



Productivity and Efficiency Plan 2026-2027



County Durham and Darlington
Fire and Rescue Service

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Introduction

The Minister of State for Policing, Fire and Crime Prevention require all Fire and Rescue Authorities (FRAs), regardless of governance models, to publish an annual Efficiency and Productivity Plan in line with guidance issued by the Ministry of Housing, Communities and Local Government (MHCLG) in March 2026.

The plan supports the MHCLG, National Fire Chiefs Council (NFCC) and Local Government Association (LGA) to understand sector-wide progress against national targets and provide updates on forecast and achieved savings.

This Efficiency and Productivity Plan sets out how County Durham and Darlington Fire and Rescue Authority (CDDFRA) aims to manage efficiencies within County Durham and Darlington Fire and Rescue Service (CDDFRS), whilst also aiming to increase productivity where possible in line with the national targets set within the most recent spending review period.

Our Efficiency and Productivity Plan 2026/27 provides a breakdown of progress made against these targets. The plan also contains links to several CDDFRS strategic documents and should therefore be used as a conduit towards accessing other relevant information in support of the plan itself.

The Combined Fire Authority's (CFA) strategic plans for the next four years are set out within our [Community Risk Management Plan \(CRMP\)](#). The CRMP and [other associated strategic documents](#) and plans are written in accordance with Government guidelines and are available to view on our website.

All our strategic documents are underpinned by our [Medium-Term Financial Plan \(MTFP\)](#), which sets out the CFA's financial position for the four-year period 2026/27 to 2029/30.

The plan also provides assurance that CDDFRS has a clear understanding of financial sustainability, productivity performance and the relationship between risk, resources and outcomes set out in the CRMP.

Budget and Medium-Term Financial Plan

The MTFP was approved by the CFA on 17 February 2026 and covers the four-year period 2026/27 to 2029/30. The MTFP is based on assumptions which are set out in Table 1 below. At this stage, the assumptions are considered to be reasonable based upon the information that is available.

Table 1:

	2026/27	2027/28	2028/29	2029/30
Income Assumptions				
Council Tax Base	+1.68%	+0.92%	+0.92%	+0.92%
Band D Council Tax	+£5.00	+£5.00	+£5.00	+£5.00
Government Funding	+1.50%	-2.90%	-3.30%	-11.90%
Expenditure Assumptions				
Pay Awards	+3.50%	+2.00%	+2.00%	+2.00%
Inflation	+2.00%	+2.00%	+2.00%	+2.00%

The MTFP is set out in Table 2 below:

Table 2:

	2026/27 (£m)	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)
Net Expenditure	40.191	41.700	42.581	44.010
Fair Funding Allocation	15.204	14.299	13.327	13.327
Funding Floor	0.927	1.363	1.807	0
Council Tax	24.058	25.226	26.414	27.622
Surplus on Collection Funds	0.002	0	0	0
Total Funding	40.191	40.888	41.548	40.949
Surplus/ (Shortfall)	0	(0.812)	(1.033)	(3.061)

The MTFP in Table 2 above shows a balanced budget for 2026/27 and a shortfall in funding of £0.812M in 2027/28, £1.033M in 2028/29 and £3.061M in 2029/30. The significant increase in the shortfall in 2029/30 is due to the end of the transitional funding floor in 2028/29. These pressures reinforce the importance of delivering sustainable efficiencies, cost avoidance and productivity improvements to ensure service delivery remains aligned to community risk.

Reserves

The CFA has a policy to maintain the general reserve at 5% of net expenditure. A risk assessment of the adequacy of the Authority's general reserve is carried out at the end of each financial year and any necessary adjustments are made as part of the final accounts process. The Authority believe a general reserve of 5% of net expenditure is adequate taking account of the risks associated with the MTFP, the level of earmarked reserves and the Authority's track record of delivering efficiency savings and sound budget management.

This approach reflects His Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS) expectations. Reserves are not used to support recurring expenditure but are held to manage identified risks, support resilience and enable limited invest-to-save activity where this demonstrates clear value for money.

The estimated reserves position for the period 31st March 2026 to 31st March 2030 is set out in Table 3 below:

Table 3:

	31.03.26 (£m)	31.03.27 (£m)	31.03.28 (£m)	31.03.29 (£m)	31.03.30 (£m)
General Reserve	2.010	2.010	2.010	2.010	2.010
Earmarked Reserves	2.130	1.930	1.930	1.930	1.930
TOTAL RESERVES	4.140	3.940	3.940	3.940	3.940

The CFA currently holds the following earmarked reserves to meet known or predicted liabilities:

Pensions Reserve (General Contingency)

The purpose of the pensions reserve is to meet any unforeseen pension costs which may arise due to changes to pension schemes, or any increase in the level of ill-health retirements over and above the level included in the revenue budget. Each higher tier ill-health retirement can cost in the region of £125K therefore the pensions reserve equates to the equivalent of an additional 4 higher tier ill-health retirements over the four-year MTFP period.

Insurance Reserve (General Contingency)

The excess levels on the Authority's insurance policies are significant and the purpose of this reserve is to meet any unexpected increase in the level of claims excesses that may arise over and above the sums included in the revenue budget. Provision has not been made in the revenue budget to cover the payment of policy excesses which are £50K on the vehicle insurance policy and £100K on the public and employer's liability policies.

Resilience Reserve (General Contingency)

The National Framework requires the Authority to maintain national resilience capabilities in a high state of operational readiness. The funds in this reserve have been set aside to meet any unforeseen costs which may arise to meet this obligation and any costs associated with a business continuity event such as a prolonged period of industrial action or the need to

support a significant operational incident over a prolonged period, either within our area or elsewhere.

Strategic Finance Reserve (General Contingency)

This reserve holds funds to ensure the continuity of Service provision, in the event of future funding pressures.

Emergency Services Mobile Communications Programme (Grant funding for a planned project)

The reserve comprises of the balance of unspent grant, earmarked to fund the replacement national mobile communications systems. This balance is expected to be fully utilised during 2025/26.

Modernisation Reserve (Funding for projects)

The funds in this reserve are earmarked to fund expenditure on future improvements to the Authority's estate. This balance is expected to be fully utilised during 2025/26.

Community Safety Reserve (Funding for Projects)

This reserve is made up of the balance of unspent grant to enable specific community safety improvements to be undertaken. This balance is expected to be fully utilised during 2025/26.

Training Reserve (Funding for Projects)

This reserve holds the balance of unspent income, earmarked to fund future training programmes. This balance is expected to be fully utilised over the course of the medium-term financial plan.

The estimated movement on each of the earmarked reserves is set out in Table 4 below:

Table 4:

Earmarked Reserve	Estimated Balance at 31.03.26 (£m)	Transfers to Reserves (£m)	Use of Reserves (£m)	Estimated Balance 31.03.30 (£m)
Pensions	0.500	0	0	0.500
Insurance	0.285	0	0	0.285
Resilience	1.000	0	0	1.000
Strategic Finance	0.145	0	0	0.145
ESMCP	0	0	0	0
Modernisation	0	0	0	0
Community Safety	0	0	0	0
Training	0.200	0	-0.200	0
TOTAL	2.130	0	-0.200	1.930

The CFA's [Reserves Strategy](#) can be viewed on our website.

Council Tax

The CFA agreed to increase council tax by 4.06% in 2026/27 (£5 for a Band D property) in order to protect front line services.

Historically, the Authority received an equal amount of funding from government and council tax. However, over time this has changed, with 60% of our funding in 2026/27 now being received from council tax. Reliance on council tax also brings with it challenges in an area such as ours where a significant number of the properties are in council tax Band A or Band B. A 1% increase in council tax raises an additional £230,000 for the Authority whereas in other areas of the country, 1% raises significantly more. To further illustrate the problem a 1%, pay award costs the Authority £332,000 per year and other inflationary pressures are adding significant additional costs to the Service.

Our revenue budget has reduced considerably since austerity measures began in 2010 and the council tax referendum limit has placed considerable pressure on our finances. We know we are facing further financial pressures in the future including increases in costs for the services we buy due to high inflation, the demand on our budget due to unfunded pay awards to staff, limited revenue from council tax and significant increases to our energy and fuel bills.

In line with Government guidance, we hold limited financial reserves, the majority of which are earmarked for specific purposes. Our reserve strategy is robust, supporting limited investment to replace equipment and uneconomic buildings and practices however our low levels of reserves are not substantial enough to fund our revenue budget on an ongoing basis.

Given increasing reliance on council tax funding, the CFA has prioritised efficiency, productivity and collaboration to protect frontline services for as long as possible while continuing to deliver value for money to local taxpayers.

Efficiency

During the preparation of the 2026/27 budget and MTFP, budgets have been reviewed with an emphasis on the identification of efficiency savings. Where savings have been identified based on historic and predicted future spend the relevant amount has been removed from the 2026/27 budget.

Following challenging budget settlements over recent years, the Service has removed posts, collaborated with others where appropriate, invested in technology, removed waste and duplication, restructured every department and reduced spend. Notwithstanding the fact that CDDFRS is a highly productive, efficient and well-run Service with a track record of delivering change against a reducing budget. The Service has deliberately prioritised efficiencies through non-pay budgets, collaboration, digital transformation, asset management and productivity improvements before considering any changes to frontline delivery models.

While future funding pressures may require difficult decisions, any proposals affecting operational capacity would be informed by robust evidence, risk analysis, public consultation and the CRMP.

We are continuing to explore opportunities for making savings which includes reducing spending on items other than pay, scrutinising every job vacancy which arises to ensure that the position is genuinely required and collaborating with other public services to save money when we buy services and equipment. We have also invested heavily in digital technology to modernise and automate paper-based processes, which has increased productivity and enabled us to become more efficient and, ultimately, save money.

During 2025/26 savings were achieved in the following areas: Local Procurement Savings – renegotiation and re-tendering delivered £84,000 (recurrent, cashable) savings compared to previous contract prices.

Other Technology Improvements – VPN connectivity for Command and Control delivered £25,000 (recurrent, cashable); collaboration on BT 999 delivered £14,000 (recurrent, cashable); migration to Microsoft Teams delivered £80,000 (recurrent, cashable).

Capital Financing (cost avoidance) – reduced borrowing requirements lowered interest costs through financing capital expenditure from revenue underspends (non-recurrent).

Future Efficiencies – delivered through relocation to the new Service Headquarters, providing a modern, energy-efficient footprint with improved space utilisation and continued support for hybrid working. These changes are forecast to deliver non-pay savings in the order of £375k per annum, alongside qualitative productivity benefits through improved connectivity and modern working environments.

CDDFRS has delivered efficiency savings above the national 2% non-pay target in multiple years. Where cashable savings reduce, this reflects the maturity of previous efficiency programmes and the limited size of remaining non-pay budgets, rather than reduced grip or ambition.

The efficiency savings expressed as a percentage of revenue expenditure and non-payroll budgets are summarised in Table 5 below:

Table 5: Efficiency savings – actuals and forecasts:

Figures include recurrent and non-recurrent savings; further detail is provided in [Appendix A](#).

	Actual 2024/25	Actual 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29
Efficiency Savings (£000)	140	372	291	231	73
% of Revenue Expenditure					
% Of Non-Payroll Budgets	2.19%	6.32%	3.49%	2.47%	0.76%

The Service recognises that opportunities for further cashable non-pay efficiencies are increasingly limited, reflecting the cumulative impact of earlier efficiency programmes and the relatively small scale of remaining non-pay budgets. Future financial sustainability will therefore rely increasingly on productivity, collaboration, cost avoidance and invest-to-save approaches rather than traditional savings.

Where efficiencies have released capacity or reduced expenditure, these benefits have been deliberately reinvested into priority areas aligned to the CRMP, including prevention and protection delivery, workforce development, digital capability and resilience. This ensures efficiency activity does not simply reduce cost but actively supports improved outcomes and service effectiveness.

The Service is confident that this approach meets the national expectation to deliver at least 2% non-pay efficiencies and 3% productivity improvement, recognising that productivity gains increasingly represent the primary opportunity for sustainability.

Productivity

CDDFRS are required to provide detailed information relating to the initiatives undertaken or initiatives which had an effect in 2025/26 onwards to increase productivity.

HMICFRS has previously recognised CDDFRS as a productive Fire and Rescue Service (FRS). This plan demonstrates how the Service has strengthened its understanding, measurement and management of productivity since that inspection. The most recent published figures show that CDDFRS:

- Delivered 28.1 Home Fire Safety Visits (HFSV) per 1,000 population in 2024/25, which is higher than the national rate of 10.0 in England placing us 4th highest in England.
- Conducted 11.3 Business Fire Safety Audits per 100 known premises in 2024/25, which is higher than the national rate of 2.0 for England, placing us 2nd highest in England.

Within this report we will provide an overview of initiatives undertaken in the following key areas as set out by Government which demonstrate our commitment to increasing productivity within our Service. The key areas include *Collaboration, Shared Premises, Co-responding and Partnership, Shared Services and Resources, Asset Management and IT Investment, Resourcing, Workforce Planning and Income Generation*.

Collaboration

CDDFRS recognises its statutory duties under the Fire and Rescue National Framework for England and the Policing and Crime Act 2017, which promote greater collaboration between emergency services and highlight the value of working with partners locally and beyond.

Our strategy is to work with willing strategic partners who share a clear common purpose, ensuring mutual commitment to shared goals. While we have a duty to collaborate, we will do so only when it delivers benefits to the communities we serve.

We continue to explore opportunities that improve value for money, enhance outcomes, reduce community risk, and reduce demand on our Service. This helps us deliver cost effective services and supports wider risk reduction.

We believe that partnership working with appropriate external agencies offers greater scope to improve our service to the community. By collaborating with others, we can better achieve our strategic objectives, reduce the risk of fire and other emergencies, and improve community safety across County Durham and Darlington.

Collectively, collaboration enables CDDFRS to avoid duplication of specialist capability, reduce capital replacement costs, increase operational resilience and deliver system-wide public value beyond the Fire Authority boundary.

Shared Premises

Over the past two years, we've pursued additional estates collaboration opportunities with the Northeast Ambulance Service (NEAS), including shared facilities at Darlington Fire Station and modernisation of Sedgfield Fire Station to support joint operations.

In County Durham and Darlington, several collaborative arrangements are in place between our Service and other emergency services. Our Service area is coterminous with Durham Constabulary, and we share several of our Service estate premises with them and the NEAS. In Barnard Castle, we have established a quad emergency service station that houses Fire, Police, Ambulance, and Mountain Rescue personnel. This hub fosters enhanced interaction among emergency services and serves as a central emergency point for the rural community. The combined contribution from these collaborations amounts to annual revenue of £95k.

A new service HQ is currently under construction adjacent to Durham Fire Station at Sniperley on existing land owned by the Authority. NEAS have contributed c. £500,000 to the capital costs of this project in order to secure shared space within the HQ building and standing area for Ambulance vehicles.

Durham Constabulary, the Great North Air Ambulance Service, Hazardous Area Response Team, and other partners also utilise our state-of-the-art training centre at Bowburn.

Cross Border Incident Response

CDDFRS has long standing arrangements in place with its neighbouring Services including robust 13/16 agreements that detail reciprocal support should it be required. We also provide vital cross border risk information to our frontline crews within a 10km radius to ensure they have the necessary information required if they attend a cross-border incident.

We carry out large scale joint exercises to test a range of risks as well as smaller scale local exercises involving crews mobilised as part of joint, cross border pre-determined attendances, including interoperability and JESIP.

Making Every Contact Count (MECC)

The Service believes in making every contact count, which is why through our prevention work we actively promote the wellbeing of the most vulnerable members of our communities.

We have enhanced our skill and competency base locally to support the broader wellness agenda. HFSVs, carried out by both operational and non-operational staff, now include a significant focus on health as well as fire safety.

In line with the core health issues identified in the Joint Strategic Needs Assessment and Health and Wellbeing Strategy for County Durham and Darlington — including cardiovascular disease (smoking and alcohol), mental health (dementia and social isolation), and excess winter deaths (cold-related illness, slips, trips, and falls) — the Service offers support and referrals to partner agencies. This ensures that vulnerable individuals receive the appropriate level of professional care. By continuing with this initiative, the Service is helping ensure that people with complex needs receive personalised, integrated support, reducing preventable hospital admissions and avoidable winter deaths.

Co-responding and Partnerships

Following the Policing and Crime Act 2017, we have strengthened cooperation with other regional FRSs and work jointly at both strategic and tactical levels. Formal agreements are in place with neighbouring FRSs for sharing special appliances and officers. Notably, we have an agreement with Cleveland Fire Brigade for the use of their Command-and-Control vehicle, which has generated savings for CDDFRS capital replacement budget of approximately £0.3m. Additionally, we maintain arrangements with other FRS control rooms to ensure operational resilience and actively support national resilience efforts across the sector by hosting specialist appliances and officers for deployment across the UK. Exploratory work remains underway to introduce Emergency Medical Response (EMR) services in our more rural locations on a cost recovery basis. While still in its early stages, the goal is to use our well-trained on-call staff and strategically placed stations to offer critical support to the ambulance service, delivering rapid medical assistance in rural areas where NEAS attendance may be delayed.

Shared Services and Resources

We also collaborate with neighbouring FRSs, local authorities, police, and academic institutions to prevent deliberate fires and reduce antisocial behaviour across the Northeast.

As active partners in delivering new technological solutions for emergency services, we continuously seek ways to innovate and support community safety. Our two Community Safety Responders serve as both On-Call Firefighters (FFs) and Police Community Support Officers, providing a unique and effective approach to emergency response, especially in rural communities like Stanhope and Crook.

Our role within the County Durham and Darlington Local Resilience Forum (CDDLRF) underscores our commitment to multi-agency cooperation. Established under the Civil Contingencies Act 2004, the Local Resilience Forum (LRF) facilitates collaboration between Category 1 and 2 responders. As custodians of the general LRF fund, CDDFRS host the LRF secretariat team and chairs both its Strategic Board; led by our Chief Fire Officer, and its Tactical Business Group; led by our Deputy Chief Fire Officer. The LRF supports communities in planning for and responding to incidents requiring joint agency action and conducts regular training and exercises including playing a pivotal role in Exercise Pegasus; a Tier 1 national pandemic preparedness exercise, coordinated by the UK Health Security Agency and CDDLRF in Autumn 2025.

CDDFRS work closely with all partners that make up CDDLRF, but none more so than with the Civil Contingencies Unit (CCU) which forms part of Durham County Council, working on behalf of both Durham County Council and Darlington Borough Council on preventative and reactive response for major and multi-agency incidents and exercising. This close relationship ensures that as a FRS we maintain good arrangements to respond to incidents with partners from across the LRF whilst also being able to effectively anticipate and consider any foreseeable risks and threats we may face.

To strengthen our operational activities we have entered a seven-year collaborative control room agreement with Hereford & Worcester FRS, Shropshire FRS, and Cleveland Fire Brigade. This contract is expected to save CDDFRS in the region of £1.9 million over its duration. The shared infrastructure and system configuration also support greater operational resilience, enabling control rooms to handle each other's calls during peak demand or business disruptions. The use of cloud-based technology enhances cyber security, reduces the carbon footprint, and frees up real estate.

Our approach to sharing resources is comprehensive. We maintain a Memorandum of Understanding with Durham Constabulary for joint fire investigations, leading to successful arson prosecutions. We are active members of both the Police and Fire Collaboration Board and the Northeast Regional Joint Emergency Services Interoperability Programme (JESIP) meeting. Shared training initiatives include regional JESIP training, Marauding Terrorist Attack and multi-agency tall building exercises involving NEAS and Durham Constabulary. CDDFRS crews also train in wildfire and flood response. A Tri-Service Operational Learning meeting is held monthly, and our Exercising Working Group ensures all exercises align with risk profiles and integrate with LRF-led activities.

In terms of Information Technology (IT) collaboration, CDDFRS operates a combination service model to support IT services which includes a small number of internal staff alongside an IT service contract. While we do not currently support other services, close collaboration is developing with Cleveland Fire Brigade through our Integrated Control Room Project. Since 2021, we've partnered with various services for General Data Protection Regulation (GDPR) related administrative support and have recently reviewed our Data Protection Officer (DPO) Service Level Agreement (SLA) with Tyne and Wear FRS. This SLA avoids the need for the Service to maintain a specialist trained DPO, net of retainer fees this arrangement saves our Service £6,992 per annum.

Our Governance is overseen by our dedicated internal team and we have a SLA in place with Durham County Council (DCC) which covers legal and clerk support for the CFA. We also have further SLAs with DCC which include use of financial systems which gives access to the ORACLE ERP system which provides our purchasing system at a significantly reduced cost, internal audit, insurance services and procurement advice. Whilst the actual savings are difficult to quantify, we are confident that these arrangements represent significant value for money compared to the Service undertaking these activities in-house.

Asset Management and IT Investment

The Service continues to invest significantly in digital technology as part of its strategy to modernise and automate paper-based processes. These digital advancements are key to improving productivity, operational efficiency, and long-term cost savings across the organisation.

An example of this transformation is the implementation of a Risk-Based Inspection Programme (RBIP), which relies on accurate data and business intelligence to prioritise fire safety audits according to risk. To support this, we have developed software to work with existing technologies, improving the quality of data captured at the source by trained staff which enhances the effectiveness of inspections.

Further improvements include the digitalisation of prevention and home fire safety processes. Operational crews now use 5G enabled iPads on all front-line fire appliances to conduct prevention and protection work, gather risk data, and record workloads in real-time. This use of modern tablet technology has strengthened community interactions and improved productivity.

In 2025, the Service procured mobile-connected tablets for Protection Officers through the Protection Uplift Grant. These devices enable access to live information while officers are out on inspection, supporting more informed decision-making and enhancing operational effectiveness in the field. Fire appliances are also now equipped with systems that provide FFs with immediate access to critical risk and incident management information at the scene.

CDDFRS has consistently provided high-quality command training to its staff, supported by the command suite at the Service Training Centre (STC). This suite includes a control room, four pods, a 'command vehicle' room, and a plenary. All rooms are interconnected through IT systems that enable student monitoring and immersive interaction via scenario simulations. These IT systems and associated software packages facilitate the development and assessment of students in highly realistic scenarios, often based on real incidents at local, regional, and national levels. As IT systems and software evolve, CDDFRS aims to enhance its command training by utilising the most effective and up-to-date equipment and systems available. We have initiated a project to invest an additional £65k aimed at modernising and improving the existing systems, ensuring value for money while maximising the suite's potential. Additionally, we have a collaborative agreement with Durham Constabulary for the shared use of these facilities. This will enable us to continue delivering high-quality training to our staff, partner agencies, and commercial customers.

To improve asset and equipment management, the Service has adopted an advanced asset management system that facilitates daily checks, usage tracking, and lifecycle management. Each item is assigned a unique ID, allowing for efficient monitoring of condition and movement. Defective equipment is flagged immediately, ensuring prompt replacement and improved workforce safety. The shift away from paper-based processes has saved time and resources and allows for items to remain at new locations with their full historical data securely stored.

Workforce planning has also benefited from digital integration. The FireWatch system enables efficient tracking of staff availability, competencies, training, and qualifications. This ensures appropriate personnel deployment, supports regulatory compliance, and facilitates targeted training. FireWatch strengthens resource planning and service delivery by allowing the organisation to identify skill gaps and optimise workforce readiness, ultimately improving service delivery and safety outcomes.

In terms of fleet management and mobilisation, the Service continues to collaborate with the NFCC and other partners to identify, develop and evaluate new vehicle and equipment

technologies. A new Transport Management System (TMS) has been procured and will enable greater insights and efficiencies through dashboards linked to stock management and capital whole life cost analysis. The TMS sees a transition to paperless fleet servicing and repairs, whilst leveraging productivity through the automation vehicle defect management. This includes a focus on accessing cloud-based solutions and enhancing cybersecurity. The Chief Fire Officer plays a leading role in national fleet, operational equipment and clothing/PPE procurement on behalf of the NFCC, working with Bluelight Commercial reaffirming the Service's commitment to innovation and Firefighter safety.

The Service continues to operate Hybrid working, offering a flexible approach that combines remote and in-office work, providing numerous benefits for both us and our workforce. Hybrid working has enhanced operational efficiencies by optimising resource utilisation and streamlining processes. Employees working remotely can leverage digital tools and platforms to collaborate effectively, minimising time spent on commuting and maximising productive hours. This flexibility allows for better management of workloads and deadlines, leading to improved overall performance. The ability to work from various locations also enables us to tap into a broader talent pool, ensuring we have the right skills and expertise to drive innovation and growth.

By reducing the need for extensive office space, the Service has been able to undertake a project to build a substantially smaller new Headquarters. In doing so, we have projected significant reductions in costs associated with rent, utilities, and maintenance in our new Headquarters building in the order of £375k per annum.

Training staff in digital skills is essential for the Service to stay competitive and efficient. By equipping our employees with the latest digital tools and technologies, the Service has been able to enhance productivity, streamline operations, and foster innovation. Digital skills training enables staff to work more effectively, whether it's through improved data analysis, better communication, or more efficient project management. Additionally, it helps our employees adapt to rapidly changing technological landscapes, ensuring they remain agile and capable of handling new challenges. Some examples of our investment in this include:

- **Data Analysis:** The ability to interpret and analyse data using tools like Excel, SQL or Artificial Intelligence (AI) technology to make informed decisions.
- **Digital Communication:** Proficiency in using email, instant messaging, video conferencing, and collaboration platforms like Microsoft Teams, Google meet and Slido.
- **Cybersecurity:** Understanding how to protect systems, networks, and data from cyber threats, including knowledge of firewalls, encryption, and secure coding practices.

The Service continues to make proactive progress on reducing its carbon footprint and transitioning to more green alternatives. One such project involved the Estates Improvement Plan which in the most recent years has included the demolition and rebuild of Darlington Fire Station and modernisation of Sedgfield, Wheatley Hill and Middleton in Teesdale Retained Duty System (RDS), also known as On-Call, fire stations and substantial modernisation of Consett Fire Station. In each of these schemes we have invested in improved efficiency and renewable energy technologies.

The Service operates on a green energy utilities tariff and made further efforts to support decarbonisation and the transition toward more sustainable energy sources in 2023 to 2025, by investing in the minor works improvement fund in a range of ‘invest to save’ programmes on further renewable energy schemes with several Photovoltaic (PV) solar panel installations.

The forecast return on investment of each of these schemes is shown in Table 6 below.

Table 6:

Station	Installed Capacity	System Price	Energy from Solar	Payback
High Handenhold	15.48 kw on-roof	£23 200.00	27%	6 Years 4 Months
Consett	18.27 kw in-roof	£29 000.00	30%	5 Years
Seaham	13.48 kw in-roof	£24 850.00	26%	7 Years 4 Months
Newton Aycliffe	37.4 kw on-roof	£29 175.00	57%	3 Years 5 Months

Over the past 12 months, the Service has focused on realising the year-on-year benefits of its investment in electric vehicle (EV) procurement as part of its wider fleet sustainability strategy. Following successful trials, 8 fully electric response vehicles were introduced and are now delivering measurable operational and financial benefits. The shift to EVs is generating recurring fuel cost savings of approximately £6,500 per annum, with further efficiencies expected over time through reduced maintenance and servicing requirements.

The Service is currently undertaking a comprehensive review of its non-blue light vehicle fleet to ensure all vehicles are essential, fit for purpose, and aligned to operational demand. This will enable the fleet to be rationalised to a practicable level, reducing unnecessary assets and associated costs.

In 2026/27 the Service will take delivery of 15 new fire appliances following a comprehensive procurement exercise with the award totalling approximately £5.6m. This investment is driven by the current fleet increasingly exceeding its economic lifespan, where ongoing maintenance and repair costs are becoming disproportionate. Replacement will improve reliability, reduce reactive maintenance expenditure, and deliver more efficient whole-life running costs and therefore represents a modest invest to save opportunity for the Service.

All new appliances will incorporate “clean vehicle” design principles to reduce staff exposure to contaminants. Equipment will be stored separately from the crew cab, creating a safer working environment while also reducing the time required for decontamination due to improved design efficiencies.

Following a review of the Special Rescue Unit, the Service has identified an opportunity to introduce Enhanced Rescue Tenders (ERTs), delivering capital savings of approximately £300,000. This approach combines the functions of two existing vehicles into a single, more versatile appliance, improving efficiency and making better use of assets.

The change will also increase resilience by replacing a single heavy rescue vehicle with two ERTs. This provides greater flexibility, improves coverage, and allows specialist rescue capability to be deployed more effectively across the Service area, reducing risk and strengthening service delivery. Furthermore, changes to crewing requirements will enable wholetime (WT) staffing capacity to be redeployed to support on-call availability, improving appliance availability while reducing pressure on the on-call staffing budget.

In 2026 the Service is replacing three existing water rescue vehicles with two new, state-of-the-art units at an estimated cost of £300,000. This rationalisation will deliver a capital saving of £60,000 while maintaining operational capability.

The Service are reviewing the use of Targeted Response Vehicles (TRVs) to reduce the need for mobilisation of our frontline fire appliances to smaller, less significant incidents that can be dealt with using less resource such as secondary fires or attendance at unwanted fire alarms. The aim is to ensure that fully crewed fire appliances are available for life risk incidents ensuring that the most appropriate resources are allocated to risk.

Not only does this piece of work further increase the opportunity for the crewed appliances to undertake other productive activities it also supports CDDFRS continuation of being recognised as the fastest predominately rural FRS to respond to primary fires.

Outsourced repair and maintenance activities have been systematically reviewed, with identified efficiencies delivered through the internalisation of key services. Light vehicle tyre fitting and repairs are now undertaken by the Fleet and Equipment Department, improving turnaround times while reducing external dependency and delivering annual savings of approximately £20,000. In addition, fire hose branch servicing has been brought in-house, generating further annual savings of circa £39,000.

Collectively, these changes represent a shift toward greater in-house capability, reducing reliance on external providers while strengthening organisational resilience. This approach delivers cumulative financial benefits alongside improved operational control, responsiveness, and overall efficiency.

All capital expenditure relating to assets and equipment is subject to robust annual scrutiny, with a clear focus on maximising value through whole-life cost management. Where appropriate, asset lifecycles are extended to defer capital investment while ensuring operational effectiveness is maintained. This approach is demonstrated within the fleet, where a number of vehicles have been retained beyond their planned replacement dates where economically viable.

A similar principle has been applied to wider capital programmes. For example, breathing apparatus sets were extended through the targeted replacement of a key component at a cost of £34,860. This intervention delivered an additional five years of operational life and deferred significant capital expenditure of over £650,000, representing a strong return on investment and effective cost avoidance.

Wherever possible, the Service utilises established framework agreements for procurement and leasing. This ensures that due diligence and compliance requirements are pre-assured, while also delivering efficiencies through reduced procurement time and resource requirements.

In addition, the Service has invested in CCTV across fire appliances and body-worn cameras to mitigate the impact of insurance claims and support investigative activity, particularly in cases involving deliberate fires or violence toward staff. This capability enables more efficient evidence gathering and real-time analysis, reducing officer time and improving the speed and effectiveness of investigations.

Through the adoption of an internal IT based solution to manage and monitor the testing of hydrants CDDFRS have been able to reduce administrative overlap and streamline operations. The system notifies crews of the hydrant walk allocation over a 12-month period allowing for forward planning and more efficient use of crews time.

Hydrant routes are inspected on a risk-based frequency ensuring we are checking our highest risk routes on an annual basis and other routes on a biannual basis. This risk-based approach subsequently reduces the number of inspections we complete over the reporting year.

The intuitive hydrant solution, which is accessed through the use of iPads, maps out routes, thus reducing administration time as the system works offline and downloads on return to station with hydrant walk completion recorded. The iPads are 5G enabled meaning they receive and update live data, which ensures crews are provided with the most up to date information. Hydrant defects are easily recorded and utilisation of the camera on the iPad allows for defect pictures to be sent to the local water authority speeding up the process for restoration work to be completed.

The Service also consults on hydrant provision across the Service areas which ensures that hydrant specifications on new developments that have been confirmed are tailored to operational needs leading to the potential for reduced future operational costs and enhanced fire coverage.

Hydrant design responses are provided on new build sites in particular within 30 days, which facilitates quicker decision-making and fewer delays in approvals. Through consulting with developers CDDFRS ensures that not only are minimum standards met but also that coverage is appropriate to risk.

Resourcing

CDDFRS continues to modernise and refine its operational workforce model to ensure flexibility, efficiency, and alignment with community needs and risk. The Service employs a total of six duty systems tailored to maximise resource availability while supporting staff wellbeing. These include the RDS, WT 2-2-4 shift system, Self-Rostering Duty System and Day Duty Systems, Flexible Duty System, and Continuous Duty System for senior leaders.

1. Flexibility: Different duty systems, such as the RDS and Self-Rostering Day Duty System, provide flexibility in scheduling, allowing personnel to balance work with personal commitments.

2. **Efficiency:** Systems like the WT 2-2-4 shift system and Day Duty System ensure that operational personnel are available during peak demand times, optimising resource utilisation and enhancing service delivery.
3. **Specialisation:** The Continuous Duty and Flexible Duty Systems ensure that experienced personnel are always available to handle complex situations and provide leadership.
4. **Cost-Effectiveness:** A range of duty systems can reduce overtime costs and improve overall budget management by aligning staffing levels with operational demand.
5. **Improved Morale:** Offering a variety of duty systems can cater to different preferences and needs, leading to higher job satisfaction and retention rates among staff.
6. **Enhanced Response Times:** By balancing risk and operational demand, these systems ensure that the right personnel are available when needed, contributing to faster and more effective emergency responses.

To ensure our emergency response capability remains strong, reliable and ready for the future we will be undertaking an Emergency Response Review in 2026/27 to confirm that we have the right people and equipment in the right locations to enable a fast and effective response.

The review will consider where our fire engines and specialist vehicles are based, assess our response times and standards, improvements to the availability of our on-call capability and test our arrangements for providing additional support during peak periods or major incidents.

It will also examine how we can further strengthen the reliability and efficiency of emergency call handling so we can mobilise resources and reach those who need us the most as quickly as possible.

Workforce Planning

Our strategic workforce plan ensures that the Service has the right people, with the right skills, in the right roles to meet future demands and deliver the CRMP. Organisational changes have been implemented to respond to medium-term challenges, including funding uncertainty, the need to strengthen internal capability, and feedback from staff surveys.

All WT fire engines are crewed with four FFs, supported by a flatter organisational structure to reduce bureaucracy and improve stability. Accountability has been strengthened through the introduction of a Service Management Team, positioned beneath the Service's Leadership Team, to support effective decision-making and delivery.

Capacity has been built across teams to support resilience and development, with vacancies reviewed to determine whether roles should be replaced or redesigned, without additional cost. A dedicated Continuous Improvement Team has been established to oversee project delivery, fire standards, and assurance activity, supporting a more integrated approach to improvement. Flexible working arrangements, including part-time and hybrid working, have expanded, with part-time roles now embedded within the WT workforce.

The Service uses Operational Cover Contracts and on-call detachments to address staff shortages, letting personnel work beyond their contracted hours for extra pay at their standard rate plus 10%. This flexible system helps cover shifts efficiently, lowers staffing costs compared to hiring full-time FFs, which helps manage short term staffing deficiencies. We will keep monitoring its effectiveness.

Apprenticeships are used for new employees and leadership development, with 42% of staff in leadership positions, ensuring consistent training. A recent review found projected training cost savings of over £1 million in five years.

Our organisation has established a robust talent management process, ensuring its integration throughout the Service. The appraisal system is fundamental to this approach and is closely linked with promotion and transfers, guaranteeing that performance information informs key decision-making. Succession planning, aligned with the appraisal cycle, enables us to monitor talent pipelines and address critical role requirements effectively.

Nominees included in succession planning receive standardised development plans tailored to appropriate programmes. These plans are provided at each management level and correspond with NFCC core pathways and the leadership framework, facilitating skill development through varied initiatives over time. Plans are accessible via our training platform, clearly detailing and guiding career progression. Each year, roles are reviewed to identify risks and complete comprehensive team succession plans.

Significant investments have been made in leadership programmes across all levels, equipping potential leaders with essential knowledge, skills, and behaviours. Furthermore, we offer people-focused Continuing Professional Development opportunities to expand our leaders' abilities, preparing them to meet diverse challenges and responsibilities outlined in the CRMP. In future, the Service may consider engagement with the direct entry scheme to further strengthen talent management; presently, financial constraints make this impractical.

Income Generation

The Service has a discretionary process in place to recharge for special service calls where requests for assistance do not fall within our normal statutory duties. These cost recovery charges relate to personnel, appliances, and equipment time and usage. A full list of the [categories and charges applied](#) to each is available on our website.

A successful charging policy is in place for non-residential premises that have three or more unwanted fire signals in a 12-month period. This approach has led to a reduction in call-outs and helps to recover costs associated with automatic fire alarms. Since the policy was introduced, the authority has recovered £157,082. Full details can be found in our Service Response to [Automatic Fire Alarm Systems policy](#).

Vital Fire Solutions

The Service's trading arm, Vital Fire Solutions (VFS), has a low risk and efficient strategy for income generation. Collaboration with 3t Training Services has seen the expansion of the commercial training offering to include offshore training facilities at our Service Training Centre. This joint venture combines the specialist firefighting expertise of VFS with 3t's

unrivalled experience in offshore oil and gas training to deliver the very best offshore firefighting training experience.

VFS provides a contribution to CDDFRA of circa £200k per annum through a combination of direct charge and service recharge activities.

Charity Car Washes and Open Days

Fire stations host annual car washes and open days, which attract many local residents. These events provide an opportunity to raise vital funds for the FFs Charity and provide the opportunity to engage with members of the public and promote our prevention work and help the public understand the broad range of activities we undertake. Between April 2025 and March 2026, the Service raised an estimated £19,120 through organised events, including open days, car washes and employee fundraising activities, with several more events already planned for 2026.

Protection Uplift Grant

The Service receives monies in the form of a grant which is fully utilised to cover expenditure linked to Fire Safety activity. The Service uses this to fund enhanced training for staff at all levels within both operational and non-operational roles. This grant funding has enabled circa 100 members of staff to attain level 3 and 4 Fire Safety qualifications, which in turn has facilitated the Service increasing productivity by carrying out increased numbers of inspections.

Trailblazer Funding

County Durham experience some of the highest levels of deliberate fire-setting in the Country, which has a direct impact on CDDFRS. Trailblazer Funding is a Home Office grant awarded to Police and Crime Commissioners (PCCs), and therefore Durham PCC has been a recipient of this funding. As a trusted partner CDDFRS is a standing member of several partnerships linked to anti-social behaviour and crime for which the Trailblazer Funding can be utilised. During 2025 CDDFRS provided high visibility patrols and deliberate fire reduction activity in known hotspot areas. The Trailblazer Funding has enabled the Service to conduct this activity as efficiently as possible by offsetting staff costs with the income from the Trailblazer Funding.

Outcome Based Activities

All WT FF activities (see [Appendix B](#)) undertaken during a 24-hour period are recorded in the FF Utilisation App (see [Appendix C](#)), which aligns fully with the recently published NFCC Productivity and Efficiency Data Conventions. These activities are monitored through Power BI reporting to support informed decision-making and maximise productive use of operational time (see [Appendix D](#)).

Both the FF Utilisation App and Power BI monitoring are fully embedded within operational practice. Their purpose is to support informed decision-making by operational staff, enabling them to utilise their time as productively as possible to reduce the number of incidents attended.

All activities undertaken by RDS FFs are recorded and monitored through our pay coding system which is aligned with the NFCC's data entry conventions. This information is closely monitored to provide a clear understanding of outcome-based activities delivered by RDS personnel (see [Appendix E](#)).

As the Service does not maintain large, centralised prevention or protection teams. Our approach focuses on maximising the capacity and skills of operational staff across Emergency Response to deliver prevention and protection activities. This strategy enables the effective use of resources to achieve our full range of performance targets, ensuring alignment with the objectives set out in our CRMP and strategic priorities (see [Appendix F](#)).

The Service have recently enhanced its HFSV methodology through collaboration with local authority partners. By accessing and integrating external datasets specifically relating to vulnerability and risk, the Service has significantly improved its targeting approach, ensuring that HFSVs are increasingly directed towards individuals and households most at risk of fire.

This intelligence-led approach has been complemented by the introduction of innovative geospatial mapping utilising 'Hex Bins', enabling operational crews to identify and prioritise high-risk properties within defined areas. These systems reduce travel times and enable crews to complete a greater number of targeted HFSVs within existing timeframes.

Feedback indicates that crews are saving approximately one hour per shift through reduced travel and improved planning, equating to around 5,000 hours of additional productive time annually across the Service.

The technology is fully accessible to crews in the field via mobile devices, providing real-time risk information and dynamic tasking capability. This has improved both the efficiency and productivity of HFSV delivery, maximising the use of available operational capacity and ensuring that activity is increasingly focused on those at greatest risk, thereby delivering greater impact per intervention.

Targets are established for key prevention and protection activities, including HFSVs, Business Fire Safety Audits (BFSAs) and Deliberate Fire Reduction (DFR) activities.

Table 7 summarises actual performance compared with targets for the past four years:

Table 7:

Year	HSFV		BFSA		DFR	
	Actual	Target	Actual	Target	Actual	Target
23/24	18406	18061	1896	2028	9420	6867
24/25	18274	18061	2004	2028	8324	6393
25/26	18191	18004	2132	2028	7967	6893

All Service performance is recorded within a bespoke Performance Reporting System and reviewed by members of the Service Leadership Team (SLT) during monthly Performance Board meetings. Service performance is then subject to further scrutiny by the CFA Performance Committee on a quarterly basis.

To continuously enhance the Service's outcome-based activities, they are subjected to regular quality assurance and evaluation. This ensures that all activities meet the highest possible standards and deliver the greatest impact in reducing risk.

Our HSFVs are evaluated by collecting feedback from residents via automated text messaging systems following a visit. Our central Community Safety Team uses this feedback to assess the quality, structure, and impact of the visit.

The quality of BFSAs is evaluated by our most senior Fire Safety Officers, who conduct biannual quality assurance reviews of all frontline auditors. In addition, they review 100% of letters and correspondence issued to businesses.

For DFR activity, operational crews utilise data analysis software to identify hotspot areas and plan both proactive and reactive initiatives monthly. As part of this process, local evaluations are undertaken to assess the quality of activities, share best practice internally and externally, and measure their effectiveness in reducing the risk of deliberate fires.

CDDFRS plans to increase outcome-based prevention and protection activity by maximising workforce capacity within operational crews. This is being achieved through improved productivity monitoring, identification of latent capacity, and a deliberate shift away from enabling and non-framework activities during core hour periods.

Additional capacity is being targeted through the introduction of a data-driven AI Scheduling Assistant, which aligns prevention and protection activity with community risk and incident trends, ensuring increased activity is focused where it will have the greatest impact.

Continued investment in mobile technology further supports crews to deliver more activity efficiently in the community.

Workforce Capacity

CDDFRS routinely measures the workforce capacity of both our WT and RDS crews to analyse productive activity levels and identify latent capacity.

All WT activities are recorded within the FF Utilisation App and monitored through a Power BI dashboard. The dashboard provides a clear overview of activities undertaken by appliance callsign, the time spent on each activity (recorded in decimal hours), and when each activity took place.

This information can be filtered by date, time, station, activity type, and category headings. The availability of this granular level of detail enables the efficient identification of latent capacity and supports greater flexibility in the planning and allocation of productive activities.

RDS FF capacity is measured through the monitoring of associated activity pay codes. These pay codes have recently been reviewed for alignment to data conventions allowing parallel comparisons in productivity with WT crews. A Power BI dashboard using the same metrics as the WT FFs productivity report is being developed to enhance data analysis and is expected to be launched in the coming months.

To ensure robust quality assurance of data entry, a Conflict and Missing Data Power BI dashboard is also monitored (see [Appendix G](#)). Station Managers routinely review and quality assure data inputs, discussing findings with Watch Managers during monthly meetings. Between the launch of the FF Utilisation App in September 2023 and September 2025, the error reporting rate has been reduced from 4.50% to 0.72%. This ensures the Service can have confidence in the accuracy and reliability of the reported data.

Data quality remains a priority for CDDFRS, and we are committed to further strengthening the robustness of our data. We plan to leverage both the FF Utilisation App and the AI Scheduling Assistant to explore opportunities for better integration of our reporting systems and structures through ongoing evaluation.

The impact of measuring capacity on productivity and the release of additional WT and RDS hours is addressed in the following section. This will outline how improved visibility of workforce capacity has enabled the Service to increase productive, risk-aligned activity and how any additional capacity has been allocated, with supporting data presented in the subsequent analysis.

Increasing Productivity

The Services Productivity Power Bi dashboard has been updated to reflect the new NFCC data entry conventions to ensure the highest level of data accuracy for the 2025/26 and 2026/27 reporting years.

The dashboard is monitored by supervisory managers to identify which activities are undertaken and when, enabling informed decision-making in the use of operational time. Operational managers are encouraged to schedule enabling activities outside of identified core hours, using the resulting increase in capacity to maximise operational activity and contribute to reducing the number of incidents attended.

Analysis of our data was conducted to look for areas of improved productivity, focussing on a Service wide period comparison using core activity hours of 09:00hrs to 21:00hrs and the new NFCC data entry conventions. Data from the second quarter of 2025 has been used as a comparative example to demonstrate the increase in capacity.

Table 8 below shows decimal hours of activity completed between 1st July and 30th September in 2024 (Q3) compared to 2025.

Table 8:

Category	2024	2025	+/- %
Operational Activities	5,216	5,741	+10.07
Enabling Activities	7,926	7,248	-8.55
Non-Framework Activities	1,820	1,778	-2.31

Between Q3 2024 and Q3 2025, operational activity increased by 525 hours (10.07%), equivalent to 21.8 days, demonstrating a clear shift towards outcome-based activity.

This has been achieved through the identification of latent capacity and increased efficiency, evidenced through the reduction in both enabling (-678 hrs) and non-framework (-42 hrs) activities.

CDDFRS continues to monitor productivity levels on an ongoing basis, ensuring that initiatives to improve productivity remain central to Service delivery. All outcome-based activities are mapped against the risks identified within the Community Risk Profile (CRP) and aligned with the CRMP, with each activity recorded through the relevant application.

Linking Productivity to Risk

Recognising the challenges of optimising resource allocation and scheduling activities, the Service partnered with external agencies to develop a smart, data-driven AI Scheduling Assistant. This tool enables the Service to take a more structured and pro-active approach, ensuring that time and resources are directed where they will have the greatest impact (see [appendix H](#)).

Integrating the app and Power Bi visualisation into daily routines has been a notable achievement. However, it is crucial that the Service makes effective use of the information generated, ensuring that productivity remains intrinsically linked to risk identification and incident prevention throughout the Service area.

The AI Scheduling Assistant is a data-driven solution developed to automate the monthly generation of activity schedules across all WT fire stations using our HEXBIN mapping tool (see [appendix I](#)) to assist with location accuracy. The system aims to optimise prevention and protection activities, improve operational efficiency, and support pro-active community engagement by aligning scheduled activities with historical risk trends and local constraints.

This data-driven approach optimises resource allocation, improves decision making, and boosts overall productivity. Additionally, the reasoning behind each scheduled task is documented, which increases transparency and supports decision making for WT operational staff.

By scheduling daily tasks such as community-based work, fire safety education, and HFSVs in a manner that maximises their impact, it should assist in the reduction of incident numbers. Additionally, using accurate data to identify high-risk areas ensures resources are efficiently deployed where and when they are needed most.

Providing watches with well-structured daily and monthly schedules balances prevention activities, training, and emergency readiness. Empowering staff with actionable insights derived from incident trends, community and station-based risk profiles should further enhance their effectiveness.

This workstream will assist the Service in addressing existing inefficiencies in scheduling and resource management. Traditional methods of task allocation were limited in their ability to consider historical patterns, incident frequency, and geographic variations.

With the introduction of this Scheduling Assistant, the Service can adopt a more systematic and pro-active approach, ensuring that time and resources are allocated where they deliver the greatest impact. This has been further supported through investment in 5G enabled station tablets enabling continuous activity across a range of risk profiles without the need to return to station.

This approach demonstrates the Service's strong commitment to innovation, data-led decision-making and continuous improvement in productivity and efficiency. By leveraging AI and data-driven decision-making, we have achieved significant improvements in operational efficiency and resource allocation. This work exemplifies our continuous commitment to innovation and our dedication to providing the safest possible environment for the communities we serve.

Service Changes and Achievements

During 25/26 the Service strengthened its commitments within the CRMP by further establishing the link between risk information, e.g. between the CRP and station/ section plans and how we prioritise prevention, protection and response activity.

Key changes included a continued focus on maximising operational capacity to deliver outcome-based activity (rather than relying on large, centralised teams), alongside improved performance governance through regular review at the Service Performance Board and CFA Performance Committee.

We also progressed Service wide improvements in operational guidance, assurance and resilience, and increased the use of data and digital tools to target activity where it has the greatest risk-reduction impact.

Looking forward, the Annual Plan for 26/27 sets out enabling programmes intended to further support CRMP delivery, including implementation of the Integrated Fire Command and Control (IFCC) system to modernise mobilisation and improve operational resilience, an

estate-wide Wi-Fi refresh and planning for Public Switched Telephone Network (PSTN) switch-off to maintain connectivity and reduce legacy dependency, continued work to improve cyber readiness (including Cyber Essentials Plus preparedness in the context of the transition from Airwave to ESN) and replacement of Mobile Data Terminals (MDTs) with next-generation devices to support mobile working. The Service will also see improved organisational connectivity and data quality through delivery programmes such as Oracle Fusion and FaRDaP implementation to replace current IRS submissions to the Home Office.

The changes in 25/26 were driven primarily by evidence from both the CRMP and CRP showing where activity has the greatest effect on community risk, alongside the need to deliver measurable public value within a constrained financial environment. This included aligning targets and delivery models for outcome-based activities to the risks identified locally, and using quality assurance and resident feedback to refine delivery.

Wider drivers included external assurance and learning, including responding to areas for improvement from our latest HMICFRS report and strengthening workforce planning aligned to the CRMP through a review of the Service Strategic Workforce Plan.

The Service also intends to build a new BA gas rig to provide a purpose-built training facility capable of delivering multiple risk-critical and accredited courses. The rig will be designed to connect to the Services existing helideck facility at the SDC. This will enable the existing gas supply to be utilised for the new fire rigs, while providing a cleaner training environment that reduces decontamination time and associated costs. Where practicable, existing gas rig equipment, including items taken from our current Minerva suite will be repurposed to improve value for money. In addition, the proposed build will support a reduction in carbonaceous burns/emissions.

One of the Services most significant changes has been the adoption and rollout of an AI-driven Scheduling Assistant to link productivity and outcome-based activity across our front line directly to the risks in the CRMP/CRP, improving how managers and crews plan and deliver prevention and protection activity.

As previously referred to earlier in the document this has been achieved by developing and embedding a data-driven scheduling approach (AI and workload modelling) that analyses historical incident patterns and local risk profiles to generate structured daily activity plans for core community engagement hours. The tool reduces the manual burden of work planning, improves transparency by providing the context/rationale for each scheduled task, and supports more efficient use of time by enabling consecutive activity delivery and recording (reducing the need to return to station between tasks). It also strengthens assurance by enabling completion monitoring and recording reasons for non-completion, with DFR activity scheduled and monitored to support evaluation of impact and value.

To sustain and extend this approach in 26/27 onwards, we will strengthen the underlying information and controls that support CRMP led scheduling and assurance such as procuring a replacement Community Risk Management information system, implementing a fully automated IT solution for on-call activity recording, quality assurance and payment to improve audit trail and data quality and replacing MDTs with devices fit for the future to support mobile delivery and recording of scheduled activity.

As already referenced measurable benefit, Service frontline activity analysis shows a shift toward productive, outcome-based work (for example, Q3 2025 vs Q3 2024: operational activity +525 hours, +10.07%, alongside reductions in enabling activity -678 hours, -8.55%).

Looking ahead to 26/27 and beyond, the Service aims to support digital and data programmes to sustain and extend these gains. The AI Scheduling Assistant will be further embedded into daily operational routines, with usage and completion data informing continuous improvement of the model, strengthening CRMP led resource allocation and supporting national directives.

The Service maximises use of the apprenticeship levy to provide development opportunities and valuable qualifications for staff. We have also partnered with Durham County Council, through a levy sharing agreement to fund workforce training from their levy. This supports efficient use of budgets and allows for additional development which may have been unaffordable.

This plan demonstrates that CDDFRS has a mature, evidence-led understanding of efficiency and productivity, underpinned by strong governance, robust data and a clear focus on risk-aligned outcomes. The Service continues to deliver value for money within a constrained financial environment while maintaining performance, resilience and community safety.

County Durham and Darlington Fire Authority commits to publishing an annual report on the progress of the Productivity and Efficiency Plan. This will be published on the CDDFRS website, alongside our Annual Statement of Assurance, in April of each year.



Steve Helps
Chief Fire Officer



Tony Hope
Deputy Chief Executive and Treasurer

Appendices

Appendix A - Summary of efficiency savings

Durham	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
Opening Revenue Expenditure Budget (Net)	35,450		36586		40191		41700		42581	
Less Total Direct Employee Costs	29,043		30698		31855		32347		32998	
Non Pay Budget	6,407		5888		8336		9353		9583	
Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
<u>Direct Employee</u>										
Reduction in Prevention/Protection/Response Staff	-	-								
Reduction in Support Staff	-	-								
<u>Indirect Employee (e.g. training, travel etc.)</u>										
All Indirect Employee Costs	0	0								
<u>Premises</u>										
Utilities	6	0					217			
Rent/Rates	19	0					96			
Other Premises Costs	4	0					62		28	
Shared Premises	0	0								
<u>Transport</u>										
Fleet	0	0								

Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Fuel	0	0								
Other Transport Costs	0	0								
<u>Supplies and Services</u>										
National Procurement Savings	0	0								
Local Procurement Savings	0	36		84						
Other Technology Improvements	0	0		105	151					
Decreased Usage	0	0			140		126		45	
<u>Capital Financing</u>										
Revenue Expenditure Charged to Capital	0	0								
Net Borrowing Costs	0	75		183						
<u>Other</u>										
Other Savings 1 (Please Specify)	0	0								
Other Savings 2 (Please Specify)	0	0								
Other Savings 3 (Please Specify)	0	0								
Total Efficiency Savings (excluding direct employee savings)	140		372		291		501		73	
Efficiency Savings as a Percentage of Non-Payroll Budgets	2.19%		6.32%		3.49%		5.36%		0.76%	

Appendix B - WT FF Activities – (aligned to NFCC Data Conventions)

Activity Code	App Category	Activity Name	Parent Category	User Guide	Recording System	NFCC Convention
Resp002	Operational Activity	Fire False Alarms	Operational Activity	false alarms, unwanted fire signals, Travel, Recording	IRS, Activity App	Operational Activities
Resp004	Operational Activity	Standby Travel	Standby	Travel time To and From Standby Callouts and Boarder Standby	IRS, Activity App	Operational Activities
PanP001	Prevention and Protection	Home Fire Safety Visit - Completed	Prevention Visits	Planning, travel time, duration of visit, follow up, safeguarding referrals, notification of PRI to Control	CFRMIS/Nintex, Activity App	Operational Activities
PanP002	Prevention and Protection	Home Fire Safety Visit - Unable to complete	Prevention Visits	Planning, travel time, duration of attempts, including declined visits and occupier not present	CFRMIS/Nintex, Activity App	Operational Activities
PanP003	Prevention and Protection	Fire Safety Audit - Completed	Fire Safety Audits	Planning, Travel, Audits, Recording, Follow up, Admin	CFRMIS, Activity App	Operational Activities
PanP004	Prevention and Protection	Fire Safety Audit - Unable to complete	Fire Safety Audits	Planning, Travel, Audits, Recording, Follow up, Admin	CFRMIS, Activity App	Operational Activities
PanP005	Prevention and Protection	ORI & Familiarisation	7 2 (d) visits	Planning, ORI gathering, 7(2)d familiarisation, Travel, Recording, Admin	SharePoint, Nintex, Activity App	Enabling Activities

PanP006	Prevention and Protection	Enforcement and Prosecution	Enforcement and Prosecution	Alterations, Enforcement, Prohibition, Revisits on Enforcement, Investigation, Site visits, Admin, Travel, Recording, Meetings, Telephone calls, Case file work, Court appearance	CFRMIS, Activity App	Operational Activities
Trai001	Training	Risk Critical Courses	Firefighter development	BA, RTC, Work at Height, Incident Command, HGV / EFAD driving, Admin, Travel	FireWatch, Activity App	Enabling Activities
Trai002	Training	Practical Core Ops Training	Practical Training	Practical & Equipment, Recording	FireWatch, Activity App	Operational Activities
Trai003	Training	Specialist Training	Specialist training	L2 & L3 work at Height, Water rescue, Boat, ALP, HVP, Animal Rescue, MDU, HMEPU, Water, Bowser, MTA, Wildfire, Foam, Welfare vehicle	FireWatch, Activity App	Enabling Activities
Trai004	Training	Cross-Service Exercise	Practical Training	Planning, Travel, Site visit, OP35 and Risk assessment, Administration, Live play or tabletop exercise, Debrief and associated forms	LRF, Activity App	Enabling Activities
Trai005	Training	External/Multi-agency Exercise	Practical Training	Planning, Travel, Site visit, OP35 and Risk assessment, Administration, Live play or tabletop exercise, Debrief and associated forms	LRF, Activity App	Enabling Activities

Trai006	Training	Theory Core Ops Training	E-Learning	Theory & LearnPro, JESIP, Sharing Operational Guidance, Recording	LearnPro, FireWatch, Activity App	Operational Activities
Trai007	Training	Physical Training	Fitness	Gym time	Activity App	Enabling Activities
Trai008	Training	People Development	People Development	Operational & non ops training, development programmes, succession planning activity, qualification completion, employee relations procedures, attendance management, workplace assessments	Firewatch, PRFs, Development Programmes, Fransys, Activity App	Enabling Activities
Trai009	Training	Appraisals	People Development	mid-term, end of year reviews, career progression, one to ones	Fransys, Activity App	Enabling Activities
Trai010	Training	Reviews	People Development	mid-term, end of year reviews, career progression, one to ones	Fransys, PRF, Development programmes, Activity App	Enabling Activities
Trai011	Training	Mentoring	People Development	Coaching and mentoring sessions, One to one meetings		Enabling Activities
Trai012	Training	Apprentice Support	People Development	One to one meetings, Evidence Gathering, End Point Assessments, Recoding	College portal, quality assurance assessments, Firewatch	Enabling Activities
Trai013	Training	IFE Study	People Development	Succession planning, development programmes, Recording	Firewatch	Enabling Activities

Othr003	Community Safety	Service Campaign activity	Other Activities	Planning, travel time, duration of activity, evaluation. Use for all service campaigns - Easter Arson Prevention Campaign, Water, Bonfire and Road.	CFRMIS	Operational Activities
Othr004	Community Safety	Other school visits (non campaign)	Other Activities	Planning, travel time, duration of activity. To be used when schools request attendance outside of the Service Campaign Schedule. All ad hoc school work including non-campaign Arson Prevention work.	CFRMIS	Operational Activities
PanP008	Prevention and Protection	Community youth engagement (under 18)	Community and business engagement	Planning, travel time, duration of activity. Nursery visits, scouts/brownies, youth groups, station visits. Including any activity ad hoc in the community relating to Arson Prevention that does not fall under any other category.	CFRMIS	Operational Activities
Othr006	Community Safety	Fire Safety Awareness talks (Over 18)	Other Activities	Planning, travel, duration, evaluation. Any group talks that are delivered in community. WI, church groups, station visits of groups over 18 etc.	CFRMIS	Operational Activities
PanP007	Prevention and Protection	Community Engagement	Community and business engagement	Travel, duration. Leaflet drops post fire.	CFRMIS	Operational Activities

Othr008	Community Safety	Attending Multi Agency meetings	Other admin	Travel (if not online) duration of meeting, actions post meeting.	CFRMIS	Operational Activities
Othr009	Community Safety	Partnership initiatives	Other Activities	Planning, travel, activity time. Any partnership working. Op Mathis. Op Valdis. Fly tipping referrals. Community walk arounds.	CFRMIS	Operational Activities
PanP010	Community Safety	Arson Reduction - Blue routes	Protection and prevention strategy	Planning, Travel time, recording time on CFRMIS.	CFRMIS	Operational Activities
PanP011	Community Safety	Arson Reduction - EVAs	Protection and prevention strategy	Planning, Travel time, reporting time, recording of CFRMIS.	CFRMIS	Operational Activities
PanP012	Community Safety	Empty Building Risk Assessments	Protection and prevention strategy	Planning, Travel, Empty Building Identification, data Gathering, RAG Rating, Recording and reinspection.	CFRMIS	Operational Activities
Othr018	Other Activities	Station Routines	Station Routines	Station routines, Watch references, Meetings, Health and safety audits, premises, sharing comms, sharing learning, admin recording, OSHENS, FireWatch, Business Continuity, Finance, Consumables	Activity App	Enabling Activities
Othr019	Other Activities	BlueLight Testing	Equipment Checks and Testing	Appliances, Equipment, PPE	ProCloud BlueLight, Activity App	Enabling Activities
Othr020	Other Activities	Crew Planning	Crew Planning	Meetings, Planning, Recording, Activities App Entry	FireWatch, Activity App	Enabling Activities
Othr021	Other Activities	Incident Recording System	IRS Admin	Recording on IRS	IRS, Activity App	Operational Activities

Othr022	Other Activities	Meal Times	Meal Times	Breakfast, Lunch, Dinner	Activity App	Non-Framework
Othr023	Other Activities	Rest Times	Rest Times	Staff Welfare, Stand down times, Trauma Support	Activity App	Non-Framework
Othr024	Other Activities	National Campaigns	Other Activities	Water, Home Safety Week, Road Safety	CFRMIS, Activity App	Operational Activities
Othr025	Other Activities	Hydrant Inspections	Hydrant checks	Planning, travel, inspecting, recording	Water Management System, Activity App	Operational Activities
Othr026	Other Activities	Debrief	Other Activities	Level 2 and Level 3 Debrief, travel, admin		Operational Activities
Resp005	Operational Activity	Border Standby	Standby	Border Standby	IRS, Activity App	Operational Activities
PanP009	Prevention and Protection	Business Engagement	Community and business engagement			Operational Activities
Othr027	Other Activities	Shift Handover	Handover	Shift Handover, Recording		Enabling Activities
Othr028	Other Activities	Medical	Other Activities	Attending TSC or other sites for medical purposes.		Enabling Activities
Resp006	Operational Activity	Vehicle off the run (Mechanically/Degradation)	Operational Activity	When a TRV or other vehicle is off the run.		Operational Activities
Othr029	Other Activities	OpeRA Audits	Other Activities	Theory and Practical OpeRA Audits		Enabling Activities

Appendix C - FF Utilisation App Screenshots (data input)

Landing Page ?

Please select your Station and Watch.

Station

Durham

Watch

Red

Today's Shifts

☀️ 🌙 🕒 🕒

🔴 🟡 🔵 🟢

Select

Submissions Page ?

Choose Your Activity

Operational Activity Prevention and Protection Training Community Safety **Other Activities**

BlueLight Testing	Crew Planning	Debrief
Hydrant Inspections	Incident Recording System	Meal Times
Medical	National Campaigns	OpERA Audits
Rest Times	Shift Handover	Station Routines

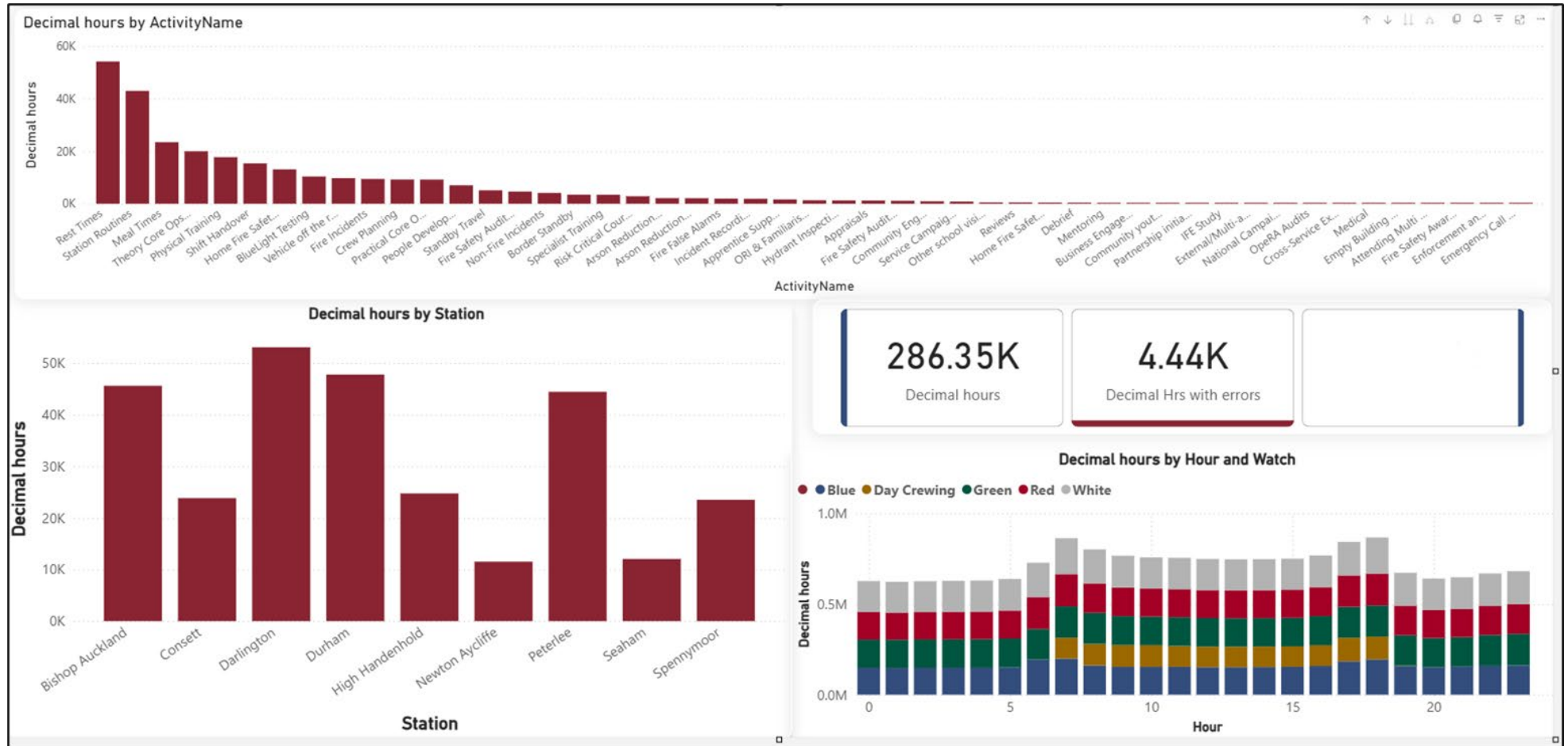
Start time **OIC / FF / Watch** **Select Appliance**

Activities ☀️ << 07/02/2024

All D06P1

07:00 - 07:20	Shift Handover	🗑️
Watch - D06P1		
07:20 - 08:05	Border Standby	🗑️
Watch - D06P1		
No activities logged between 08:05 - 09:05		
09:05 - 10:25	Other school visits (non campaign)	🗑️
Watch - D06P1		
10:25 - 10:35	Fire Incidents	🗑️
Watch - D06P1		
10:35 - 10:50	Meal Times	🗑️
Watch - D06P1		
10:50 - 13:00	Practical Core Ops Training	🗑️
FF - D06P1		
10:50 - 13:00	People Development	🗑️
OIC - D06P1		
13:00 - 14:00	Meal Times	🗑️
Watch - D06P1		
14:00 - 14:40	Fire Safety Audit - Completed	🗑️
Watch - D06P1		
14:40 - 15:40	Home Fire Safety Visit - Completed	🗑️
Watch - D06P1		
15:40 - 16:15	BlueLight Testing	🗑️
FF - D06P1		
15:40 - 16:15	Incident Recording System	🗑️
OIC - D06P1		
No activities logged between 16:15 and 18:00		
Total time for this day: (HH:MM)		🚨 08:15

Appendix D - Power Bi screenshot (data output)



Appendix E - New Pay Codes for On-Call staff linked to Data Conventions Categories

Operational Activities	
Border standby	Instructed by Fire Control to standby at a specific location.
False alarms	Incident attended due to a false alarm activation.
Fire Incidents	Incident attended which involves fire.
Non-Fire incidents	Incident attended which does not involve fire.
Station standby	Instructed by Fire Control to standby at a specific fire station.
Stood up on station	Fire Control requests an individual / crew to remain on the fire station.
Attendance	Attendance to the station in response to an Incident.
Detachment	Individual detachment to either a Wholetime or On-call station.
IRS Admin	
Incident Recording System	The completion of IRS reports.
Station Routines	
Station routines	H&S checks, allowing access to contractors/community groups, deliveries, cleaning, salt spreading and clearing snow.
Community and Business Engagement	
Community engagement	Attendance at open days, fetes, and other community events.
Community youth engagement (under 18)	Engaging with community youth groups, Scouts, Beavers and local sports clubs, etc.

People Development	
Appraisals	Midterm, end of year reviews, career progression and one to ones.
Fitness Assessment	Conducting the annual Fitness Assessment.
Fitness Development	Conducting fitness development on the instruction of the Fitness Advisor.
Maintenance of competency	Station based modular training, trainee development and personal statements etc.
Mentoring	People giving/receiving mentorship through the CDDFRS mentorship programme.
People Development	Personal Development Plans, Succession Planning meetings etc.
Fire Cadets	Preparation and completion of Fire Cadets training and associated activities.
Reviews	Attendance Management, performance reviews, station performance meetings.
Practical Training	
Cross-Service exercise	Attendance at a tactical exercise within Service area and with our partnership agencies or neighbouring FRS.
External/multi-agency Exercise	Attending an exercise with other FRS or partnership agencies.
Practical core ops training	Drill Period or additional practical training.
Trainee Firefighter development	Practical training for trainee firefighters and those who are involved in the training session.
Protection and prevention strategy	
Arson reduction - Blue routes	Planning, conducting and reporting Blue Routes
Arson reduction - EVAs	Planning, conducting and reporting EVAs
Empty building risk assessments	Initial visit and associated visits/admin work as a result of completing an Empty Building Risk assessment.
Station based arson reduction strategy	Planning and conducting arson reduction strategies because of increased arson related incidents within a station area.

Prevention Visits	
Home Fire Safety Visit	Planning, travelling to and completion of a Home Fire Safety Visit, including admin.
7 2 (d) visits	
ORI & familiarisation	Creating and reviewing Operational Risk Information and completing 7.2(d) high risk familiarisation visits.
Other Activities	
Debrief	The completion of debrief submissions and attending level 2 or level 3 debrief meetings.
Incident Response Plans	Creating and reviewing Incident Response Plans.
Medical	Any appointments with Occupational Health.
National campaigns	Any work conducted which is linked to the NFCC National Campaign Calendar.
OpeRA Audits	The completion of an Operational Readiness Audit.
Other school visits (non campaign)	School visit which are completed outside of the CDDFRS Community Safety Campaign Calendar.
Partnership initiatives	Leading on or attending an initiative which involves other agencies.
Service campaign activity	Any work conducted which is linked to the CDDFRS Community Safety Campaign Calendar.
The Service intends to build a new BA gas rig to provide a purpose-built training facility capable of delivering multiple risk-critical and OPITO-accredited courses. The proposed	

<p>rig can be designed to integrate with the existing helideck facility and benefits from a nearby water supply/hydrant, while also enabling the existing gas supply to be utilised for the new fire rigs. A cleaner training environment will reduce decontamination time and associated costs, with potential further efficiencies through reuse of existing gas rig equipment (including items recovered from the Minerva suite). In addition, the new build will support a reduction in carbonaceous burns and associated emissions.</p>	
<p>Recruitment activity</p>	<p>Conducting recruitment activities for an On-call station or the participation in recruitment assessment centres.</p>
<p>Other Admin</p>	
<p>Attending multi agency meetings</p>	<p>Attendance at a meeting involving other partnership agencies.</p>
<p>On Call Liaison meetings</p>	<p>The attendance at an On-call Liaison Meeting.</p>
<p>Public Holiday (half)</p>	<p>Half day PH</p>
<p>Public Holiday (full)</p>	<p>Fully day PH</p>
<p>Payments</p>	<p>Completion of the RET4</p>

Standard Tests	
Vehicle Standard Tests	The standard testing of any service vehicle.
Equipment Standard Tests	The standard testing of any service operational equipment.
PPE standard Tests.	The standard testing of any PPE.
Estate standard Tests	The standard testing of any building fitting and fixtures, such as gym equipment.
E-Learning	
Theory core ops training	Learn-Pro, organisational learning, pre-course learning, additional training PowerPoint sessions, etc.
Crew Planning	
Crew Planning	When passing crewing to control and analysing and attempting to fill staffing deficiencies.
Hydrant Inspections	
Hydrant inspections	Planning, completion, and admin associated with Hydrant inspections.
Firefighter Development	
Risk critical course	Attending at a risk critical training course at STC.
Specialist Training	
Specialist Training	Used by stations with specialist capabilities and those who conduct familiarisation training with that station.

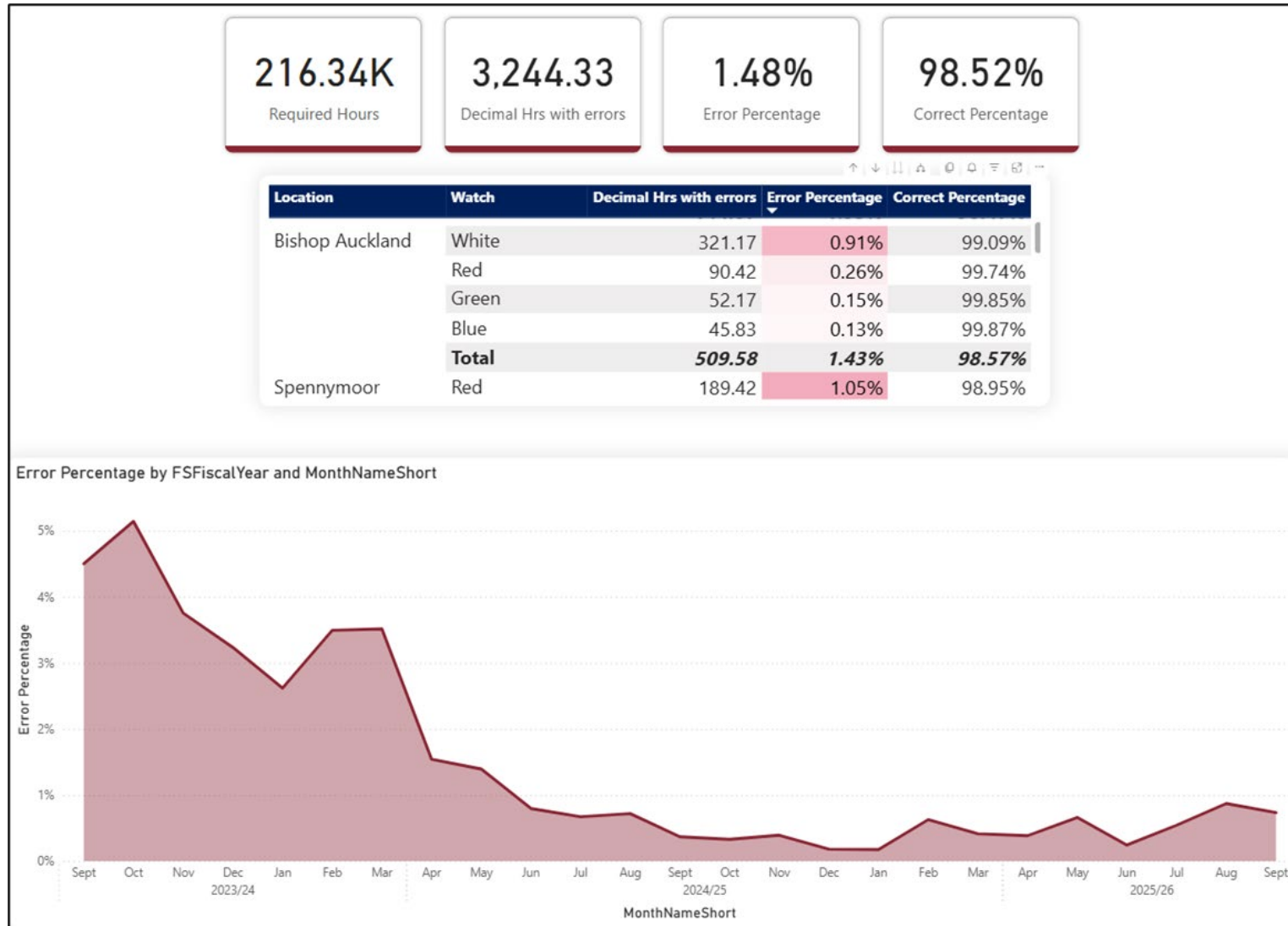
Appendix F - CDDFRS Performance Indicators 2026/27

CDDFRS Performance Indicators 2026/2027:

- PI 01 Fatalities in Accidental Dwelling Fires.
- PI 02 Primary Fires.
- PI 03 Accidental Dwelling Fires.
- PI 03a Domestic False Alarms.
- PI 04 Hospitalisations from Accidental Dwelling Fires.
- PI 05 Secondary Fires.
- PI 06 Response Standards Met.
- PI 06a Dwelling Fires Attended within 8 Minutes.
- PI 06b Non-Domestic Property Fires Attended within 9 Minutes.
- PI 06c Road Traffic Collisions Attended within 10 Minutes.
- PI 07 Home Fire Safety Visits.
- PI 09a Deliberate Primary Fires.
- PI 09b Deliberate Secondary Fires.
- PI 09c Deliberate reduction activity.
- PI 10a Primary Fires in Non-Domestic Premises.
- PI 10b Hospitalisations from non-domestic premises.
- PI 11c (i) Number of times an appliance was unable to proceed to an incident.
- PI 13 Building Regulations completed (15 working days).
- PI 14 False Alarms Caused by Automatic Fire Detection Apparatus.
- PI 15 Licensing Applications completed (28 working days).
- PI 12 Appliance failure to mobilise.
- PI 16a Availability of on-call appliances - 1st pump.
- PI 17 Fire Safety Audits.
- PI 42 Targeted Home Fire Safety Visits.
- PI 70 Hydrants Inspections.
- PI 81 Percentage of station based operational personnel maintaining competence.
- PI 18b Upheld Complaints.
- PI 18c Complaints Progressed to Local Government Ombudsman.
- PI 20 Complaints Completed (20 Working Days).
- PI 19 FOI Progressed to the Information Commissioner.
- PI 24 Completed FOIs (20 Working Days).
- PI 30 Estates Repairs Responded to on Time.
- PI 38 WT, Control & Corporate Sickness.
- PI 40 All Staff Sickness.
- PI 41 WT and Control Sickness.

- PI 43 Percentage of operational new starters from under represented groups.
- PI 44 Retention of Under Represented Groups.
- PI 46 Percentage of completed Annual Reviews.
- PI 36 Percentage of operational personnel passing a fitness test.
- PI 37 Operational personnel with an in-date fitness assessment.
- PI 62 ICT Network Availability.
- PI 63 ICT Service Availability – Mobilisation.
- PI 65 ICT Support SLA.
- PI 69 Accidents to Personnel.
- PI 72 Service contributory vehicle accidents.
- PI 73 Local H&S investigations incomplete after 28 days.
- PI 74 H&S investigations actions overdue.
- PI 88 Transport LGV Inspections Completed.
- PI 89a Availability of Pumping Appliances on Station (mechanical/ electrical reliability).
- PI 89b Availability of Special Appliances on Station (mechanical/ electrical reliability).
- PI 91 Fire Control calls to life risk incidents mobilised within 90 seconds.

Appendix G - Conflict and missing data Power Bi screenshot



Appendix H - Weekly view of activities calendar (linking productivity to risk) – Scheduling Assistant

Consett Station | 6-12 April, 2026

Time: 09:00 - 21:00 | Filters

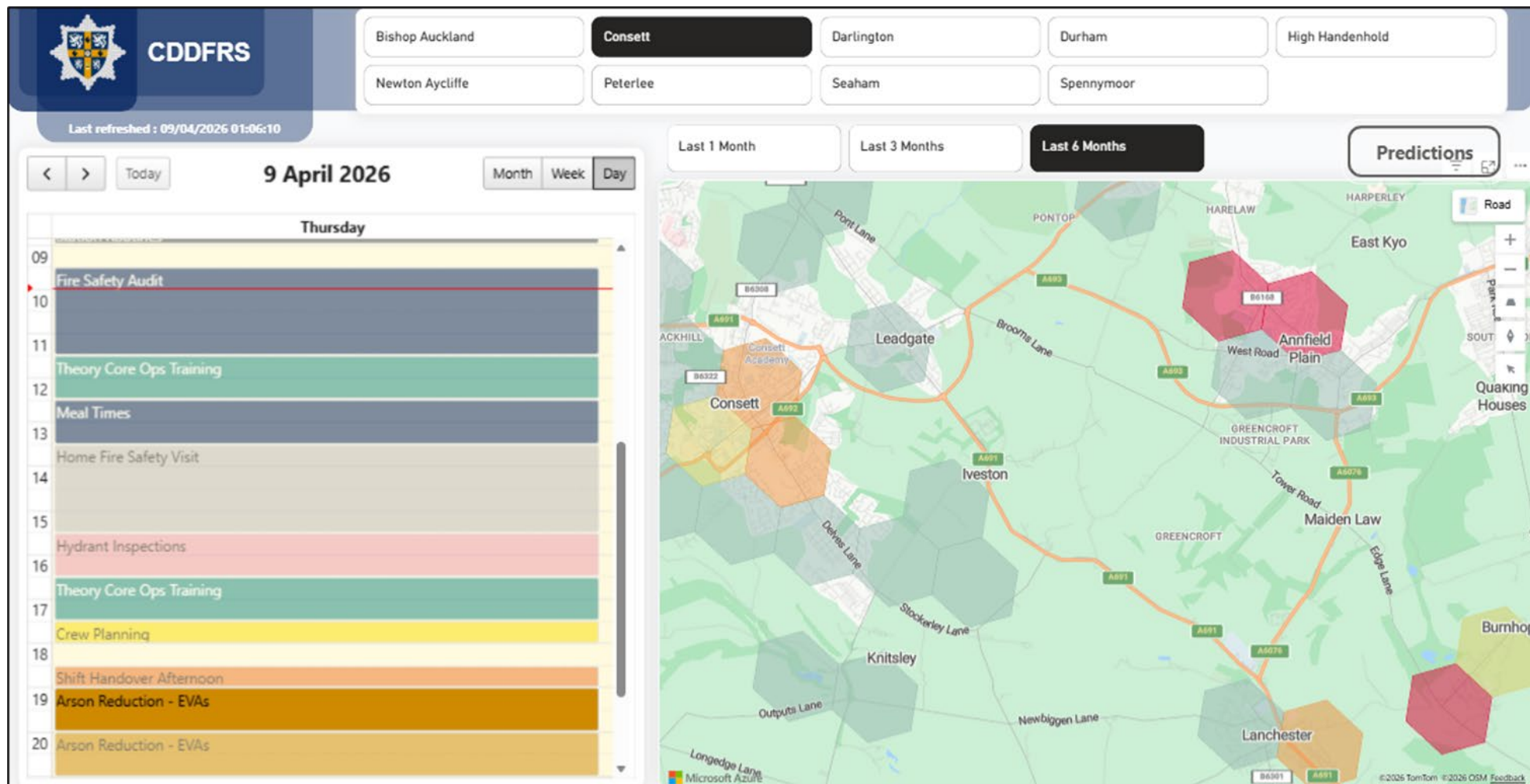
	Mon 6	Tue 7	Wed 8	Thu 9	Fri 10	Sat 11	Sun 12
9am	Fire Safety Audit	Community Engagement	Partnership initiatives	Fire Safety Audit	Community Engagement	Partnership initiatives	Community Engagement
10am	Fire Safety Audit	Theory Core Ops Training	Practical Core Ops Training	Fire Safety Audit	Practical Core Ops Training	Home Fire Safety Visit	Practical Core Ops Training
11am	Fire Safety Audit	Practical Core Ops Training	Practical Core Ops Training	Theory Core Ops Training	Practical Core Ops Training	Home Fire Safety Visit	Practical Core Ops Training
12pm	Meal Times	Meal Times	Meal Times	Meal Times	Meal Times	Meal Times	Meal Times
1pm	Home Fire Safety Visit	Meal Times	Theory Core Ops Training	Home Fire Safety Visit	Fire Safety Awareness talks (Over 18)	Theory Core Ops Training	Theory Core Ops Training
2pm	Practical Core Ops Training	Fire Safety Audit	Home Fire Safety Visit	Home Fire Safety Visit	Practical Core Ops Training	Fire Safety Audit	Partnership initiatives
3pm	Practical Core Ops Training	Home Fire Safety Visit	Home Fire Safety Visit	Hydrant Inspections	Practical Core Ops Training	Home Fire Safety Visit	Partnership initiatives
4pm	Practical Core Ops Training	Theory Core Ops Training	Theory Core Ops Training	Theory Core Ops Training	Theory Core Ops Training	Partnership initiatives	Theory Core Ops Training
5pm	Incident Recording System	Incident Recording System	Community Engagement	Crew Planning	Incident Recording System	Crew Planning	Incident Recording System
6pm	Incident Recording System	Incident Recording System	Community Engagement	Crew Planning	Community Engagement	Crew Planning	Crew Planning
7pm	Shift Handover Afternoon	Crew Planning	Shift Handover Afternoon	Shift Handover Afternoon	Shift Handover Afternoon	Shift Handover Afternoon	Shift Handover Afternoon
8pm	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs
9pm	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs	Arson Reduction - EVs

Activity Categories: Response (Red), Training (Purple), Prevention (Green), Protection (Blue), Other (Yellow)

Home Office Categories this month: Operational (Blue), Enabling Activity (Green), Non-framework (Yellow)

This month: 15% Completed | This week: 26% Completed

Appendix I - Daily view of activities and HEXBIN mapping locations (linking productivity to risk)



County Durham and Darlington Productivity and Efficiency Plan 2026/27

Last updated: 30 April 2026