



Derbyshire
Fire & Rescue Service
Making Derbyshire Safer

Derbyshire Fire & Rescue Service

Review of Fire and Rescue Authority Efficiencies and Operations

February 2013

www.derbyshire-fire.gov.uk



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Fire & Rescue Service

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Introduction

Derbyshire is a county of great contrasts. From the rolling hills of the north to the busy industry of Derby and its urban landscape through to the rugged beauty of the Peak District, Derbyshire Fire and Rescue Service (DFRS) strives to make sure it is a safer place for the people who live, work and visit there.

Over one million people live in Derbyshire in a diverse range of urban areas, bustling market towns and rural villages. The county covers over 1,000 square miles and also encompasses much of the Peak District National Park. Derbyshire is also home to important historic buildings including Chatsworth House, Bolsover Castle, Kedleston Hall and Calke Abbey, to name just a few.

Industries such as manufacturing, agriculture and tourism contribute to the local and national economies and Derbyshire is home to international names such as Toyota, Rolls-Royce, Bombardier, Denby Pottery, Royal Crown Derby and Thorntons.

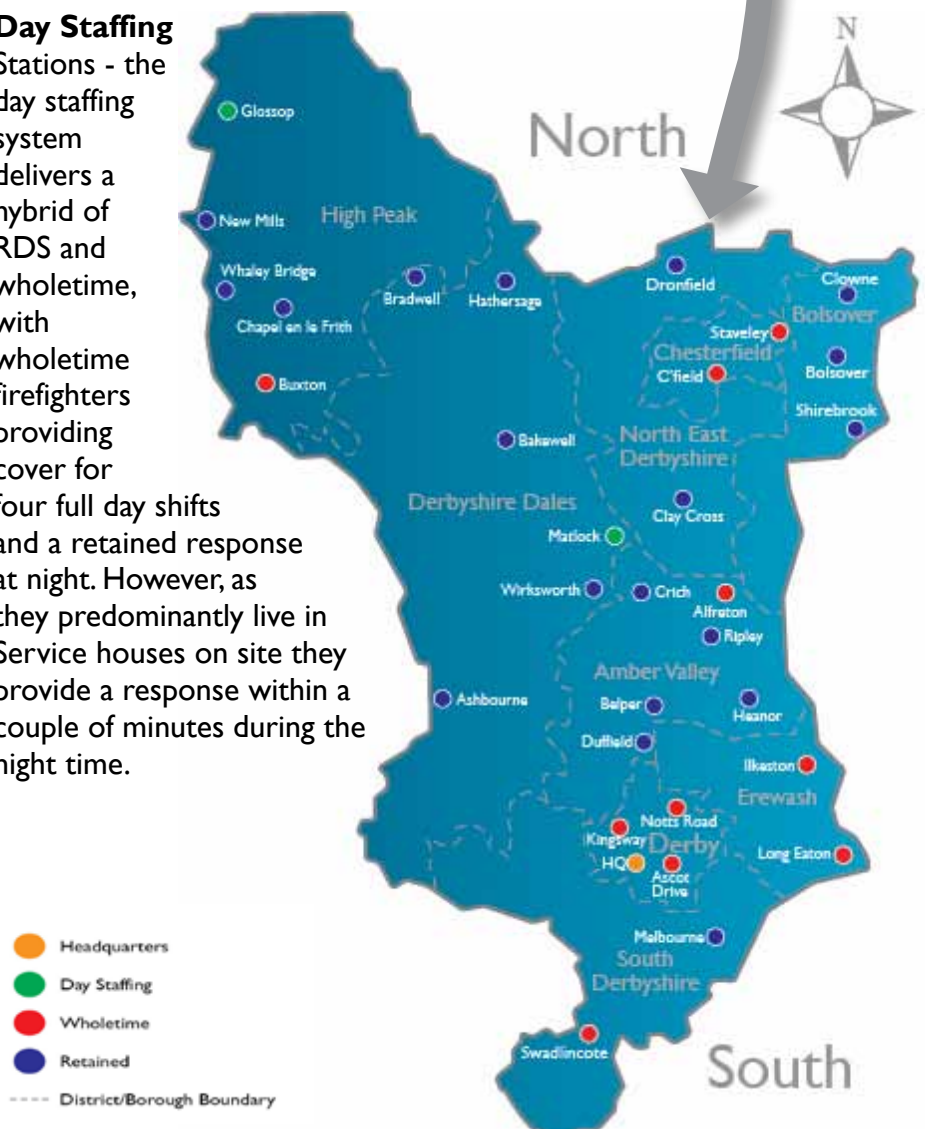
DFRS has a total of 31 fire stations that are strategically located to cover the risks in their local area, across the county and provide resilience in the case of national incidents. These stations are staffed in three ways:

◆ **Wholetime (WT) Stations**—these stations are crewed by full time personnel on a 24/7 basis providing an immediate response to a call for assistance.

◆ **Retained Duty System (RDS) Stations**—these stations are crewed by firefighters who usually have full time employment outside the Service but respond to calls when needed. They are required to live or work close to their local fire stations to enable them to respond quickly. As a consequence their response to incidents is delayed in comparison to that of wholetime or day staffing due to the up to five minute response time to station that is permitted before mobilising to the incident.

◆ **Day Staffing Stations** - the day staffing system delivers a hybrid of RDS and wholetime, with wholetime firefighters providing cover for four full day shifts and a retained response at night. However, as they predominantly live in Service houses on site they provide a response within a couple of minutes during the night time.

The Service carries out a significant amount of activities to reduce the number of fires and other emergencies. Despite this DFRS's Command and Control personnel deal with over 20,000 calls per year. Of these firefighters are required to respond to approximately 9,000 emergency incidents.



Derbyshire Fire & Rescue Service's Response to the Comprehensive Spending Review 2010



Bob Neill, MP visit to DFRS in 2011, who was "impressed with the effectiveness programme"

During 2010 it was announced that central Government grants would be reduced in real terms by an average of 25 per cent over a four year period. For DFRS this equated to approximately £5 million reduction in funding.

Preparations for this financial challenge began in early 2010 with briefings to the elected Members of the Fire & Rescue Authority, senior managers and subsequently to all staff. A clear message was given from DFRS's Strategic Leadership Team that the budgetary reductions would require significant change whilst promoting an inclusive approach at all levels to deliver a managed and sustainable solution. The initial priority was to deliver 'More with Less' and later this became 'The Same With Less' to maintain the Service's Vision of making Derbyshire a safer place to live, work and visit.

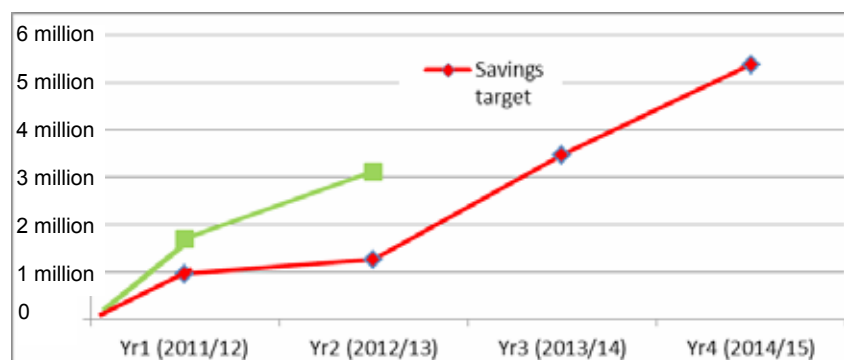
In order to address this reduction in funding the Service instigated a twofold strategy that involved an organisational restructure and the delivery of 16 key projects that would assist the Service in making the on-going savings that were required. All the projects and initiatives of this twofold strategy were grouped together under

the title of the 'Effectiveness Programme'. This programme was designed to deliver sustainable 'cashable savings' to meet the funding reductions. Other more efficient ways of working were also explored and are also referred to in this document.

The Service formed the 'Effectiveness Programme Board'. This group drove the changes required to deliver the Effectiveness Programme, including the assessment of all roles and responsibilities within the Service which led to the realignment of roles, re-grading of posts and a number of voluntary early retirements and compulsory redundancies across the Service.

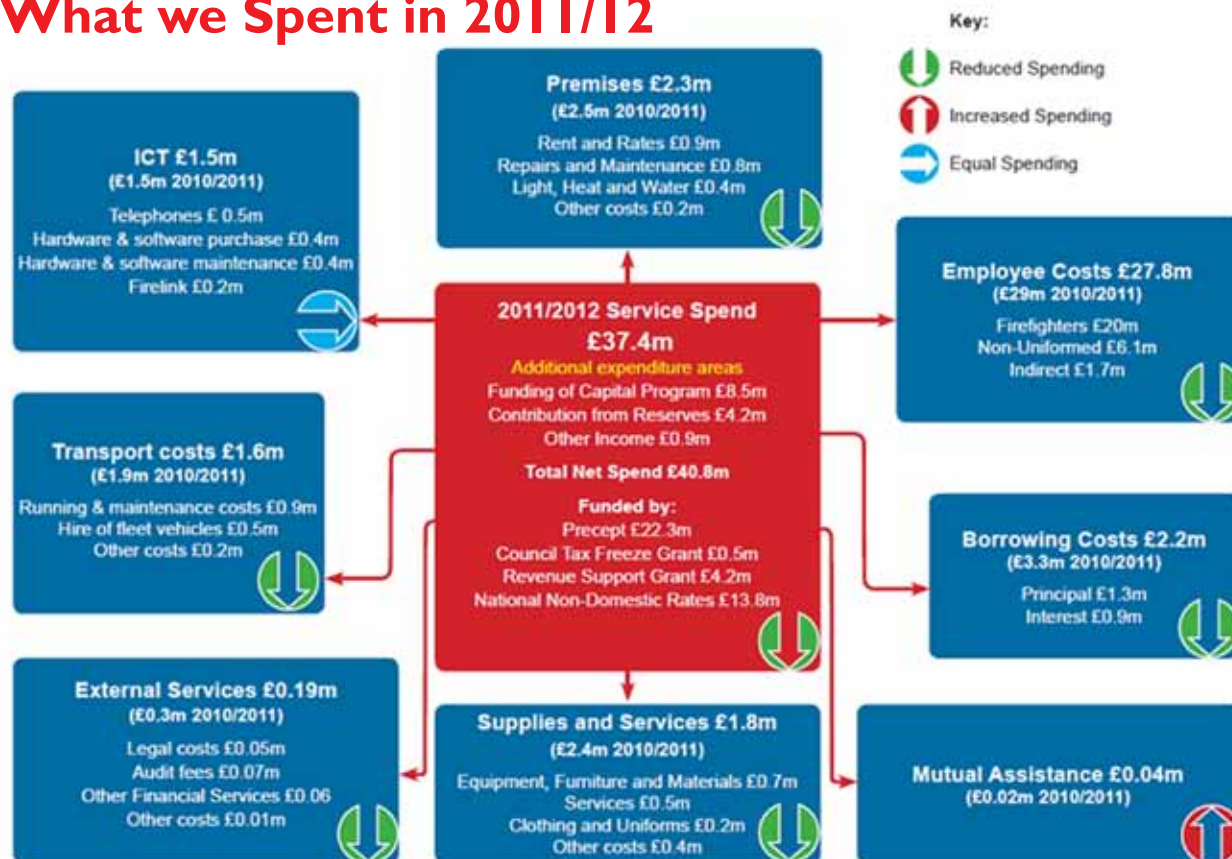
At the end of the 2011/2012 financial year the Service had made total savings of £3 million with £1.7 million of on-going costs saved. By the end of the 2012/2013 financial year the Service had saved a further £2.4 million of which £1.4 million of on-going costs being saved. The Service is now ahead of schedule in meeting the original savings target of £5.4 million by the end of the 2014/15 year.

The graph below shows the significant savings that Derbyshire has made above and beyond the savings target.



The spending map below outlines the Services budget for the 2011/2012 financial year and the reductions made by the Service.

What we Spent in 2011/12



The above spending map clearly identifies the reduction in spending and budgets across many areas of the Service.

Placing the current savings in context of the Service's plan for the current four year Comprehensive Spending Review (CSR), the scale pictured on the right highlights the forecast savings and the current savings total. As we near the end of year two, this shows how the Service is significantly ahead of the projected requirement and in a healthy position to meet further challenges.

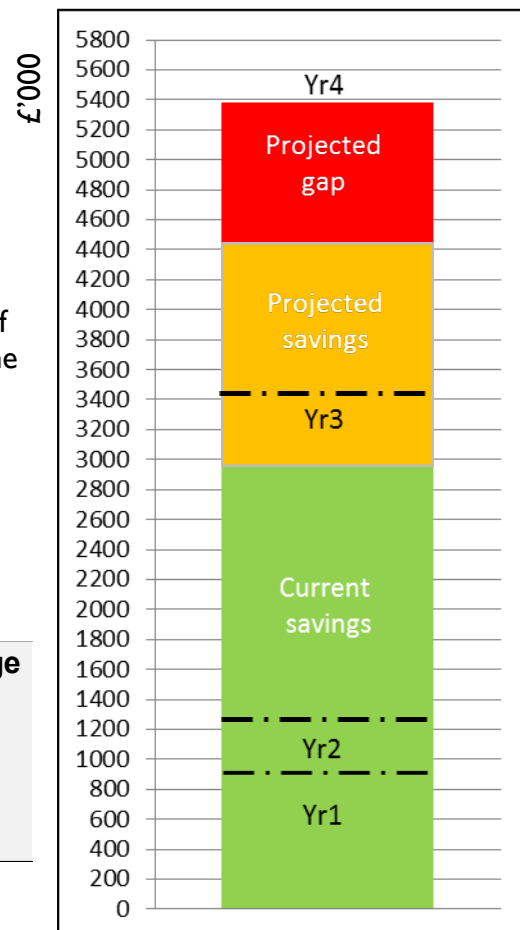
The restructure has achieved much of these savings through a reduction of:

- ◆ 15% of employees overall
- ◆ 12% in WDS firefighters
- ◆ 13.8% in RDS firefighters
- ◆ 19% in support staff

The reductions were made up of 40 Support posts, 77.5 wholetime uniformed posts and 27.5 full time equivalent Retained Duty System posts.

DRFS's Challenge

Total savings vs. Target (2011/12 to 2014/15)



- **Band D Council Tax charge £67 per year (less than 6% charge to a resident in Derbyshire and in line with the average for FRAs)**
- **In 2010/11 DFRS is in the lowest quartile for net spend per 1000 population (even before reductions in personnel/budget)**

Providing 'More with Less'

Through a comprehensive staff engagement programme, personnel at all levels of the Service were aware of the work ethic, challenge and momentum that was required to make these savings. They are also well aware that they need to continue this way of working in order to maintain and improve the standards of the Service within these times of austerity.

DFRS are a high performing organisation at a relatively low cost to the community, constantly featuring in the lower quartile for net spend per 1000 population.

From 2010 to date, whilst making these significant reductions in budget, the mantra of 'more with less' has yielded many achievements of which DFRS and its workforce are immensely proud, for example:

- ◆ 'EXCELLENT' in the Fire Service Equality Framework
- ◆ RoSPA's Emergency Services Sector Award in Health & Safety
- ◆ RoSPA Gold Award
- ◆ Derbyshire Dignity Campaign – Bronze Standard
- ◆ CLG Equality and Diversity Awards – Winner of Leadership Team category

In June 2011, Bob Neill, MP in his role of Fire Minister at that time, was invited to visit the Service and was impressed by

the Effectiveness Programme that the Service had implemented to address the reduction in funding and budgets. It was recognised that the Service had taken early action in addressing the deficit from the new budget, setting a sustainable and manageable future to continue to deliver our statutory duties.

The Service is engaged with a number of key partners and agencies and uses every opportunity to influence the safety of people who live, work, and visit the county of Derbyshire. Such partnerships have worked towards the reduction in:

- ◆ Fires
- ◆ Road Traffic Collisions
- ◆ Numbers of Automatic Fire Alarms
- ◆ Injuries

and, until recently, fire deaths.

DFRS has constantly strived to evolve to meet new and emerging risks such as the increase in water rescues and the involvement in road safety prevention initiatives; this has been achieved against a backdrop of reductions in funding.

DFRS is the country's lead in promoting domestic sprinklers with its THINK SPRINKLER! campaign. The Service is working to highlight the benefits of having domestic sprinkler systems fitted to all new domestic dwellings and is working with all its key partner organisations and local authorities to achieve this aim. Additionally, the Service is providing match funding to the city and all district

councils across the county for the retro-fitting of sprinklers in high risk premises. These are investments in the future safety of the citizens of Derbyshire as sprinklers can provide the ultimate protection to human life, property and the environment.

The Service's customer satisfaction continues to go from strength to strength; it used to stand at approximately 60%, however the 2011 'after the incident' survey found that 98% of participants were satisfied with the service they received. In a second survey to gauge public satisfaction of DFRS's 'Home Fire Safety Check' service 96% of respondents rated the whole process as very good.

In 2012 DFRS undertook an Employee Survey; this was just 12 months after completing the Service Restructure. Despite the uncertainty that employees had been subject to during the restructure 88% of respondents stated they felt proud to work for DFRS.

Derbyshire Fire & Rescue Authority have maintained a 'Band D' Council Tax charge of just £67 and in 2010/11 DFRS were in the lowest quartile for net spend per 1000 population.

The Service's approach to Community Safety has contributed to the overall national picture of driving down the number of fires year on year and reducing the number of deaths and serious injuries. This proactive work has also saved the UK millions of pounds of physical and economic damage.

DFRS has worked hard to reduce the number of emergency incidents it responds to from 10,981 in 2009/10 to 8,951 in 2011/12. This has enabled the Service to focus on preventative





What We Have Saved

DFRS's Effectiveness Programme identified a range of initiatives to secure in excess of £3.4 million in on-going cashable savings to date whilst maintaining frontline service provision to the community. The Service has used the Effectiveness Programme to:

- ◆ Change the way it works and delivers services to the communities of Derbyshire having reviewed what activities are essential, how they can be targeted at those most in need, how they can be provided more effectively and whether they could be provided by others or in partnership.
- ◆ Review everything that taxpayers' money is spent on and look at the opportunities to procure goods and services more effectively; and
- ◆ Control spending on employees through vacancy control, voluntary retirements, redundancies and a restructure of the service.

The following sections highlight the main initiatives that have been successfully implemented within Derbyshire to achieve the aspirations of the Effectiveness

actions and contribute to making the communities of Derbyshire safer in the broadest sense.

Examples of this include:

- ◆ Community cohesion
- ◆ Anti-social behaviour
- ◆ Crime and disorder
- ◆ Health and wellbeing
- ◆ Independent Community Inclusion Board

By investing today in a collaborative way with a range of other organisations from the private, public and third sector, DFRS is able to promote safer communities for the future.

This proactive work reduces deprivation, enhances social justice, promotes community cohesion and saves the tax payer money in the long term by reducing the costs to the police, local authorities, housing insurances etc.

DFRS contributes directly to the local and national economy by ensuring commerce and industry stay in business through the Service's prevention and protection work.

Other impacts of our initiatives include the reduction in NHS costs as a result of reduced treatment, a reduced impact on the transport and housing infrastructure and a reduction in anti-social behaviour. In addition to these direct savings the local economy benefits as jobs are preserved and businesses are maintained.



Programme and secure a strong financial position for the Service. The key initiative described under each section outlines the issue that the Service faced, the actions taken to remedy the issue and the efficiencies and savings made from those actions.

As well as each of the key initiatives in each section, information is also provided on other initiatives that the Service has undertaken. Further information on these initiatives can be obtained through contacting DFRS through ourchangingservice@derbyshire-fire.gov.uk.

Service Restructure

Efficiencies and Savings

The Service Restructure has achieved on-going saving of approximately £2.9 million.

In summary the reduction of personnel within the Service since 2010 has been:

- ◆ 12% WDS firefighters
- ◆ 13.8% RDS firefighters
- ◆ 19% Support Staff
- ◆ Overall, a 15% reduction in employees.

What We Did

These savings were realised by:

- ◆ Reducing the number of Fire and Rescue Authority Members from 20 to 16
- ◆ Reducing the number of Principal Officers from five to three
- ◆ Reducing the number of Flexi-Duty Officers from 52 to 30



- ◆ Reducing the number of wholetime uniformed posts by 77.5 – this includes both firefighter roles and Command and Control operators
- ◆ Freezing the RDS establishment at 300 personnel, a reduction equivalent to 27.5 full time posts
- ◆ The removal of 40 Support staff posts

The Service Restructure involved a review of all roles across the Service. As a result some roles were re-graded to provide value for money while others were removed. This resulted in the relocation of a number of Support staff and also voluntary and compulsory redundancies. Additionally, all agency staff contracts were limited within the Service.

The restructure also drove a reduction in the numbers of Wholetime Duty System supervisory and middle management. The remaining roles were re-assessed under the rank to role job evaluation resulting in the addition of wider roles and responsibilities to all management personnel.

The Service has altered the way it crews its Special Appliances by reducing the Watch strength on these stations from ten to seven. The personnel on duty now respond to emergencies with either the front line appliance or the Special Appliance, whichever is the most appropriate. This alone has resulted in a reduction of 36 Wholetime Duty System posts.

All of the reductions in personnel were underpinned by proactive management and good communications between Service management, employees and the Representative Bodies. This secured good working relationships and ensured that the relocation of personnel and the reduction of positions were managed effectively; a measure of the success of this strategy is that the whole process was completed without any grievances being submitted by personnel.

Collaboration with other Services and Organisations

Tri Service Control

Efficiencies and Savings

The merger of the Command and Control function between Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Services will deliver on-going savings of around £0.5 million per year from 2014-15. This will be achieved through improving the efficiency of the function and sharing maintenance of the system whilst providing a more resilient and reliable service.

What We Did

Through an initial investment of £5.4 million, from the Department for Communities and Local Government's Mobilising System Funding Bid, the three

fire and rescue authorities are working together in partnership to procure and implement a common, fully integrated Command and Control solution which will be operated by each fire and rescue service from separate sites. The system at the heart of the solution will be located in two separate data centres and each will feature full data replication.

The Tri-Service Control is scheduled to 'go live' in June 2014 with efficiencies and advantages that include:

- ◆ Rationalisation of control rooms and functions as services will no longer have the expense of providing standby, secondary control rooms
- ◆ Improved capacity for call handling during sudden peaks in call volume
- ◆ Support from a partner fire and rescue service will be automatic, immediate and fully functional

- ◆ Improved partnering with other fire and rescue authorities using common operating procedures and ways of working
- ◆ Physical and protective security is improved

The Command and Control function is to be relocated to a recently opened fire and rescue station from its current location at the Service headquarters. This will not only release the current building for further use but also maximises efficiency in resources and space, improves security and provides the function with state-of-the-art facilities.



Regional System procurement

Efficiencies and Savings

The joint purchase of the web-based procurement system 'Agresso' and the online recruitment portal 'Tribal' between Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Services has reduced the initial purchase cost of these systems, saving the Service around £154k over five years. Adoption of these systems also achieved non-cashable savings by improving the efficiency of the associated processes as well as providing on-going cashable savings through allowing the removal of 2.5 posts from the Procurement Team and contributing to the removal of 40% of the HR department workforce.

What We Did

The collaborative procurement of Agresso and Tribal systems provided Derbyshire Fire and Rescue Service with greater control, accountability and transparency.

The Agresso system was implemented in April 2011 and streamlines procedures within the Service through the automation of previously paper based requests and the associated handling requirements.

- ◆ Other key benefits of the Agresso procurement system are that it:
- ◆ Improves budget management
- ◆ Allows users to order items from an online catalogue, and budget holders to authorise those orders online



- ◆ Has built in workflows which will make certain processes more efficient
- ◆ Allows users easier access to up to date information by way of online enquiries and reports
- ◆ Uses enhanced automated controls to improve financial governance.

The Tribal system provides a semi-automated procedure for recruitment of personnel. This system is detailed further in the Systems and Processes section of this document.



DFRS Volunteers

Efficiencies and Savings

The introduction of volunteers to assist in the delivery of community safety information has delivered over 1,000 hours of positive action at a minimal cost to the Service. When compared with the cost of one Community Safety Officer the savings made so far equate to £13,150 (1,000 x £13.15 p/hour).

What We Did

The Service recruited 32 volunteers as part of a pilot scheme. These personnel were trained and equipped to assist in the delivery of the Service's prevention activities. The Service is committed to increase volunteering opportunities and the lead officer has been developing a plan to create a total of 100 volunteer opportunities to further deliver the Prevention message.

Community Cohesion and Prevention Activities

Efficiencies and Savings

The establishment of the Service's Community Cohesion Officer is producing a continuing societal non-cashable efficiency, not only a reduction in fires and other fire and rescue emergencies but a reduction in demand for a range of other services including NHS, Police, and local councils etc. As a direct consequence, this initiative reduces the demands on local and central government funding and also on taxpayers.

What We Did

The Community Cohesion Officer is seconded as a member of the Derby Community Cohesion Team where they work with a range of agencies. Activities are intelligence led and targeted at those most vulnerable from the risk of fire. DFRS's Community Cohesion Officer works in partnership with a range of other services and agencies to also reduce crime, reoffending, anti-social behaviour and a multitude of other cross-cutting issues. By working with agencies who are expert in the field of community integration, DFRS is able to better understand their needs and



have an increased awareness of different cultures.

Fire Investigation

Efficiencies and Savings

In order to achieve a reduction in Flexi-Duty Officers through the Service Restructure new and more efficient ways of working were required to maintain an effective service provision. An example of this was the implementation of a collaborative approach to fire investigation between the East Midland counties.

What We Did

DFRS chairs the East Midlands Region Fire Investigation Liaison Group where multi-agency joint working is developed and best

practice in fire investigation and arson reduction is shared. This group developed, and now delivers fire investigation under the 'East Midlands Regional Fire and Explosion Investigation Policy'. This policy includes a Memorandum of Understanding (MoU) between the fire services in the region and police authorities. As part of the MoU each fire and rescue service has agreed to maintain a quorum of Level 2 Fire Investigation Officers who can be called upon to conduct fire investigation across any of the five counties.

Other Initiatives

DFRS is involved in many more collaborations with other organisations and services that provide efficiencies for the Service and cashable savings. For example:

- ◆ DFRS has taken positive steps forward through working with private sector companies to promote efficient working. Excellent working relationships with Derbyshire based Toyota and Rolls Royce, local building and housing contractors as well as with volunteer groups have allowed the Service to



progress its training, response and delivery across all areas, including the pioneering work that DFRS has delivered in relation to its own Think Sprinkler! campaign, whilst minimising cost to the Service, maximising efficiency and gaining expert knowledge from the private sector.

- ◆ The use of Urban Search and Rescue training facilities in Lincolnshire and the sharing of Ambulance Service Hazardous Area Response Team training facilities in Nottinghamshire have meant that operational personnel within Derbyshire can experience specialist training at much reduced costs to the Service.
- ◆ The Service actively uses local natural water courses as training facilities to reduce costs of initial and refresher training as well as familiarising crews with water hazards in their station areas.
- ◆ DFRS receives administrative support from neighbouring Services in its firefighter pension administration as well as assistance from the County

Council in accounting support.

- ◆ DFRS have established an MoU with the Salvation Army. As a result, the Salvation Army now provides emergency incident feeding, refreshments and on site emotional support for firefighters at a minimal cost to the Service.
- ◆ Through the 'STOP! LOOK UP!' campaign DFRS is working more efficiently by further targeting its prevention resources to the most vulnerable people in society by working in partnership with Police, Social Services, 'Meals on Wheels' and other community groups.
- ◆ DFRS is a committed partner of the 'First Contact Scheme' to efficiently deliver its prevention message. This scheme promotes and actively facilitates the 'homes for life' ethos and supports older people in Derbyshire to live more independently in their own homes, providing advice on a range of services. The Service works with a range of partners to deliver the services and support needed

by vulnerable people.

- ◆ DFRS's Handy Van Scheme adds value to society and ensures the Service's prevention resources are targeted at those most at need. This scheme meets the national policy direction for adult community care and supports the inclusion and wellbeing agenda; successfully completing 3,300 Home Fire Safety Checks (HFSCs) across the county on behalf of DFRS at an average cost of £7 each. This has provided a theoretical saving in excess of £150,000 when compared to the cost of a crew to carry out the equivalent number of HFSCs and a quantifiable efficiency in excess of 10,000 hours for the Service.
- ◆ DFRS is a committed partner in delivering the 'Big Society' by sharing its accommodation and resources with other organisations and services. All new build fire stations now incorporate 'community rooms' which aim to reduce the burden on other voluntary and not for profit organisations



ensuring that these important services are maintained within the community.

- ◆ Examples of this partnership working are:
- ◆ DFRS have MoUs and provide purpose built facilities and accommodation for both Mountain and Cave Rescue teams
- ◆ DFRS provide meeting rooms and offices for Safer Neighbourhood Teams. This partnership helps to reduce crime and disorder in the community
- ◆ DFRS provides the use of its community rooms to facilitate the Derbyshire Youth Offending Support Service meetings

Reduction in Unwanted Fire Signals

Efficiencies and Savings

Since the implementation of an initiative in 2010, Unwanted Fire Signals (UwFS) in Derbyshire have been reduced by 30%. The department for Communities and Local Government estimate that each UwFS costs approximately £846; using this estimate DFRS have achieved savings in excess of £0.5m. Cashable savings are only present in the reduction in on-call appliances being mobilised to these types of incidents. On-call appliances attended 172 less UwFS calls in 2010/11, realising a cashable saving in excess of £11,500.

Other non-cashable savings include:

- ◆ Lifesaving appliances are now available more of the time to respond to critical incidents

- ◆ Reduced cost to local employers of Retained firefighters being released from primary employment
- ◆ Less disruption to core activities for fire and rescue service personnel in training and fire safety activities
- ◆ Less impact on the environment and reduced costs from unnecessary appliance movements

What We Did

In 2010 the Service introduced its call challenging process for automatic fire alarm calls received in our Command and Control Centre. Alongside this, DFRS helped educate businesses to make sure that they appoint someone in their organisation who can help in investigating the reason for an alarm being activated so they can quickly and easily discover if it is genuine.

When DFRS does respond to a call that transpires to be an UwFS, firefighters conduct a general



check on the fire safety measures in the premises and gather information on that location. Premises that are persistent in reporting false alarms are actively managed to ensure their provision of fire detection is suitable and sufficient, therefore reducing the likelihood of repeat issues.

Systems and Processes

The Service continually reviews and improves its systems and processes to ensure they are efficient and 'fit for purpose'. An example of this is the automation of previously labour intensive paper based systems. By 'spending to save' the Service has been able to improve productivity and reduce lead time for data to reach the end user in the correct and most appropriate format. This section highlights three examples of this:

- ◆ Enterprise Information System
- ◆ Gartan
- ◆ Tribal Recruitment System



Enterprise Information System

Efficiencies and Savings

The Enterprise Information System (EIS) reduced the time taken for gathering operational risk information to ensure this information was available to front line crews by up to 80%. This significantly improved firefighter safety through the provision of reliable, accurate and timely risk information as well as improving efficiency through the automation of previously labour intensive workloads. This improvement contributed to allowing the removal of four area administration support posts in the Service Restructure.

What We Did

The EIS is a bespoke electronic database developed 'in-house' by DFRS personnel that stores a record of all commercial and domestic premises in Derbyshire, including site specific risk and hazard information to support front line personnel. The introduction of this system has led to an increased quality of data due to the originator inputting the data directly on to the database. The system is 'live'; as soon as updates are inputted the information is then available for all relevant personnel. This system has reduced the amount of manual data input required therefore significantly reducing the likelihood of errors and has allowed the sharing of information between relevant parties whilst releasing significant amounts of time.



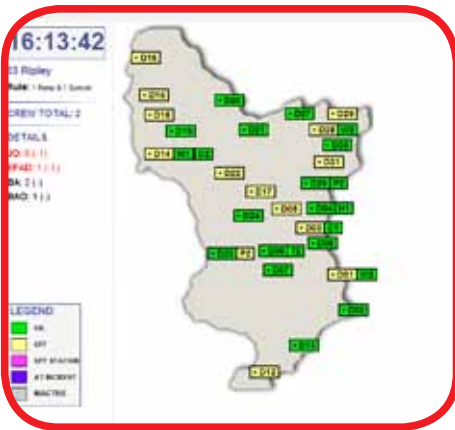
Gartan

Efficiencies and Savings

The introduction of the Gartan Payroll and RDS Availability Systems resulted in a reduction of manual inputting and scrutiny of data whilst improving accuracy, efficiency and speed. This improvement in efficiency contributed to the cashable saving in the reduction of 1.5 posts within the Payroll department.

Other non-cashable savings to the Service included:

- ◆ The Command and Control Centre are updated in real time with details of both the personnel and qualifications that are available and the availability of the appliances throughout the whole Service.
- ◆ The Gartan Availability System communicates data for each individual on the RDS and transfers this information to the Gartan Payroll system for payment as well as monitoring contractual performance and reporting this data.
- ◆ Approximately 4000 hours per year have been released from management activities in both the WDS and RDS through the introduction of these systems, realising a significant efficiency for the Service.



What We Did

The implementation of Gartner Payroll and RDS Availability Systems has provided DFRS with greater accountability, control and transparency in these areas. This has been combined with significantly reduced and streamlined procedures within the Service in relation to the RDS since its implementation in 2010.

Tribal Recruitment System

Efficiencies and Savings

The introduction of the Tribal Recruitment System is one of the systems adopted by the Human Resources (HR) team that has ultimately reduced the department's level of transactional activities allowing a reduction in staffing by approximately 40%.

In addition to this, a further saving was realised through the joint purchase and maintenance of the system by the fire services in the East Midlands.

What We Did

Tribal is an online recruitment portal (internet based system). This system is used for the advertisement, application, sifting and process of Uniformed and Support applicants. It has reduced the heavily paper based and

labour intensive administrative process and removed the reliance on the HR department to coordinate and manage these processes.

Efficient and Effective Learning and Development Capacity

DFRS has reduced its annual training budget through a number of initiatives of which examples are detailed below.

Challenging Course Providers

Efficiencies and Savings

Through the challenging of course requests, conference attendances and the review of course provision a cashable saving of almost £0.5m has been achieved.

What We Did

The Learning and Development (L&D) department instigated a process of challenging external

course providers to ensure the costs for essential external courses were reduced and made as efficient as possible. A procurement process was conducted to ensure that the supplier selected for each course was the one that most closely met the needs and budget of the Service.

All requests for external courses from individuals or small groups are processed through an established system of line manager scrutiny and endorsement before forwarding to L&D. L&D ensure that the course requested will meet the needs identified and that the costs are affordable and reflect best value. A policy statement of 'all training must be to develop identified training needs in a current or known future role' has been adopted.

The Service now facilitates a number of courses 'in house' through the training and accreditation of instructors who now deliver bespoke courses tailored to employee's needs whilst reducing the associated costs.





Instructor Qualifications

Efficiencies and Savings

The L&D department has improved efficiency and made further cashable savings through maintaining the competence of ex-instructors who have left the department and utilising these personnel to deliver training and assist in the development of their peers on station. Six ex-instructors now work in this way saving in excess of £40,000 in new instructor course fees.

Flexible Courses

Efficiencies and Savings

Through a restructure of the Service training delivery programme L&D continue to deliver the equivalent of over 4,000 days of training each year whilst a more flexible approach has minimised the impact on ridership figures and reduced the costs of travelling.

What We Did

Savings have been achieved by improving the accessibility of training courses by facilitating them on local stations where possible. This reduced the impact of personnel travelling long distances to attend the courses, made better use of the Services facilities, made courses more accessible and improved use of time for all concerned.

Courses have been made more economical by encompassing several elements of previously longer courses and compressing them into shorter courses, utilising pre-course study and assessment to maximise available time on the course.

E-Learning

Efficiencies and Savings

The 'in-house' production of the online training facility IGNIS has allowed the Service to incorporate a state-of-the-art training platform at negligible cost. This tool has enabled courses to be reduced in length by using it to support pre-assessment and pre-learning for candidates, allowing more time for course delivery as well as supporting training on station for WDS and RDS personnel releasing time from supervisory managers and ensuring firefighter safety across the Service.

What We Did

DFRS personnel created an online 'e-learning' portal. This system incorporated all training packages delivered within the Service and enabled the provision of those packages to all personnel to compliment station based training and central training courses. This resource not only ensured that all training packages within the Service were relevant and up to date but also improved efficiency of courses and reduced the time spent by supervisory managers on station in preparing and delivering training sessions.

What We Did

The L&D department utilised ex-instructors and their skill sets to support the delivery of courses, allowing greater flexibility and greater welfare arrangements for permanent instructors. Competence of station staff has been improved due to station based instructors imparting valuable training sessions amongst their own team members and other personnel, especially to RDS units in training sessions. This effective use of resources reduced the frequency of requirement for external instructor accreditation courses as well as assisting in the reduction in frequency of centrally based 'refresher' courses due to a greater maintenance of competence by firefighters on stations.



Smarter Ways of Working

Officer Car Scheme

Efficiencies and Savings

Changes to the Service's Officer Car Scheme have realised annual cashable savings in excess of £50,000.

What We Did

DFRS reduced the number of vehicles required and undertook an evaluation of the whole vehicle fleet. A standard specification was devised and taken to the vehicle manufacturers who were challenged to provide these specifications at the best discount rate. Once the best bid had been established an approach to the way the Service leased vehicles was explored and implemented. The period between renewal of vehicles was extended from three years to five with an enhanced maintenance contract to support this change.

Lease Buildings

Efficiencies and Savings

Through the termination of leased buildings an on-going cashable saving of £140,000 per annum was achieved.

What We Did

Following a reduction in the total number of Support staff, office space was identified and created at the HQ site and other fire stations. This enabled the Service to cancel the lease agreements on all other buildings. By investing money in the conversion of available space on Service owned property, an on-going saving of £140,000 per year was realised through the relocation of remaining personnel.



Procurement Board

Efficiencies and Savings

The establishment of the Procurement Practitioners' Board and amended tendering processes has saved DFRS £2.75 million on its new build projects. Additionally small changes to the way the Service does business and a 'no waste' culture have made savings of over £18,000.

What We Did

A Procurement Practitioners' Board had been established where potential savings and best practice were discussed. This ensured that DFRS was best placed to make the tendering and procurement process as cost effective as possible. This meant that genuine value for money was gained through a diligent procurement process which ensured long term savings whilst maintaining quality of goods and services received.

Sickness Management

Efficiencies and Savings

DFRS achieved a reduction in sickness levels across the Service through proactive management and support which has realised an estimated £200,000 in on-going cashable savings as well as an increased efficiency in service delivery.

What We Did

DFRS introduced a new attendance management policy in 2010 which incorporated a proactive and supportive approach to sickness management and the incorporation of compulsory fitness testing as part of operational personnel medicals. All managers within the Service were given training on attendance management which was complimented by the provision of training facilities, paid training time for all operational personnel, active monitoring of absences and a comprehensive return to work process.

Retained Availability Assistance

Efficiencies and Savings

DFRS have become more efficient by increasing the number of RDS appliances available at any one time by utilising office-based wholetime personnel. This improved service delivery whilst a targeted recruitment campaign has been carried out to fill vacancies at stations where numbers are below the current required levels.

What We Did

By identifying wholetime personnel working the day duty



system in departments other than Response, the Service introduced systems to allow these individuals to work remotely. Key RDS stations were identified and where individuals were carrying out office related duties they would provide operational cover at these locations when required. This ensured that appliances remained 'on the run' and available for responding to emergencies.



Well 4 Work

Efficiencies and Savings

£21,000 per annum cashable savings has been realised by outsourcing the function of employee welfare and support.

What We Did

The Employee Assistance Programme has replaced the post of Welfare Officer at the same time as offering a host of other services at a reduced cost. This service provides 24 hour emotional support to employees as well as legal and consumer advice. The services are available via a telephone helpline, website or one-to-one meeting to improve accessibility. Extremely positive feedback has been received since its introduction, with an average user feedback rating of the service of 9.2 out of 10.

Budget Challenging

Efficiencies and Savings

Approximately £1 million of the Service's on-going cashable savings to date were achieved through the concept of Budget Challenge.

What We Did

All Heads of Department and Group Managers were challenged to scrutinise their departmental budgets and reduce their associated costs to the Service. This continual challenge was disseminated by Heads of Departments to all personnel to promote inclusion and maximise savings. Service initiatives, such as the suggestion scheme, have assisted the success of these challenges by engaging with all personnel at all levels.

Invest to Save

The Service has recognised the opportunity to 'invest to save' since 2010 and have used some of the savings achieved through the Effectiveness Programme to make further savings in the future. Examples of this approach are:

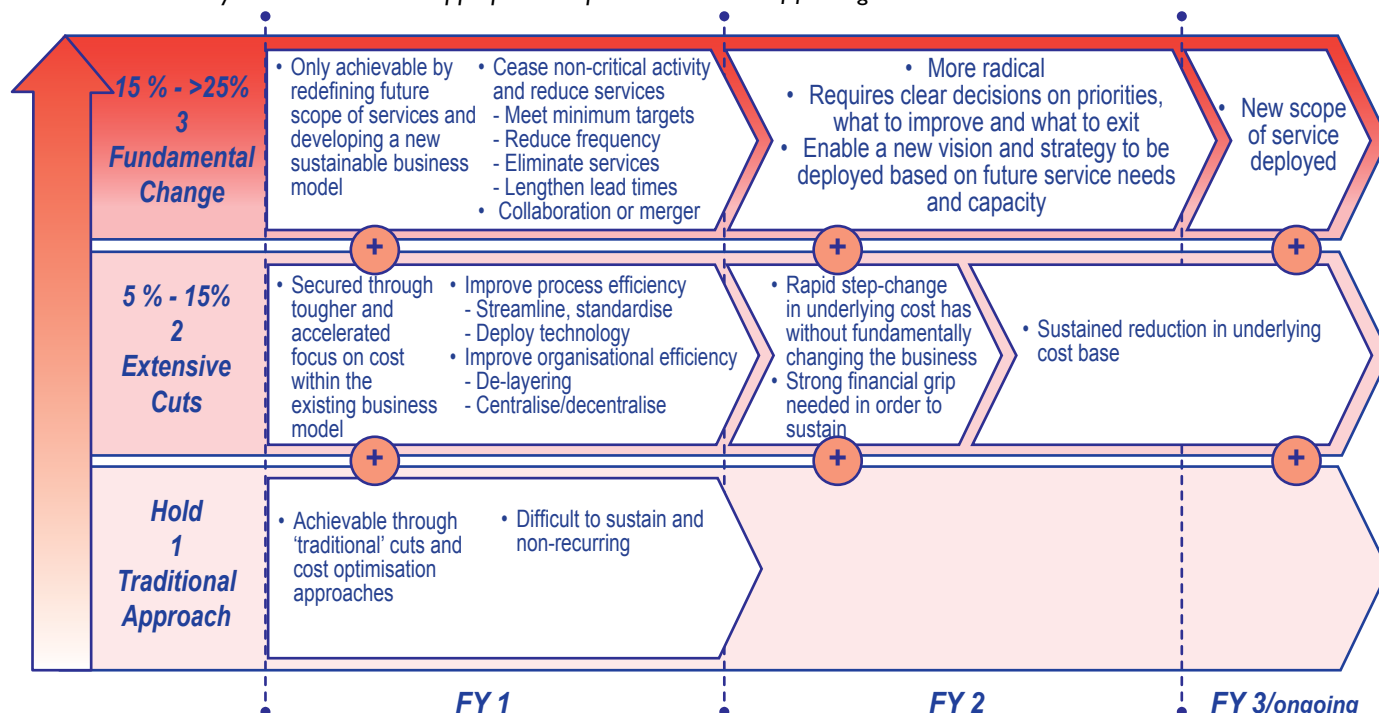
- ◆ The Service's new build fire stations were not only delivered significantly under budget but they also provided enhanced environmentally friendly systems and multi-functional areas for community use. As a consequence there was an immediate saving to the Service and the environmental systems will secure on-going savings into the future.
- ◆ The appointment of two Service Improvement Advisors in 2012 have been key to identifying and driving savings and efficiencies throughout the Service. They have been instrumental in the delivery of a number of projects highlighted through the Effectiveness Programme. These two year secondments

have provided a focus point for the Effectiveness Programme to operate around and have reinforced the importance of projects such as e-forms, self-service approach and process mapping.

- ◆ The Service has invested, and continues to invest, in its Information Communication Technology (ICT) infrastructure. The automation of processes to reduce workloads and increase efficiency is central to a number of projects currently on-going within the Service. DFRS continues to work in collaboration with a range of Services, acquiring and developing software collectively in order to reduce the initial purchase, license and maintenance costs. Improvements to both the accident reporting process and the procurement process have been achieved through their automation with online systems.

- ◆ The proactive efforts of DFRS and the FRA in addressing the budgetary constraints have enabled short term reserves to be established. These reserves have been used to finance the building of two new stations, removing the requirement of borrowing and its associated costs. To date, the Service has saved £1.1 million in repayment costs by using reserves prudently rather than borrowing money.
- ◆ The Service is continuing to improve the efficiency and economy of the Service vehicle fleet. This includes purchasing new vehicles that have less environmental impact than previous ones, are more efficient with fuel and are less costly in terms of repairs and maintenance. The Service is taking steps to ensure that all future fleet vehicles purchased will comply with the new Euro 6 rating which comes into effect in December 2013. This will ensure increased performance with low running costs.

This model is used by DFRS to deliver an appropriate response to the level of funding reductions received



The Future – Providing ‘Less with Less’

Derbyshire Fire & Rescue Service and Derbyshire Fire & Rescue Authority are in a strong position due to achieving the aspirations set in the Service’s proactive strategy that was created in 2010. This has delivered:

- ◆ a lean, efficient and diverse organisational structure
- ◆ collaboration with a diverse array of organisations ensuring we provide ‘social added value’ in our service provision
- ◆ prudent management of the Service’s financial resources enabling the Service to protect front line service delivery
- ◆ a forward thinking Strategic Leadership Team focussed on providing the best service possible with the resources available, tackling and overcoming the difficult issues

As we head towards the mid-point of the Comprehensive Spending Review the uncertainty of future budgetary announcements indicate that the work in meeting the budgetary constraints is far from over. Work has already begun in earnest to look at how the Service will deliver its duties in the future, looking at 2022 and beyond. A ‘blank canvas’ approach has been adopted so that we are not constrained by circumstances or convention. The people of DFRS have, and will continue to develop innovative solutions to provide the citizens of Derbyshire with value for money and a future fire and rescue service to be proud of.

An example of these innovative solutions is the Sponsorship Framework that was recently accepted by the Fire and Rescue Authority. This enables the use of sponsorship to fund the non-statutory duties that the Service delivers. Sponsorship has already been secured for the supply of smoke tents to the Community Fire Safety Team to help to continue the education of our communities in this vital area. The Service will maintain its front line service delivery through the traditional funding streams. However, sponsorship is the conduit through which the Service can maintain its non-statutory functions that create a social return on investment, making Derbyshire safer.

It is recognised and accepted that in order to make further savings, from those that have already been achieved, the way in which DFRS delivers its services to the communities of Derbyshire

will need to change. Whilst it is still unknown exactly what these changes will be, it is certain that the changes will involve a reduction to the number of firefighters on stations in order to achieve a further reduction in the salary budget.

This may evolve further as a different form of front line appliances or a greater distinction between mobilisations to different incident types. It will require the staffing models of stations to change and the Service to adapt.

The Service will now have to deliver less with less, but Derbyshire Fire & Rescue Service is committed to delivering the best service it can; continuing to make Derbyshire a safer place to live, work and visit.

www.derbys-fire.gov.uk



