National Procurement Savings						
Local Procurement Savings	-32	2	-41		-32	2
Other Technology Improvements			-24	L		
Decreased Usage						
Capital Financing						
Revenue Expenditure Charged to Capital						
Net Borrowing Costs						
Other						
Treasury Management brought in house			-18			
Removal of Council Tax Admin Grant paid to Billing Authoritie	es				-81	L
Other Savings 3 (Please Specify)						
Total Efficiency Savings	-	438		380	-4	369
Efficiency Savings as a Percentage of Non-Payroll Budgets	3.	42%	2.0	50%	5.	55%
Efficiency Savings Target	2.	00%	2.0	00%	2.0	00%
Over/(Under)	1.	42%	0.0	50%	3.	65%

INCOME						
£000						
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies					-15	
Income generated from trading operations	-2,440		-2,250			
Income generated from shared premises					-20	
Income generated from interest on investments	-2,472		-2,973		-1,594	
Income generated from other sources	-659		-825		-374	
Total	-5,571		-6,048		-2,003	

Efficiency Narrative

Direct Employee

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>.

Deletion of an Assistant Director post and several posts in other support areas - saving £257k.

Indirect Employee

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>.

Rental costs reduced by moving location of occupational health - saving £26k. Reduced maximum relocation expenses claim – saving £3k.

Premises

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>.

Transport

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>

Changed the way we deliver road safety – saving £11k in school transport costs.

Supplies and Services

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>.

New contracts for lone worker devices and IT systems – saving £41k Change from leasing of printers to purchase – saving £10k. Moved network data rack to own estate - saving £14k.

In addition to the figures reported in the table:

The Authority embarked on a joint procurement exercise with several other Fire and Rescue Authorities for the replacement of the current mobilising system – resulting in a saving of £776k against the funding earmarked for the implementation and ongoing maintenance of this system.

Internal resource was used to complete the Customer and Premises Risk Management (Dynamics System) project resulting in a saving of £955k against the funding earmarked for the outsourcing of this system development work.

Capital Financing

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>.

Other

Please provide a brief narrative explaining how the savings in this category have been achieved for <u>24/25 only</u>.

Day-to-day treasury management brought back in-house - saving of £18k.

In addition to the figures reported in the table:

A saving of £140k was achieved by purchasing second hand vehicles to support wildfire incidents. The vehicles were also put on the run 10 months earlier than would have been the case had they been purchased new.

A review of water rescue equipment generated a saving of £178k, where the requirement for dedicated inshore and offshore boats and trailers was changed to a 'boat in a bag' being stowed on the water safety units, which also enabled the disposal of the offshore boat.

The number of response vehicles was reduced from the 74 (purchased in 2012) to only 66 being replaced, saving £216k; the life of the Hose Layer was extended by 5 years, saving £141k, and the requirement for 2 hose layers was reduced to 1, saving another £260k.

Future Efficiencies

Please provide a brief narrative describing any future efficiencies anticipated through invest-to-save initiatives or non-cashable efficiencies.

Collaboration

Please provide a brief narrative describing the financial and operational benefits of collaboration for the service in 24/25.

Assessment of Efficiencies

Please provide a brief assessment of the service's achieved efficiencies for 24/25, noting any mitigating factors.

The need to continually operate in an efficient and productive manner are key aspects in ensuring both the day-to-day effectiveness of KFRS and a sustainable long-term future. We recognise and are committed to the prudent management of our finances and spending decisions. This approach, taken in combination with effective and appropriate partnership working, ensures that we have the resources needed to support our colleagues, whilst being able to purchase and maintain our vehicles, equipment, and buildings – the combination of which allow our team to do their jobs as effectively as possible. Taken together, this ensures that we can continue our duty to keep the people of Kent and Medway as safe as possible.

KFRS will continue to regularly review the service it provides to all its customers, internally and externally, to ensure it is able to provide the most effective and efficient service possible. In order to do this, we will continue to review all activity, large and small, to understand outputs and outcomes. This will also help us ensure that we are productive in our use of people and financial resources.

Productivity

Collaboration

Please provide a narrative outlining initiatives starting in/having effect in this category for <u>24/25 onwards</u> structured using the points outlined in section 4.4 in the guidance.

- a) A brief description of the initiative (1-4 sentences can be sufficient)
- b) Year initiative begun and duration of project
- c) How the initiative increases productivity or improves the measurement/monitoring of productivity
- d) If the initiative improves the outcomes of an activity, please state how
- Police and fire shared control room In our front-line emergency response, for around ten years we have operated from a shared 999 control room with Kent Police. This arrangement continues as we have now relocated our former control room at Kent Police HQ to a new shared control room near junction 6 of the M20. The non-cashable benefits include improved facilities for our colleagues, improved effectiveness of response to major incidents, and enhanced management and performance information.
- 2. NFSP We are part of the NFSP (Networked Fire Services Partnership), which comprises Kent, Hampshire and Isle of Wight FRS, Devon and Somerset FRS, and Dorset and Wiltshire FRS. This group is working on a command a control project which aims to deliver a combined, secure and resilient command and control system (not control room) to handle all 999 calls for the four partner services and allows the partners to mobilise resources to provide greater resilience. This will provide a fire-centric mobilising system to improve ways of working, resilience and collaboration with partners through implementation of Integrated Multi-Agency Incident Transfer (MAIT), partnership.
- 3. **SECAmb** Another example of a critically important area of front-line collaborative activity is the support that we provide to the South East Coast Ambulance Service (SECAmb) by responding to life-threatening medical emergencies when our firefighters are available to do so.
- 4. Shared Premises We currently share the use of our sites with partner agencies including SECAmb, Kent Police and Kent County Council (detailed in our shared facilities register). Although we take no payment for this, it represents a cost saving to other partner emergency services and government agencies. This also provides a business benefit for frequent liaison and collaboration with other agencies working in the same communities.

- 5. **4F Group** We work closely with our neighbouring fire services and are a member of the 4F Group. This is made up of the fire and rescue services from Kent, Surrey, East Sussex and West Sussex and we work collaboratively on a range of projects and initiatives. At the time of writing, we are working on a project to jointly procure new breathing apparatus sets.
- 6. Collaboration with Essex County Fire and Rescue Service Essex County FRS provided their existing Level 2 Building Safety course content (both online and face-to-face). Offered free of charge, this significantly reduced KFRS's course preparation time from an estimated 12 weeks to 2. KFRS were able to expedite the availability of the training, ensuring timely compliance with the NFCC competency framework.

Asset Management and IT Investment

Please provide a narrative outlining initiatives starting in/having effect in this category for <u>24/25 onwards</u> structured using the points outlined in section 4.4 in the guidance.

- Customer Risk Management System We have invested in merging risk and customer information into one system for Building Safety, Risk Information Team and Customer Safety (Prevention and Protection). Previously the teams were on separate legacy systems and as a result the organisation has moved all three areas into a single platform to enable new ways of working, information sharing and improving opportunities for collaboration amongst the teams resulting in better outcomes for customers. This will result in improved visibility of risk information for operational colleagues and improved ways of working between teams improving the outcomes for customers.
- 2. Workforce Planning We are also moving to a new workforce planning system which will support our flexible duty system in a more effective way than before. The expectation is that this will reduce administrative time and will be a more efficient and effective way of workforce planning for the frontline. This will lead to a reduction in the reliance on spreadsheets and manual interventions, whilst providing increased and more accurate management information to enable informed decision making.
- 3. Data Terminal Software The internal development of improved software for the mobile data terminals on our fire engines, is significantly enhancing the streamlined data available to crews on the frontline appliances when attending an incident. The improved software provides greater clarity of messages from Control, access to other essential data such as risk information and an overall greater end user experience in terms of ease of use. The fact that we have had the skill set to be able to develop this in-house has been of significant benefit to the organisation and saved financial resources too.

- 4. Asset Management System Work is also underway to implement an asset management system for our operational equipment. This will provide a tag and scanning approach rather than utilising pen and paper and will enable us to keep track of standard test procedures, ensuring all compliance testing is efficiently undertaken and faults on any equipment are documented and then rectified. This provides the opportunity to keep a full audit trail of the whole working life of each piece of significant operating equipment, which saves significantly on previous manual processes to record this information. It also will assist us with spreading wear and tear on our equipment more evenly, meaning that certain equipment is not replaced multiple times where other less used items reach end of life with less use.
- 5. One Stream Our internal video channel (called One Stream) was launched in 2023. This provides colleagues with round-the-clock access to a wide range of easily accessible training material and content which suits varied learning styles. This has led to further efficiencies through enabling us to move parts of our face-to-face training online.
- 6. Microsoft Teams Last year we introduced Teams across this organisation. This platform provides voice and video calls as well as the ability to set up dedicated channels for meeting and project groups to message and share documents and plans. Because this is organised and stored within dedicated Teams channels, this has allowed us to have more targeted, efficient and timely communication as we are no longer reliant on the traditional approach of having to send everything over email to individual colleagues' email inboxes.
- 7. 3D Cameras Purchased a 3D camera, which provides a virtual walk through of premises and can include the embedding of guidance documents, videos and call outs. As high risk buildings are scanned, the scan is made available on appliance companion devices and the relevant risk documentation. This provides critical risk intelligence for FFs both during incidents and training exercises. The remote access capability reduces the need for physical site visits for training, leading to savings in travel costs and improved appliance availability.

Resourcing

Please provide a narrative outlining initiatives starting in/having effect in this category for <u>24/25 onwards</u> structured using the points outlined in section 4.4 in the guidance.

 Training contracts – Our Technical Training and Professionalism team (TT&P) now offer split 50/50 contracts between Training and Service Delivery, alongside the embedded associate instructor model, which has 20 associate coaches (trainers) providing between one and three days training per month. We have also engaged retirees, who have the necessary experience and qualifications, to return on Green Book (business support) contracts as tutors. These flexible approaches allow us to access, and benefit from, the skills and knowledge of experienced individuals, at the times when they are needed. This improves productivity through enabling the effective management of working time.

- 2. Flexible Rostering We were one of the first fire and rescue services to move away from a traditional, fixed 'watch system' to a flexible rostering model, which allows us to resource in a flexible way to meet changes in demand across the whole of our geographical area. As well as continuing to refine and improve this, we also regularly review the vehicle fleet that we need to attend fires and support our customers. We are able to flex the number of fire engines up and down constantly to meet demand. This approach has helped us successfully deal with the large wildfire incidents that have occurred in recent years across Kent and Medway.
- 3. Wildfire response We are working with landowners and farmers across Kent and Medway to help prevent or at least reduce the possibility of future wildfires. Due to climate change, we believe that we are more likely to see these types of incidents more frequently during the summer months. For this reason, we are reviewing the specialist equipment and off-road capability we have to ensure that we remain as effective and efficient as possible in the face of climate-related changes to operational demand. We have reviewed our tactics when it comes to dealing with wildfires, and with the review of equipment and vehicles, this will assist us in responding as effectively as possible whilst making the most efficient use of our resources.
- 4. On-call In addition, with our on-call colleagues, we have continued to refine the contractual offer to improve availability, although the recruitment of on-call firefighters does remain a challenge. We made changes to how we use our oncall firefighters, giving them more flexibility to provide us with additional hours. This has given us better and more consistent availability at the times when we need it.
- 5. Beginning April 2025, we have also launched a new on-call pilot, designed to test a new approach to improving the sustainability and efficiency of on-call fire cover. The pilot aims to create more self-sufficient stations by reducing the need to deploy on-call colleagues across the wider county. A key element of the trial is the implementation of a new crewing hierarchy, which prioritises the use of on-call colleagues within smaller, defined station groups. This is expected to reduce reliance on frequent movement between stations, improve station-level availability, and allow more targeted recruitment in areas of vulnerability.
- 6. In addition to refining crewing models, the pilot will explore broader opportunities to enhance engagement and capability, including initiatives focused on social media, fitness, practical skills development, and community interaction. While the changes may lead to a reduction in additional earnings for some who have previously worked more widely, the goal is to create a fairer, more consistent, and data-driven model that supports long-term resilience.
- 7. By capturing detailed data throughout the pilot, the service aims to identify trends in availability, reduce inefficiencies, and ultimately build a more

productive, flexible group of colleagues. This will enable better planning, less operational disruption, and improved service delivery across the board.

Income Generation

Please provide a narrative outlining initiatives starting in/having effect in this category for <u>24/25 onwards</u> structured using the points outlined in section 4.4 in the guidance.

Our Charging Policy sets out that KFRS will not seek to run any enterprise or provide any service for the purpose of profit making. In relation to cost recovery, where this is pursued, the Authority would not seek any gain beyond recouping costs. Of the minimal cost recovery we undertake, this primarily relates to cross border working with London, when we each provide a frontline resource, to the others area, when requested to do so by London or vice-a-versa.

We do not have a trading arm and we have no plans to engage in such activity. This is because we are dedicated wholly to public services and exceptional circumstances aside, see no role for undertaking commercial enterprise. Moreover, we do not accept commercial sponsorship from any organisation in any form for any products or services we deliver.

Other

Please provide a narrative outlining initiatives starting in/having effect in this category for <u>24/25 onwards</u> structured using the points outlined in section 4.4 in the guidance.

1. Wholetime firefighter recruitment pathway – Trainee firefighters spend a short period of time at our central training centre to undertake a basic skills course that allows them to safely ride a fire appliance as an additional crew member. They then spend time at an operational station training with the firefighters based there. Following a syllabus set by training centre, this is interspersed periods at training centre for more core skill modules, such as breathing apparatus, water and road traffic collision rescue. Station-based wholetime firefighters use some of their time to deliver skills consolidation, this couples and extends with the station-based training they already undertake. This improves productivity as it means that more of their shift periods are dedicated to training (work) activity in order to achieve this delivery. Trainee firefighters attend incidents, intelligence gathering response assurance visits and community safety visits at a much earlier stage in their careers, rather than the post 16 weeks that is built into the traditional model of firefighter development. This allows trainees to spend time more productively as they are involved in customer facing activity both earlier on and between training sessions. This model also bring further productivity gains as it means trainees are able to provide extra capacity to duty crews, which allows the delivery of more community safety visits in any period of such activity. In practical terms this means crews are able to split into pairs and undertake more fire safety

visits in the same area, or more visits within a defined period of time. It also means at incidents they are able to undertake fire ground activities such as the provision of water via hydrants, pitching ladders and delivering equipment to qualified firefighters at the scene of operations.

2. Response Assessment Intelligence Visits (RAV-Int) – This is a method for operational colleagues to record Building Safety, firefighter or Customer Safety concerns and send them to the relevant department for action. We have changed our approach from the old 7(2)d familiarisation visits, to introducing targeted risk information visits to premises by wholetime firefighters. These are also supported by our Risk Information Team and closely linked with Building Safety Inspecting Officers. As a result, firefighters are able to productively allocate more of their time to assessing the risks within the built environment and response plans as well as supporting Building Safety with intelligence and information gathering. The RAV INT process also captures risks associated to people and captures where Safe and Well visits need to be completed. This improves our response to incidents and aides our roles as the fire safety regulator. This utilises wholetime firefighters for more of their duty time in a targeted way. With the completion of the first RAV-Int visit in May 2022, by April 2023 we had reached a milestone in completing our 2000th RAV-Int visit and, at the time of writing in January 2025, we have completed nearly 10,400 proactive and reactive visits. This programme has been recognised nationally and by HMICFRS for its innovation and effectiveness all of which results in a more productive use of our colleagues' time and expertise.

Outcome-based Activities

We collect data and measure all the activities for wholetime firefighters and operational colleagues through the ILAM approach – measuring across different elements of the model.

These activities are:

- incidents attended,
- time spent at different statuses including incidents, standby and defective,
- home safety visits,
- response assessment visits,
- training through online modules, practical training, exercising and core training courses.

The data is recorded across a number of corporate systems; Command and Control System, Incident Recording System, Dynamics (for protection and prevention activities), Learning Management System and PowerApps and SharePoint lists. Data is collated, analysed, tracked and presented by Data & Intelligence team supported by the performance team.

Quality assurance of this data is carried out through several ways. The incident recording system records are quality assured by the IRS Manager. For home

safety visit data, we have daily quality assurance sampling carried out by a prevention manager which will include those carried out by stations and activities are routinely reviewed to ensure the outcomes align with the competency framework. For online learning and practical training there is a monthly sign off process in place and exercising is governed by the Exercise Planning Delivery Group. In addition to quality assurance of the data itself, the Response Assurance Team carry out multiple quality assurance activities routinely. These include:

- Evaluating performance during incidents and exercises against defined standards and capture learning to ensure continuous improvement
- Station Assurance Programme/visits; to find best practice on station productivity, the standards of response including performance, competency and training and ensure this is shared across all stations to improve outputs
- Station Operational Visits: ensuring that stations are continually maintaining practical skills and effective use of equipment

Our colleagues are actively encouraged to invest in their own development. All our key elements of learning, competence, development and assurance create a single integrated approach, known as the **Integrated Learning and Assurance Model** (ILAM).

ILAM is focused on our learning, continually developing in roles, and increasing our understanding of risk which will help our customers stay safe and well. This is about learning for everyone, including crews, building safety, customer safety and risk information teams.

These are the main elements of ILAM. These are supported through continuous affirmation and feedback to colleagues from their line managers and continuous dialogue.

- 1) Pathway and acquisition of skills
- 2) Stations as centres of excellence for learning
- 3) Core skills and revalidation courses
- 4) On station learning events
- 5) Self-led learning
- 6) Learning about risk in many ways but including Response assessment visits and Home fire safety visits.
- 7) Understanding safeguarding
- 8) Learning from incidents, exercises, and events
- 9) Service Assurance Exercising
- 10) Local formal exercising
- 11) Focused investigations and research
- 12) Conferencing and sharing best practice
- 13) Command experience
- 14) FirePro knowledge and understanding
- 15) FirePro skills
- 16) FirePro officer

17) Professional body qualifications and memberships

The activities above all come together to give assurance of professional practice. These wide range of skills and experiences should be reflected in conversations during FirePro sign off. This sign off is a "FirePro licence" demonstrating that colleagues are safe to operate as a firefighter. Targets are set for wholetime and day crewed stations for home safety visits and for response assessment visits. It is important to note that incident activity can have an impact on the number of prevention and protection activities carried out, the summer of 2022 being a good example of the impact had on the number of home safety visits carried out.

Stations will be given an annual number of home safety visits and response assessment visits to carry out, but it will be the stations decision as to how they will distribute this throughout the year.

Wholetime and day crewed stations have completed the following number of activities over the three-year period.

	2022/23	2023/24	2024/25
Incidents attended	17,673	16,248	15,889
Mobilisations of fire engines	24,644	22,780	22,614
Home safety visits	4,948	18,735	10,209
Response assessment visits	1,939	4,942	4,415

It is important to note however that these is only a reflection of quantity, incident activity can vary widely in time committed. For example, within the three-year period we have expanded our support to ambulance colleagues for complex rescues of patients. While the total numbers of incidents have not drastically increased, the amount of time spent on those incidents has. A complex rescue incident in 2024-25 took on average 01:09:53 compared to an assistance to ambulance call in 2022-23 which took on average 00:48:24.

Workforce Capacity

We use incident data to identify what percentage of useable time firefighters on stations are committed for. We then record and report on the quantity of other core activities conducted (such as Home Fire Safety Visits and Protection visits) and set that against the average duration of such tasks. After taking into account such factors we are left with to total amount of useable time for additional activities or initiatives. We determine this to be the remaining capacity of a WT FF. This information is also made available to station colleagues through the use of digital station dashboards.

The incident duration data is robust. The average time spent on other activities data does have a margin of deviation but serves to give an effective overall indication of capacity. We are planning on improving our data capture and reporting through the creation of a new set of Key Performance Indicators (KPIs). This work is at a well-developed stage. Productivity and capacity will feature in these KPIs. The KPIs are aligned to an organisational meeting structure so that responsibility for measuring and reporting on each KPI is clear and it is also clear how that KPI also influences overall organisational outcomes.

Measuring capacity has allowed us to understand the potential scale of productivity improvements that can be made. The actual increase in productivity however, is as

much more due to streamlining working practices and identifying new ways of working that allows time to be spent in a more productive way.

As above, measuring capacity has not released extra hours, better working practices have. The additional capacity generated from these working practices has been allocated to:

- 1. Additional Protection activity, such as inspections of buildings and visits to review Site Specific Risk Information (which we refer to as Response Assessment Visit-Intelligence; and RAV-SSRI).
- 2. Capacity for additional learning, including blended learning.
- 3. Ability for station-based colleagues to support our trainees on their training pathway (instead of a traditional recruit course, we conduct a blend of training at training centre and out on station).
- 4. Increased exercising frequency, including professional discussions; tabletop; and live play exercises.
- 5. Additional opportunity to conduct community risk visits led by insights into the risks and behaviours of our customers complied by our Community Insights and Partnerships team.
- 6. Capacity to support other agencies with assistance calls our attendances at assistance to ambulance calls has particularly increased, providing better services and outcomes for customers.

Meeting the 3% Productivity Target

Over the three-year period the percentage productivity for wholetime firefighters was 91.2% in 2021-2022 and has risen to 92.3% in 2024-2025, an increase of 1.1%. The utilisation percentage at the baseline in 2021-2022 was already high and by this point in time had removed a lot of activity that was not improving productivity for example we stopped responding to all automatic fire alarms back in April 2012.

Wholetime firefighters carry out protection visits in the form of response assessment visits and home fire safety visits. Over the three-year period, response assessment visits increased year on year and the total home safety visits peaked in the final year. Operational activity is a factor which affects the amount of home safety visits and response assessment visits carried out, for example the hot summer of 2022 had an impact on the number of home safety visits completed. It is important to note that response assessment visits take longer to complete than a home safety visit, so the numbers are not directly comparable. In addition, firefighters increased awareness of safeguarding responsibilities has seen an increase in the number of referrals made, taking additional time after incidents and when carrying out home safety visits.

We have introduced the 3D camera, which scans walkthrough imagery of high risk buildings for use in both operational scenarios and training. Using 3D imagery for training allows operational colleagues to train from station but still be able to visualise internal risks. This allows capacity for other training.

Wholetime firefighter pathway has changed training requirements for some stations. FirePro training is managed to ensure even spread of training over the learning period.

We have also seen an increase in time spent supporting the ambulance service on complex lifts which has been referenced above.