

Fire Productivity and Efficiency Plan - Template

[For return to MHCLG and publication on FRS website. Please include primary information and efficiency/income data in excel format for return to MHCLG.]

Primary Information

BUDGET (£000)					
Revenue Expenditure	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Direct Employee	£80,124	82851	85303	87219	89179
Indirect Employee	1298	1330	1504	1504	1504
Premises	6029	6020	6157	6157	6157
Transport	2522	2536	2470	2470	2470
Supplies and Services	14561	15456	14756	13491	14315
Capital Financing	3687	4016	5568	5568	5568
Other	-4373	-7583	-7727	-6394	-6405
Total	103848	104626	108031	110015	112788
Income	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Actual Received from Precept	60880	64861	68884	72617	76999
Local Government Finance Settlement	27532	27919	33833	32696	31287
Other Grants	10888	9794	4032	4020	4020
Income Raised Locally	4549	2052	1282	682	482
Total	103849	104626	108031	110015	112788

RESERVES (£000)					
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
General Reserves	4680	4890	5190	5290	5390
Earmarked Revenue Reserves	9034	6248	4078	3441	2833
of which MRP reserve					
Earmarked Capital Reserves	27621	24218	18361	16145	17653
Other Reserves					
of which revenue					
of which capital	8647	7462	5916	4653	3412
Total	49982	42818	33545	29529	29288

Efficiency

EFFICIENCY DATA (£000)										
Kent	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
	Opening Revenue Expenditure Budget (Net)	94,713		98232		102717		105314		108286
Less Total Direct Employee Costs	80,124		82850		85303		87218		89178	
Non Pay Budget	14,589		15382		17415		18096		19108	
Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Direct Employee										
Reduction in Prevention/Protection/Response Staff	-	-	551		163					
Reduction in Support Staff	257	-								
Indirect Employee (e.g. training, travel etc.)										
All Indirect Employee Costs	29	0	75		100					
Premises										
Utilities	0	0			218					
Rent/Rates	0	0					70		110	
Other Premises Costs	0	0								
Shared Premises	0	0								
Transport										
Fleet	0	0								
Fuel	0	0			100					
Other Transport Costs	11	0								
Supplies and Services										
National Procurement Savings	0	0			537					
Local Procurement Savings	41	0	138							
Other Technology Improvements	24	0			6					
Decreased Usage	0	0	183		248				115	
Capital Financing										
Revenue Expenditure Charged to Capital	0	0								
Net Borrowing Costs	0	0	25							
Other										
Other Savings 1 (Please Specify)	18	0								
Other Savings 2 (Please Specify)	0	0								
Other Savings 3 (Please Specify)	0	0								
Total Efficiency Savings (excluding direct employee savings)	123		421		1,209		70		225	
Efficiency Savings as a Percentage of Non-Payroll	0.84%		2.74%		6.94%		0.39%		1.18%	

INCOME										
£000										
	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies	-£201		-£205		-£35		-£35		-£35	
Income generated from trading operations		-£2,250								
Income generated from shared premises										
Income generated from interest on investments	-£3,051		-£2,623		-£994		-£394		-£194	
Income generated from other sources	-£264		-£207		-£179		-£179		-£179	
Total	-£3,516	-£2,250	-£3,035	0	-£1,208	0	-£608	0	-£408	0

Efficiency Narrative

Direct Employee

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.
Ending Eurotunnel Contract – Change in First-Line Response Provision

Indirect Employee

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.
Expected procurement savings from re-tendering of well-being contracts

Premises

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.

Transport

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.

Supplies and Services

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.

Absorption of inflationary contractual pressure within existing budgets, saving (£138k). Termination of no longer required IT contract (£32k), Lower public liability insurance required as result of termination of Eurotunnel contract (£39k), Contribution to Districts towards Council Tax Admin support stopped (£81k), various other small items including cancellation of small scale IT projects (£31k total)

Capital Financing

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.

Net interest payable reduction following repayment of external borrowing

Other

Please provide a brief narrative explaining how the savings in this category have been achieved for 25/26 only.

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 25/26.

Kent Fire and Rescue Service (KFRS) work collaboratively with a range of partners, including emergency services, local authorities, health partners and voluntary organisations, to improve outcomes for communities and support efficient service delivery.

Operationally, collaboration enables a more effective response to incidents and community risk. KFRS operates a shared 999 control room and command-and-control platform with Kent Police, enabling faster information sharing and more effective mobilisation of resources. The service also works closely with partners through the Kent Resilience Forum and JESIP arrangements to support coordinated planning, training and response to major incidents.

Collaboration with health, social care and voluntary sector partners also supports prevention activity. Referrals between KFRS and partner organisations enable vulnerable residents to receive coordinated support through our targeted programme of Safe and Well Visits and Home Fire Safety Visits, which can include the fitting of smoke alarms, identification of wider safety risks and referrals to agencies such as social care, health services or charities. This joined-up approach helps address underlying vulnerability, reducing the likelihood of fires and other emergencies.

Financially, collaborative initiatives support efficiencies through shared infrastructure, joint procurement and shared learning, reducing duplication and enabling better use of resources across organisations.

Not all collaborative activity results in direct cashable savings, it also provides significant non-financial benefits, including improved service effectiveness, enhanced resilience, reduced duplication and better outcomes for communities. Overall, collaboration remains a key enabler for KFRS to deliver efficient, high-quality services while making best use of public resources.

Assessment of Efficiencies

Please provide a brief assessment of the service's achieved efficiencies for 25/26, 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. 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 25/26 onwards structured using the points outlined in section 4.5 in the guidance (set out below)

4.5 We recommend services include the following details:

- 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*

KFRS continues to strengthen its collaborative capability across local, regional and national partners. During 2025/26, several initiatives have supported improvements in productivity, resilience, data sharing, operational preparedness, and community outcomes. The examples below outline key initiatives using the recommended structure (points a to d) set out in section 4.5 of the guidance.

1. Networked Fire Services Partnership (NFSP) – Command and Control Programme

KFRS is an active member of the Networked Fire Services Partnership (NFSP), working alongside Hampshire & Isle of Wight, Devon & Somerset, and Dorset & Wiltshire Fire and Rescue Services to deliver a combined, secure and resilient command and control system. This shared system will handle 999 calls across all four services and enable partners to mobilise each other's resources, improving resilience and interoperability.

Start year and duration

Programme activity began before 2025/26 and continues as a multi-year collaborative project.

Productivity impact

A single mobilising system reduces duplicated ICT development, maintenance and operator training across four services. Standardised incident data and performance metrics strengthen productivity monitoring and provide a consistent picture of call handling and mobilisation performance.

Outcome improvement

This initiative significantly enhances resilience, ensuring calls can be handled and appliances mobilised by any partner during periods of high demand or business continuity disruption, improving safety and public protection.

2. Multi-Agency Incident Transfer (MAIT) Integration

KFRS is now connected to the Multi-Agency Incident Transfer (MAIT) platform, enabling the automated transfer of incident information between fire and rescue services. While wider emergency service partners continue onboarding, KFRS already uses MAIT to streamline cross-service incident data sharing.

Start year and duration

Implemented during 2025/26, with ongoing expansion as more agencies connect.

Productivity impact

MAIT removes manual call-passing, reduces transcription errors, and speeds up the transfer of critical information. It also creates consistent, auditable datasets that enhance monitoring of multi-agency incident handling.

Outcome improvement

Faster and more accurate information exchange enhances operational coordination and supports more effective response to cross-border or multi-service incidents.

3. Cross-Border MOUs with East Sussex, West Sussex, Surrey & Essex FRs

KFRS maintains formal Memoranda of Understanding (MOUs) with neighbouring services in accordance with Sections 13 and 16 of the Fire and Rescue Services Act 2004. These agreements supplement statutory arrangements and set out shared processes for training, exercising, familiarisation and risk information exchange using JESIP principles.

Start year and duration

Active in 2025/26 and reviewed periodically.

Productivity impact

Joint training and shared familiarisation activities reduce duplicated effort, aligning processes and enabling more efficient preparedness for incidents near county borders. Standardised JESIP-aligned working improves monitoring of collaborative performance.

Outcome improvement:

The MOUs enhance operational safety and deliver quicker, better-coordinated responses at cross-border incidents by ensuring the closest, most appropriate resource is mobilised regardless of county boundaries.

4. Kent Voluntary Emergency Services Group (KVSEG)

KFRS has strengthened relationships with voluntary emergency service partners through active participation in the Kent Voluntary Emergency Services Group.

Work during 2025/26 has focused on understanding partner capabilities and how they can support KFRS during training exercises and live incidents.

Start year and duration

Ongoing through 2025/26 and continuing as a long-term collaboration programme.

Productivity impact

Clearer understanding of voluntary sector capabilities enables resource allocation to be more efficient during incidents, reducing pressure on core operational crews. Structured capability mapping also supports more informed planning and monitoring.

Outcome improvement

Integrating voluntary partners strengthens whole-system resilience, improves the quality of community support during emergencies and enhances the effectiveness of multi-agency response arrangements.

5. Water Rescue Capability Review – Multi-Agency Collaboration (KFRS Benefits Register ID13)

KFRS undertook a comprehensive review of its water rescue capability, working in partnership with the Maritime and Coastguard Agency, RNLI, police and other fire and rescue services. This collaboration supported improvements in training, equipment, operational guidance and multi-agency readiness.

Start year and duration

Initiated May 2025; enhancements continue into 2026.

Productivity impact

Joint work reduces duplication and provides more consistent capability evaluation across agencies. Coordinated planning and equipment updates streamline readiness and improve overall efficiency in water-related response.

Outcome improvement

Enhanced interoperability and preparedness lead to faster, safer and more effective water rescue operations across Kent.

6. Water-Risk SSRI Development with MCA, POLSA, RNLI and EA (KFRS Benefits Register ID52)

The Risk Information Team expanded Site-Specific Risk Information (SSRI) processes for water-risk areas through joint working with MCA (Maritime and Coastguard Agency), RNLI (Royal National Lifeboat Institution), POLSA (Police Search Advisors) and the EA (Environment Agency). This ensures crews have detailed and accurate information before attending water-related incidents.

Start year and duration

Delivered in October 2025 with ongoing refinement.

Productivity impact

Collaborative data collection reduces repeated visits and improves the accuracy and completeness of SSRI. Standardised involvement of partners enables better measurement of risk information coverage.

Outcome improvement:

Enhanced SSRI supports safer and more efficient decision-making, improving outcomes for the public and responders at water-related incidents.

7. Anti-Social Behaviour and Arson Reduction Partnership – Ashford Flour Mill (KFRS Benefits Register ID53)

KFRS worked jointly with Kent Police and Ashford Borough Council to address persistent anti-social behaviour, arson and illegal entry at a derelict site. Shared intelligence and coordinated action led to a structured, multi-agency approach to tackling the problem.

Start year and duration

Initiated and delivered in October 2025.

Productivity impact

Coordinated action reduced repeated emergency calls to the site, freeing operational resources previously spent on recurring incidents. Improved information-sharing strengthened the monitoring of emerging risks.

Outcome improvement

The initiative achieved a reduction in ASB and arson incidents from multiple occurrences to zero, significantly improving community safety and reducing demand on emergency services.

Asset Management and IT Investment

Please provide a narrative outlining initiatives starting in/having effect in this category for 25/26 onwards structured using the points outlined in section 4.5 in the guidance (set out below).

4.5 We recommend services include the following details:

- e) A brief description of the initiative (1-4 sentences can be sufficient)*
- f) Year initiative begun and duration of project*
- g) How the initiative increases productivity or improves the measurement/monitoring of productivity*
- h) If the initiative improves the outcomes of an activity, please state how*

KFRS continues to modernise its digital systems, core assets and supporting infrastructure to increase productivity, ensure compliance, improve data quality and strengthen operational resilience. The following initiatives demonstrate significant progress during 2025/26. The examples below outline key initiatives using the recommended structure (points a to d) set out in section 4.5 of the guidance.

1. Operational Equipment Management System (KFRS Benefits Register ID11)

KFRS is introducing a new organisation-wide digital Operational Equipment Management System to replace all paper-based records by electronically tagging equipment and using handheld devices to track testing, maintenance and usage.

Start year and duration

Started April 2025; rollout continues to December 2026.

Productivity impact

The system removes manual recordkeeping, automates compliance reminders, centralises lifecycle information, and significantly reduces administrative tasks across stations.

Outcome improvement

Improved visibility ensures that mission-critical equipment remains safe, compliant and evenly used, reducing premature replacement and enhancing firefighter safety and operational resilience.

2. Computer-Aided Facilities Management (CAFM) System (KFRS Benefits Register ID8)

KFRS is implementing a CAFM system that consolidates all property-related information, replaces manual Excel-based processes, automates planned maintenance and supports accurate capital forecasting.

Start year and duration

Commenced April 2025; full rollout expected by October 2026.

Productivity impact

The system reduces duplicated administration, standardises data capture, automates workflows, and strengthens long-term planning through improved reporting and KPI/SLA monitoring.

Outcome improvement

Quicker repair turnarounds, improved compliance, and enhanced property resilience improve working environments and operational readiness across the estate.

3. Replacement of Hydra Water Provision System (KFRS Benefits Register ID7)

An outdated and unsupported hydrant management system is being replaced with a modern, secure platform to improve hydrant inspection processes and reduce IT security risk.

Start year and duration

Started April 2025; benefits expected through April 2026.

Productivity impact

Hydrant inspections per technician have risen from 20 to 25 per day, with clearer performance metrics and reduced duplication of reporting.

Outcome improvement

A more accurate view of hydrant condition improves water availability and compliance, supporting safer and more effective incident response and management.

4. Dynamics System for Risk Information (KFRS Benefits Register ID6)

The Dynamics system consolidates risk information currently stored across multiple systems, improving consistency and data quality across Customer Safety and operational intelligence.

Start year and duration

Started April 2025; full alignment expected by March 2026.

Productivity impact

Officers can complete around 40 additional Safe and Well visits per year, supported by streamlined processes, reduced duplication and clearer data visibility.

Outcome improvement

Higher-quality risk information enables more accurate targeting of prevention work and strengthens firefighter situational awareness.

5. Microsoft Teams Telephony Modernisation (KFRS Benefits Register ID12)

KFRS is migrating all telephony from Skype for Business to Microsoft Teams to address end-of-life system risks and modernise corporate communications.

Start year and duration

Started April 2025; full completion expected by October 2026.

Productivity impact

The transition reduces ICT maintenance demands, removes legacy server dependencies, and improves service monitoring.

Outcome improvement

More reliable communications improve operational coordination, enhance colleagues' experience and reduce cyber risk associated with outdated systems.

6. Texa Diagnostic Kit for Fleet (KFRS Benefits Register ID4)

The Texa diagnostic kit enables KFRS vehicle technicians to diagnose appliance faults in-house, avoiding external contractor involvement and speeding up repairs.

Start year and duration

Introduced April 2025 with a three-year benefit period to 2028.

Productivity impact

Avoids around £230k in external diagnostic costs and reduces travel and downtime, enabling more efficient fleet management.

Outcome improvement

Quicker diagnostics mean appliances return to operational duty faster, improving service resilience and fleet availability.

7. Artificial Intelligence – Microsoft Copilot and Governance (KFRS Benefits Register ID119)

KFRS is deploying Microsoft Copilot to automate tasks such as document comparison, summarisation and key-point extraction while improving clarity and accessibility of guidance, particularly for neurodiverse colleagues. An AI Policy and governance controls ensure responsible implementation.

Start year and duration

Initiated during 2025/26; ongoing programme.

Productivity impact

AI reduces manual administrative effort and speeds up document processing, allowing colleagues to focus on higher-value activities. Governance structures ensure AI usage is safe, monitored and aligned with organisational priorities.

Outcome improvement

Policies and guidance become more accessible and consistent, supporting better decision-making and enhancing organisational inclusivity.

Resourcing

Please provide a narrative outlining initiatives starting in/having effect in this category for 25/26 onwards structured using the points outlined in section 4.5 in the guidance (set out below).

4.5 We recommend services include the following details:

- i) A brief description of the initiative (1-4 sentences can be sufficient)*
- j) Year initiative begun and duration of project*
- k) How the initiative increases productivity or improves the measurement/monitoring of productivity*
- l) If the initiative improves the outcomes of an activity, please state how*

KFRS continues to strengthen its workforce capability and resilience through improved recruitment, training pathways, workforce planning and risk-based resource deployment. The initiatives below demonstrate how the organisation is improving productivity, reducing inefficiencies, and enhancing operational outcomes through better use of its people.

1. On-Call Recruitment Process Improvements (KFRS Benefits Register ID19)

KFRS redesigned its on-call recruitment process to reduce delays, provide clearer applicant guidance and reduce dropout rates, ensuring quicker progression from application to operational deployment. [BENEFITS R...2025-26 OT | Word]

Start year and duration

Started May 2025; ongoing continuous-improvement initiative.

Productivity impact

Reduces wasted effort caused by long recruitment cycles, halves administrative workload linked to spreadsheet tracking, and accelerates the point at which recruits become operational.

Outcome improvement

Improved applicant experience enhances retention and increases on-call appliance availability.

2. Six-Week On-Call Recruit Course (KFRS Benefits Register ID63)

A six-week intensive training pathway has been developed for on-call recruits modelled on whole-time training, enabling them to gain key skills more quickly while maintaining flexibility for individuals with other employment.

Start year and duration

Started February 2026; ongoing.

Productivity impact

Significantly reduces time from recruitment to deployable competence, increasing the speed at which stations achieve improved crewing levels.

Outcome improvement

Strengthens on-call resilience and ensures stations can maintain safe and effective crewing more consistently.

3. On-Call Availability Pilot (KFRS Benefits Register ID20)

This pilot aims to improve on-call engine availability by reducing reliance on part-time contracts and overtime, exploring new models for sustainable and predictable on-call resourcing.

Start year and duration

Started July 2025; ongoing.

Productivity impact

Optimises use of existing personnel, improves forecasting of availability and reduces reliance on overtime.

Outcome improvement

Improved availability supports more consistent incident response and reduces risk in communities dependent on on-call stations.

4. Control Duty System and Team Structure Changes (KFRS Benefits Register ID21)

KFRS revised its Control duty system and team structure following feedback that the previous model contributed to colleague turnover. The new arrangements align with National Fire Standards and support long-term retention.

Start year and duration

Started July 2025; ongoing.

Productivity impact

Improved retention reduces recruitment costs and ensures continuity of skilled colleagues in critical call-handling and mobilisation roles.

Outcome improvement

Better workforce stability enhances mobilisation accuracy and call-handling performance.

5. Vacancy Saving – Director of HR Role (KFRS Benefits Register ID24)

In response to funding uncertainty, KFRS elected not to immediately replace its Director of HR, redistributing responsibilities while retaining a vacancy saving for reinvestment.

Start year and duration

July 2025, completed

Productivity impact

Reduces salary pressure at senior levels and enables reallocation of funding to operational or priority areas.

Outcome improvement

Maintains financial resilience without reducing service performance.

6. Talent Attraction Improvements in Fleet and Equipment Services (KFRS Benefits Register ID28)

KFRS overhauled its advertising approach for technician roles, presenting the full benefits package to remain competitive in a challenging labour market. All technician vacancies were filled by May 2025.

Start year and duration

Started July 2025; ongoing.

Productivity impact

A full-strength team reduces delays in maintenance workflows, removes backlog risk and increases throughput.

Outcome improvement

Improved fleet and equipment availability supports operational resilience and appliance readiness.

7. Training Tiers – Station Categorisation — (KFRS Benefits Register ID72)
Brief description

A new system categorises every station into one of five training tiers, ensuring equitable access to suitable facilities within 30 minutes or 18 miles.

Start year and duration

Started July 2026; ongoing framework.

Productivity impact

Minimises travel time, reduces unnecessary abstraction, and ensures efficient scheduling of training.

Outcome improvement

Provides more consistent training experiences across the county, strengthening operational competence.

8. Emergency Cover Review (ECR)

KFRS began a comprehensive Emergency Cover Review in late 2025 to evaluate how resources can best meet risk and community demand. Findings will be submitted to the Fire Authority in July 2026.

Start year and duration

Started late 2025; concluding July 2026.

Productivity impact

Identifies opportunities to optimise resource deployment, realign resourcing models to demand and reduce inefficiencies linked to outdated response patterns.

Outcome improvement

Will enable a more risk-aligned, equitable and resilient operational response model across Kent.

9. Operational Changes Linked to CRMP Risk – River Medway Response

Following CRMP risk analysis, KFRS relocated its Water Safety Unit from Sheerness to Rochester and upskilled Rochester crews, supported by Tonbridge crews with powerboat capability on the Medway.

Start year and duration

Implemented from late 2025 onward.

Productivity impact

Improves proximity of specialist assets to risk hotspots, reducing response times and increasing operational efficiency.

Outcome improvement

Provides faster and more effective water-related emergency response, improving safety for both the public and firefighters.

10. Workforce Planning and Forecasting

KFRS has strengthened its workforce planning model using five pillars: alignment to business priorities, current capability assessment, future needs identification, future competency requirements and skills-gap analysis. Every team now produces an annual plan which is monitored by CMB, SLB and Steering Groups.

Start year and duration

Implemented 2025/26; embedded as an ongoing organisational process.

Productivity impact

Improves forecasting accuracy, reduces skills mismatches, and ensures efficient workforce planning. Annual planning and continuous monitoring minimise reactive recruitment and resource misalignment.

Outcome improvement

Creates a more agile, skilled and supported workforce, improving organisational performance, colleague wellbeing and service delivery.

Income Generation

Please provide a narrative outlining initiatives starting in/having effect in this category for 25/26 onwards structured using the points outlined in section 4.5 in the guidance (set out below).

4.5 We recommend services include the following details:

- m) A brief description of the initiative (1-4 sentences can be sufficient)*
- n) Year initiative begun and duration of project*
- o) How the initiative increases productivity or improves the measurement/monitoring of productivity*
- p) If the initiative improves the outcomes of an activity, please state how*

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.

In 2024/25, KFRS implemented the Building Safety Regulator (BSR) Multi-Disciplinary Team (MDT) recharge model, a statutory requirement under Section 13 of the Building Safety Act (BSA). This enables the Service to recover costs for specialist input on higher-risk buildings. At the time of writing this initiative is ongoing, forming part of KFRS's core regulatory and financial arrangements. By linking officer time and costs to specific regulatory outputs, the model improves monitoring and measurement of productivity. It increases efficiency by allowing KFRS to prioritise work, plan officer deployment, and deliver timely regulatory engagement. The MDT recharge model improves outcomes by supporting earlier identification of fire safety risks, ensuring compliance at key Gateway stages, and contributing to safer buildings for residents.

Other

Please provide a narrative outlining initiatives starting in/having effect in this category for 25/26 onwards structured using the points outlined in section 4.5 in the guidance (set out below).

4.5 We recommend services include the following details:

- q) A brief description of the initiative (1-4 sentences can be sufficient)
- r) Year initiative begun and duration of project
- s) How the initiative increases productivity or improves the measurement/monitoring of productivity
- t) If the initiative improves the outcomes of an activity, please state how

In this section we set out the KFRS initiatives that do not fall strictly under any of the previous sub-sections within this productivity section, but nonetheless contribute significantly to productivity, assurance, compliance, policy clarity, cultural improvement, sector influence and public outcomes.

1. Ending Eurotunnel Contract – Change in First-Line Response Provision (KFRS Benefits Register ID15)

Brief description

KFRS ended its contract with Eurotunnel to provide first-line response after the arrangement became financially unsustainable. The transition was professionally managed, ensuring colleague wellbeing and maintaining high inspection ratings.

Start year and duration

Initiated February 2025; delivered by August 2025.

Productivity impact

Ending the contract removed a significant cost pressure, releasing resources for other organisational priorities and reducing administrative and operational burden associated with contract management.

Outcome improvement

KFRS maintained high People Pillar ratings in our most recent inspection by HMICFRS and delivered a smooth transition with no negative impact on organisational reputation or service delivery.

2. Water Rescue Capability – Sector and Partner Engagement (KFRS Benefits Register ID13)

(Note: This initiative spans Collaboration and “Other” due to its culture, compliance and partner-engagement value)

KFRS enhanced its water-rescue capability through revisions to procedures, improved PPE/equipment, operational guidance, and extensive engagement with national bodies, training providers and partner agencies.

Start year and duration

Started May 2025; completed December 2025 with ongoing sector engagement.

Productivity impact

Clearer procedures and improved equipment standardisation reduce unnecessary variation, duplication and training inefficiencies.

Outcome improvement

Operational capability is now safer, more consistent and aligned with NFCC frameworks, improving public safety in water-related incidents.

3. Carbon Reduction in Ashford Live Fire Project (KFRS Benefits Register ID40)

KFRS reduced carbon output on the Ashford Live Fire Project by changing the piling method and switching from Portland cement to a lower-carbon GGBS alternative.

Start year and duration

Implemented during 2025.

Productivity impact

Reduced embodied carbon supports long-term environmental commitments and lowers lifecycle costs linked to future carbon-reduction compliance requirements.

Outcome improvement

79 tonnes of CO₂e were saved – equivalent to heating 29 homes for a year – supporting environmental targets and demonstrating leadership in sustainable construction.

4. Legislative Change Support – Public-Facing Webinars and Guidance (KFRS Benefits Register ID60)

KFRS developed online information and free webinars to help the public understand emerging fire-safety legislation and prepare for new requirements.

Start year and duration

Started January 2026; ongoing.

Productivity impact

Improving public understanding of legislation reduces demand on KFRS for one-to-one clarification and pre-emptive compliance discussions, allowing colleagues to focus on higher-value activities.

Outcome improvement

Businesses and responsible persons are better prepared for regulatory expectations, supporting safer buildings and more efficient regulatory oversight.

5. Supporting Other Fire Services – Sharing Best Practice in Risk and Regulation (KFRS Benefits Register ID61)

Following the strong results of its most recent inspection by HMICFRS, KFRS has been asked to share best practice with other FRSs in areas such as SSRI, building safety and regulatory enforcement.

Start year and duration
Started January 2026; ongoing.

Productivity impact
This work supports sector-wide efficiency by reducing duplicated effort across services and enhances KFRS's own learning through reciprocal engagement.

Outcome improvement
Improved national consistency and capability in fire-safety practice enhances public safety across the UK and reinforces KFRS's sector-leading reputation.

6. Improved Data and Reporting in Building Fire Safety (KFRS Benefits Register ID39)

KFRS expanded its Building Fire Safety reporting mechanisms from two reports to ten, supported by consistent, approved metrics from the Data and Intelligence Team.

Start year and duration
Started June 2025; ongoing improvement.

Productivity impact
Standardised data and more frequent reporting reduce analytical rework, improve data quality and allow quicker escalation of trends or concerns.

Outcome improvement
Improved visibility and governance strengthen fire-safety performance and enable earlier intervention to protect the public.

7. Enhanced Reporting – Effective Recovery of Legal Costs (KFRS Benefits Register ID92)

Brief description
KFRS has enhanced the tracking and recovery of court-awarded fines following fire safety prosecutions through improved governance and monitoring systems.

Start year and duration
Initiated December 2025; ongoing.

Productivity impact
Stronger tracking reduces financial leakage and increases the efficiency of legal cost recovery.

Outcome improvement
Enhanced financial recovery supports reinvestment into prevention and enforcement activity, ultimately strengthening public protection.

8. Criminal Prosecution for Fire Safety Failures – Improving Sector Compliance (KFRS Benefits Register ID45)

KFRS successfully prosecuted a Maidstone business for 10 serious fire-safety failures, securing £62,000 in penalties, costs and surcharges.

Start year and duration

Case concluded September 2025.

Productivity impact

The case demonstrates robust enforcement, deterring non-compliance and reducing the need for repeat inspections or extended enforcement interventions.

Outcome improvement

The prosecution strengthens fire-safety standards and public trust, improving safety in the built environment.

9. Joint Working Policy with Trade Unions (KFRS Benefits Register ID95)

KFRS refreshed its joint working arrangements with trade unions, ensuring clear, modernised governance between the organisation and all recognised representative bodies.

Start year and duration

Completed February 2026.

Productivity impact

A more streamlined and transparent relationship with unions reduces delays in consultation processes and enhances consistency in workforce decision-making.

Outcome improvement

Clearer partnership working supports a stable industrial relations environment, contributing to workforce wellbeing and organisational resilience.

10. Policy Reform – Policy and Governance Framework Enhancement (KFRS Benefits Register ID120)

KFRS has undertaken a comprehensive programme of policy reform to improve the structure, clarity and accessibility of all organisational policies and guidance. This includes establishing clear distinctions between policy and procedure, standardising terminology, improving layout and style, and clarifying how each policy supports the organisational aim. The reform also embeds clearer expectations around data sources and compliance measures. Alongside this, KFRS has strengthened governance arrangements through the creation of a monthly Policy Steering Group, which scrutinises new policies and significant amendments prior to Corporate Management Board (CMB) approval.

Start year and duration

Reform activity has been underway throughout the 2025/26 year, with an ongoing programme of continuous governance and policy improvement.

Productivity impact

Standardising terminology, layout and accessibility reduces ambiguity and the time colleagues spend interpreting or seeking clarification on policies. Clearer distinction between policy and procedure minimises duplication and ensures teams

follow the correct processes first time. The strengthened governance mechanism also streamlines policy development, reduces rework, and ensures organisational alignment.

Outcome improvement

Improved clarity ensures that policies are easier to understand and follow, reducing risk and enhancing compliance. The Policy Steering Group provides a structured oversight mechanism that ensures policies meet organisational needs, support strategic aims, and are considerate of cross-team impacts, including unintended consequences, before approval. This results in clearer expectations, better-aligned decision-making, and improved organisational consistency.

11. Family-Friendly Policy Suite Redesign (KFRS Benefits Register ID83)

All family-friendly policies were redesigned and consulted upon with colleagues to modernise support for parental leave, work–life balance and flexibility.

Start year and duration

Completed October 2025.

Productivity impact

Clearer, streamlined policies reduce time spent by managers and HR resolving ambiguities and help colleagues navigate entitlements more efficiently.

Outcome improvement

Stronger family-friendly commitments support improved wellbeing, retention and inclusivity.

Outcome-based Activities

Please provide a narrative structured using the points outlined in section 4.9 in the guidance (set out below).

4.9. Outcome-based Activities

- a) Which wholetime firefighter activities are measured?*
- b) Which on-call firefighter activities are measured?*
- c) Are targets set for these activities, and if so, what are the targets per year?*
- d) How many were performed in each year of the Spending Review period by wholetime firefighters (22/23, 23/24, 24/25, 25/26)?*
- e) How does the service record and analyse the data?*
- f) Do you record the outcome or assess the quality of the activity?*
- g) Do you have plans to increase this activity? If yes, please provide further details.*

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 and 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 period.

	2022/23	2023/24	2024/25	2025/26
Incidents attended	17,673	16,248	15,894	16,799
Mobilisations of fire engines	23,621	22,597	23,003	25,513
Home safety visits	4,948	18,735	10,209	10,238
Response assessment visits	1,939	4,942	4,415	2,528

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 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 2025-26 took on average 01:06:50 compared to an assistance to ambulance call in 2022-23 which took on average 00:48:24.

Workforce Capacity

Please provide a narrative structured using the points outlined in section 4.10 in the guidance (set out below).

4.10 Workforce Capacity

Do you measure the workforce capacity of wholetime and on-call firefighters, and if yes, how? Please provide supporting data.

How robust is the data you are reporting and what plans do you have to increase the robustness of the data?

Has measuring capacity enabled you to increase productivity, and if yes, how? Please provide supporting data.

Has measuring capacity released extra hours for wholetime and on-call firefighters, and if yes, which activities has this extra capacity been allocated to? Please provide supporting data.

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 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 working on improving our data capture and reporting through the creation of a new set of Key Performance Indicators (KPIs). 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 compiled 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.

Increasing Productivity

Please provide a narrative structured using the points outlined in section 4.11 in the guidance (set out below).

4.11 Increasing Productivity

Please outline, with supporting data, how your service increased productivity for wholetime and on-call firefighters over the period of the Spending Review? If your response to a) is demonstrating an increase in capacity, i.e., extra hours released, please evidence which activities this extra capacity has been spent on.

Over the period the percentage productivity for wholetime firefighters has increased by 1.2% from a baseline of 91.2% in 2021-2022, rising to 92.4% in 2025-2026. 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 and prevention visits in the form of response assessment visits and home fire safety visits. 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. RAV's completed as part of the risk-based intervention programme focus on locations classified as 'medium'. The number of medium risks on each stations ground varies, therefore productivity in this specific area is dependent on dependent on the volume of medium-risk premises and the available capacity of the Teams balanced against other activities."

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.

Service Changes and Achievements

What is the service doing differently this year?

Please provide a narrative structured using the points outlined in section 5.1 in the guidance (set out below).

5.1 Please provide a brief narrative outlining any notable changes in approach, delivery model, operating practices, or strategic priorities during 25/26. This may include:

New or revised operational initiatives

Changes to prevention, protection or response activities

Adjustments driven by funding, workforce, technology or risk profile

Improvements linked to collaboration, asset management or resource allocation

During 2025/26, KFRS has been successfully progressing a programme of transformation focused on data-led risk management, targeted prevention activity, and investment in operational capability.

A key change is the introduction of a new integrated Customer and Premises Risk Management System (Dynamics), bringing together prevention, protection, and operational risk information into a single platform. This improves data sharing across teams and provides firefighters with clearer risk information when responding to incidents. The service is also introducing improved workforce planning tools and enhanced mobile data systems for operational crews to streamline processes and support more efficient deployment.

KFRS is continuing to place greater emphasis on targeted prevention activity aligned to emerging risks, including a new rural safety approach (through our Rural Plan) that focuses engagement and safety advice on rural communities and businesses. This reflects increasing risks linked to climate change and outdoor fires, alongside the introduction of specialist wildfire personal protective equipment for firefighters.

Alongside these initiatives, the service continues to invest in infrastructure, training facilities, vehicles, and digital technology while maintaining a focus on financial sustainability and partnership working across Kent and Medway to strengthen resilience and emergency preparedness.

The 2025/26 budget strategy reflects a focus on financial sustainability alongside service transformation. This includes modest council tax increases and ongoing efforts to improve productivity through digitalisation, data management, and more efficient systems and processes.

Why are these changes being made?

Please provide a narrative structured using the points outlined in section 5.2 in the guidance (set out below).

5.2 Please provide a short explanation of the underlying drivers for the changes described above. These may include:

*Evidence-based changes arising from CRMP analysis**Efficiency requirements, financial pressures, or invest-to-save decisions**Learning from performance reviews, HMICFRS findings, community need, or national best practice*

The changes introduced in 2025/26 are primarily driven by updated Community Risk Management Planning (CRMP) analysis, which highlights evolving risks across Kent and Medway, including climate-related incidents such as wildfires, demographic change, and increasing complexity in the built environment. This evidence base has informed a shift towards more targeted prevention activity and improved access to operational risk information.

A further driver is the need to improve efficiency and long-term financial sustainability. Investment in integrated digital systems and workforce planning tools is intended to streamline processes, reduce reliance on legacy systems, and enable better use of resources while maintaining operational effectiveness.

The programme of change also reflects learning from inspection and performance review processes, including recommendations from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), alongside sector best practice that encourages stronger data use, improved collaboration, and clearer alignment between prevention, protection and response activities. These drivers collectively support a more risk-based and evidence-led Service model.

What is the service's biggest success this year?

Please provide a narrative structured using the points outlined in section 5.3 in the guidance (set out below).

5.3 Please summarise the most significant achievement or positive outcome for the service during 25/26 explaining:

What was achieved?

How it improved outcomes, productivity, efficiency or public value?

Any measurable benefits (financial, operational, or community focused)

How this success will inform future plans for 26/27 onwards

The Service's most significant success during 2025/26 has been achieving strong external recognition for its overall performance and protection work following the most recent inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

The inspection recognised KFRS as one of the top-performing services nationally, awarding 'outstanding' ratings in several areas, including protecting the public through fire regulation and the Service's understanding of risk. Inspectors highlighted the quality of fire safety audits, robust enforcement against non-compliant businesses, and the use of innovative technologies such as 3D modelling of high-risk premises to improve firefighter awareness and safety.

This achievement demonstrates that the service is delivering strong public value and effective risk-based regulation, helping to prevent fires and improve building safety while ensuring resources are targeted where they have the greatest impact. It also reinforces confidence that the service is using public funding efficiently and planning sustainably for future risks.

The findings provide a strong foundation for future improvement in 2026/27 and beyond, with KFRS continuing to build on the inspection's positive feedback by expanding its use of technology, strengthening prevention and protection activity, and addressing identified improvement areas such as on-call availability and prevention quality assurance.