

County Council 17 September 2015

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INVESTOR IN PEOPLE





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Looking to the future



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Introductions

- Adrian Busby – Chairman of Buckinghamshire and Milton Keynes Fire Authority
- Jason Thelwell – Chief Executive/Chief Fire Officer of Buckinghamshire Fire and Rescue Service



CURRENT RESOURCING

A map to show our station locations and duty systems, the number of fire appliances (fire engines) by type of cover and specialist appliances by location



- sfu – small fires unit
 - boat – water rescue
 - Aer – aerial appliance
 - BA – breathing apparatus support van
 - O – operational support unit
 - I – incident response unit (decontamination)
 - RSV – rescue service vehicle
 - CC – command & control bus
 - d – fire investigation dog van
 - USAR – urban search and rescue
 - CS – community safety exhibition unit
 - WFm – water & foam tanker
 - HL – high volume hose layer
- Day – Night



Our **Whole-time** stations provide full-time emergency response cover 24/7, every day of the year. These stations also have additional capacity offered by 'on-call' fire-fighters available on a 5 minute turn-out time.

Our **Day-crewed** stations provide full-time cover during the day (08:00-18:00 hours) and On-Call cover at night (18:00-08:00 hours).

Our **On-Call** stations use firefighters who live/work in the area and come in as and when required. Usually they must be within 5 minutes of the station.

We also operate an emergency control room function which deals with calls for assistance although this will be migrating to a new shared facility with Royal Berkshire and Oxfordshire at the end of 2014.



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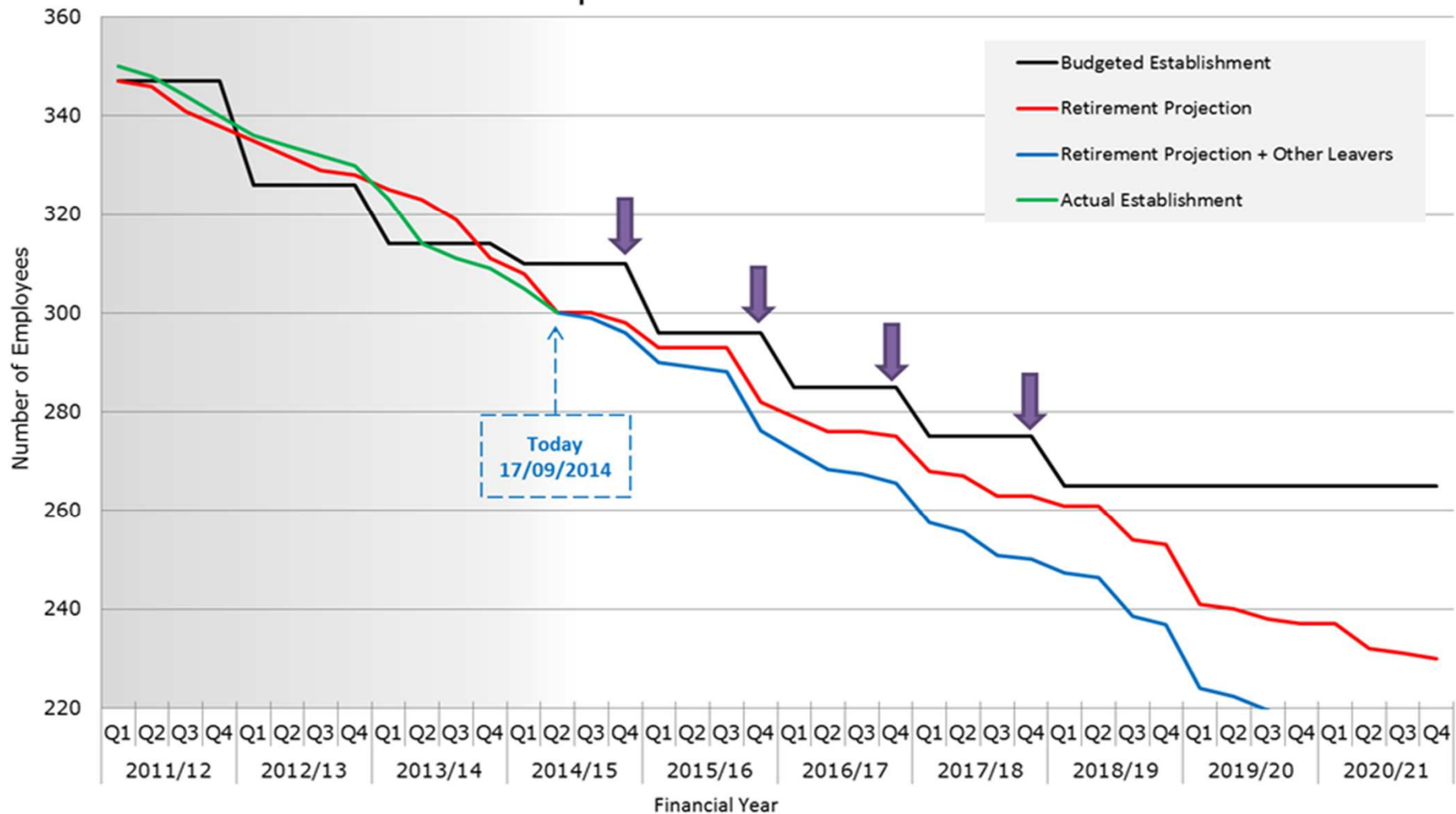
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Performance Management Culture

- Validated Appraisal evidence supports recruitment, development centres, merit awards
- Reward decisions performance based evidence
- Excellent performance recognised, poor performance managed robustly
- Reduced management numbers and further opportunities to combining and delayering, pushing down responsibility
- SAFE awards 2015 - anyone can nominate for outstanding performance and the panel that picks the winners is made up of people across the organisation, at all levels



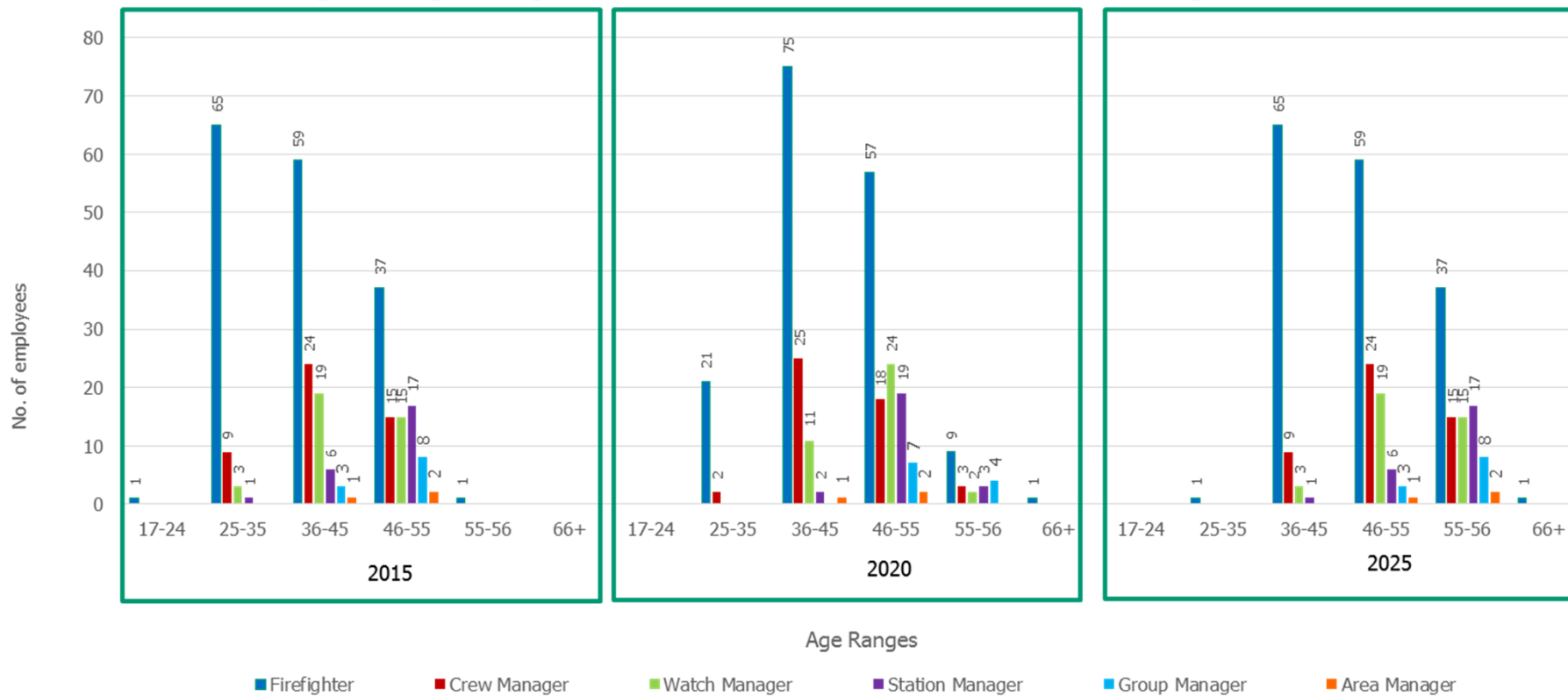
Workforce Planning: 2015-20 Public Safety Plan Predicted Operational Retirement Model





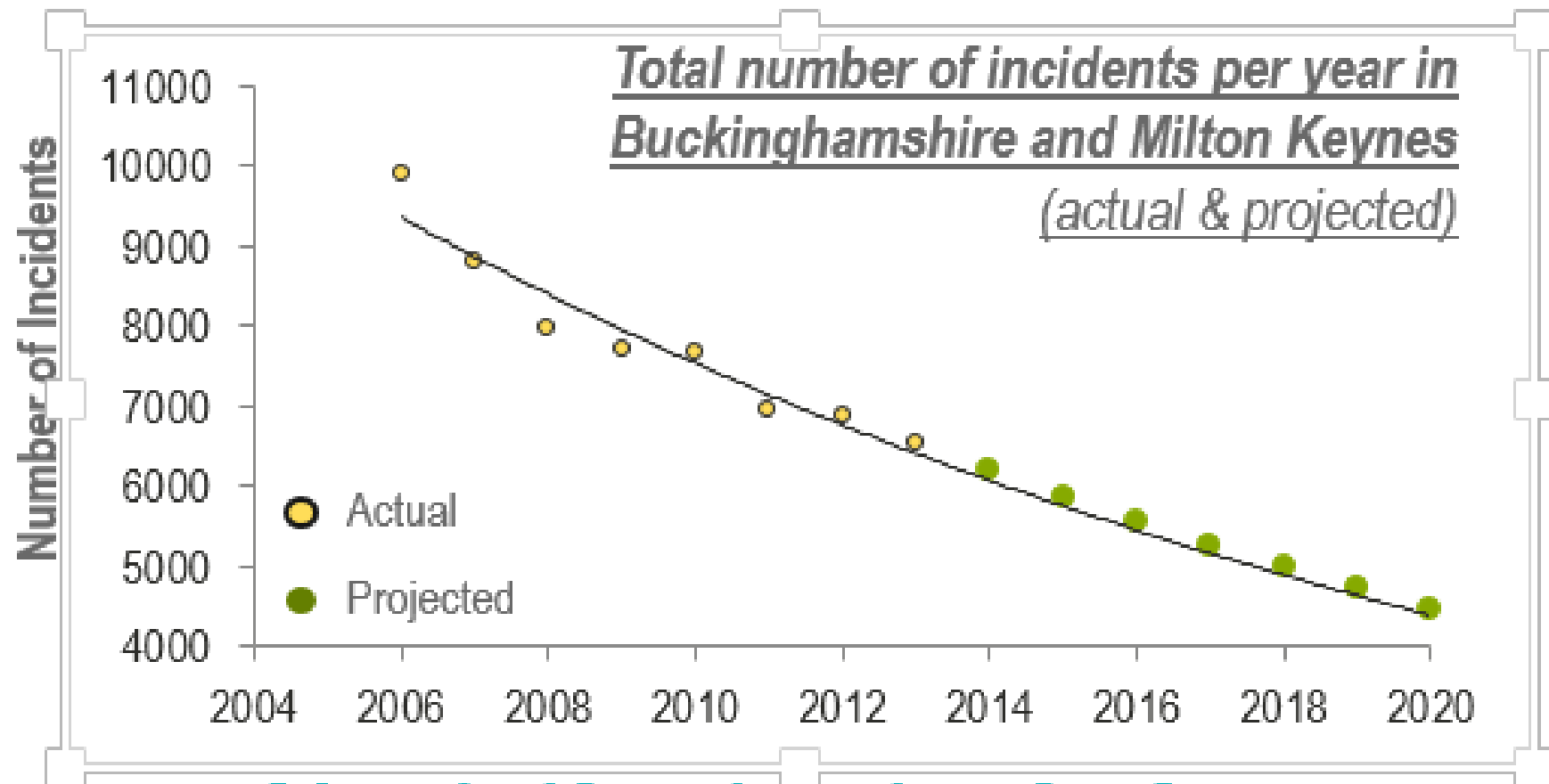
Workforce Trends

Age Range Projections 2015 to 2025: Wholetime Firefighters





Falling for the future





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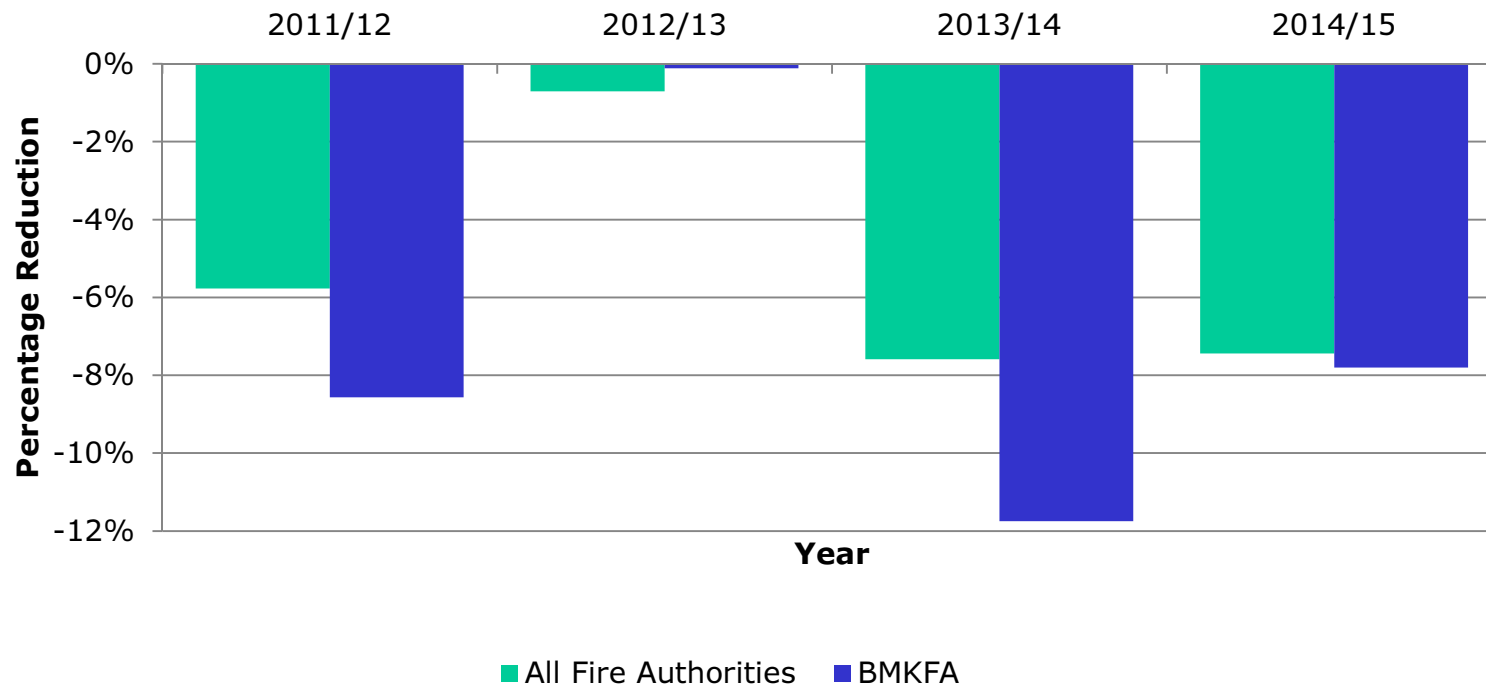
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Results from this performance
management culture over the
last 5 years – our journey and
the future



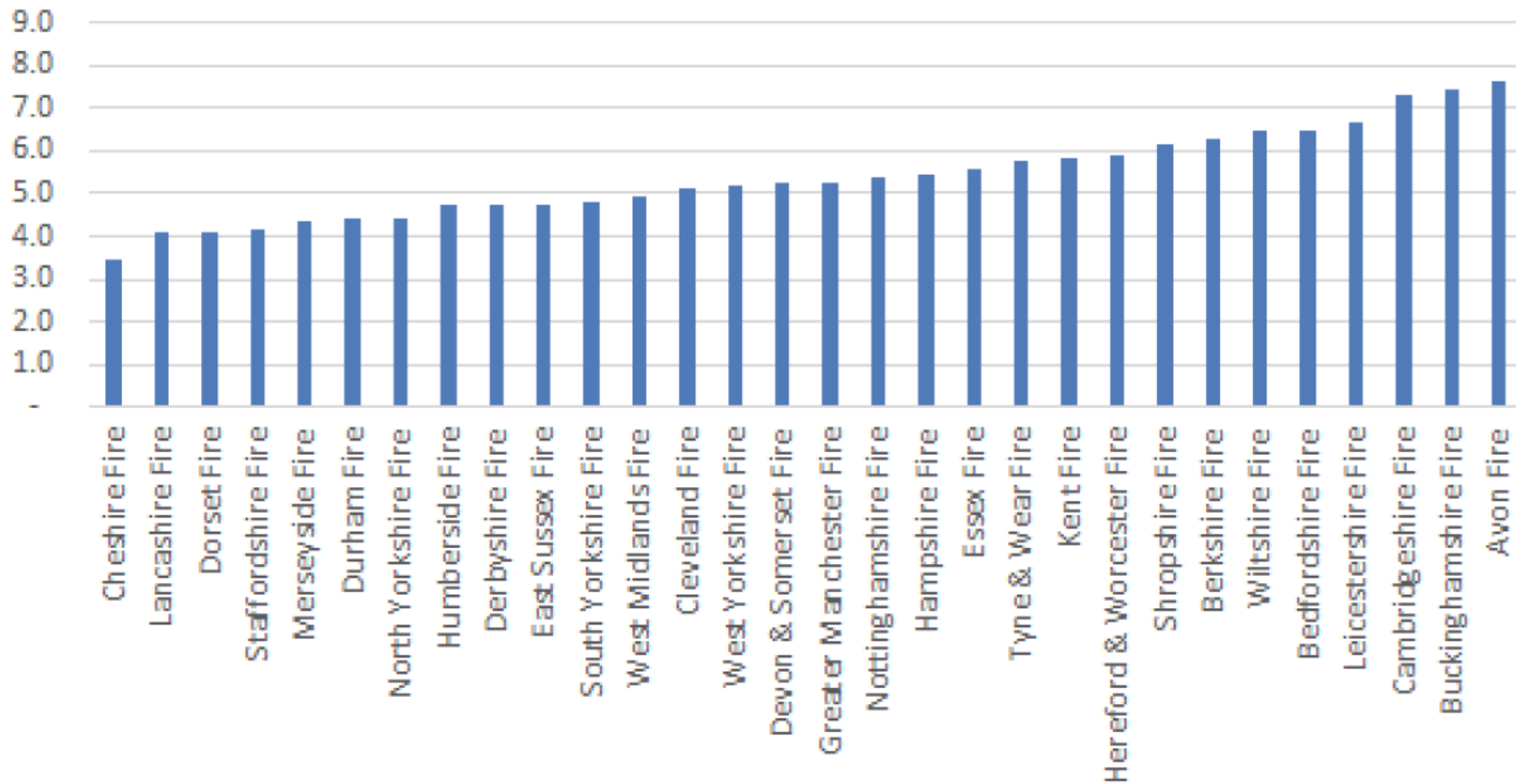
Our financial journey over the last 5 years – money from the Government

Central Government Funding to Fire and Rescue Authorities



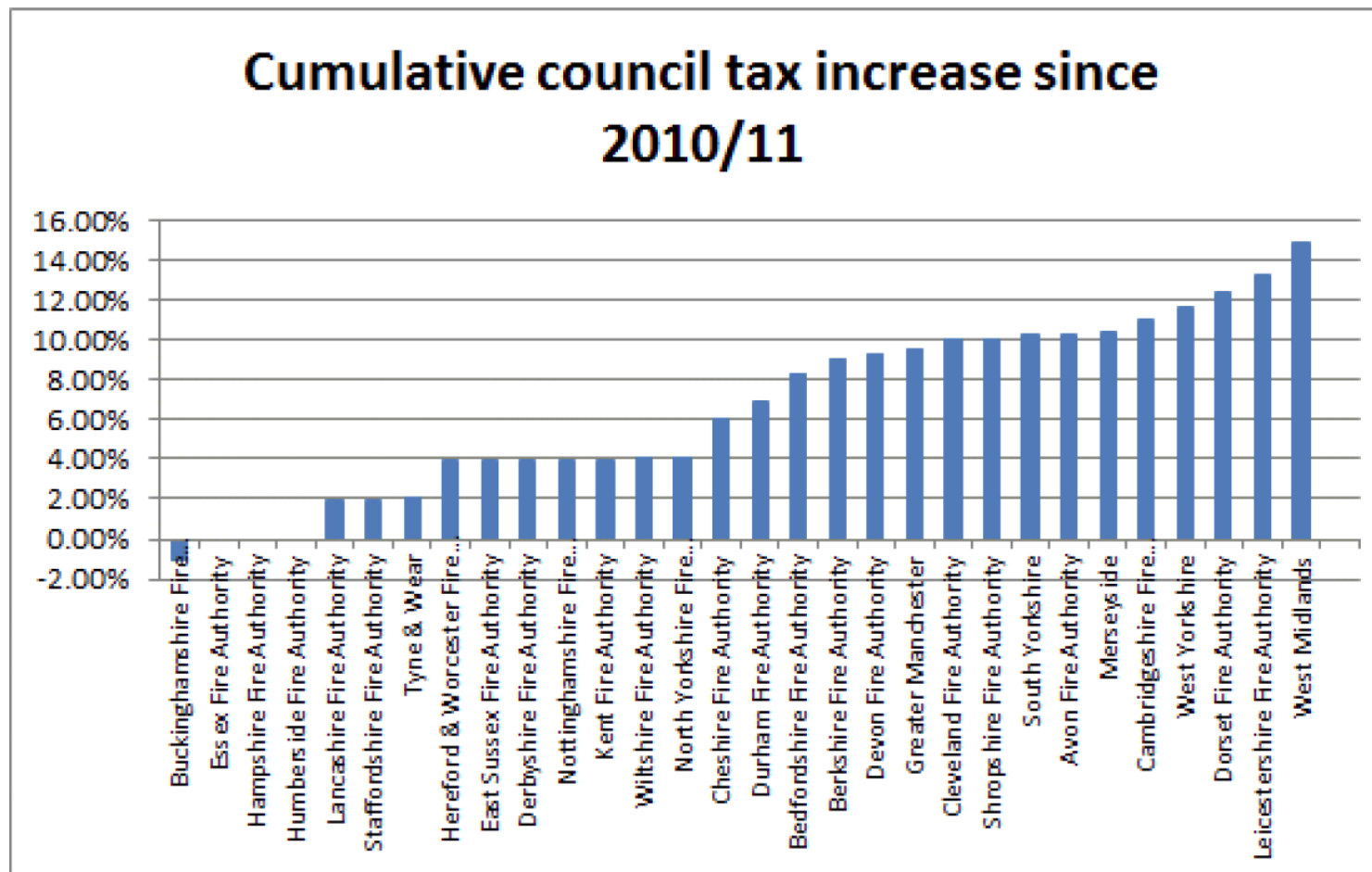


Percentage Increase in taxbase 2009/10 to 2015/16 (approx.)





Our financial journey over the last 5 years – money from our local tax payers





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What changes have we made?

- Number of Councillors on the Fire Authority
- Number of senior managers
- Number of middle managers
- Doing the same things in a different way –
USAR, specialist vehicles
- Back office – sharing across boundaries
- Combined control room



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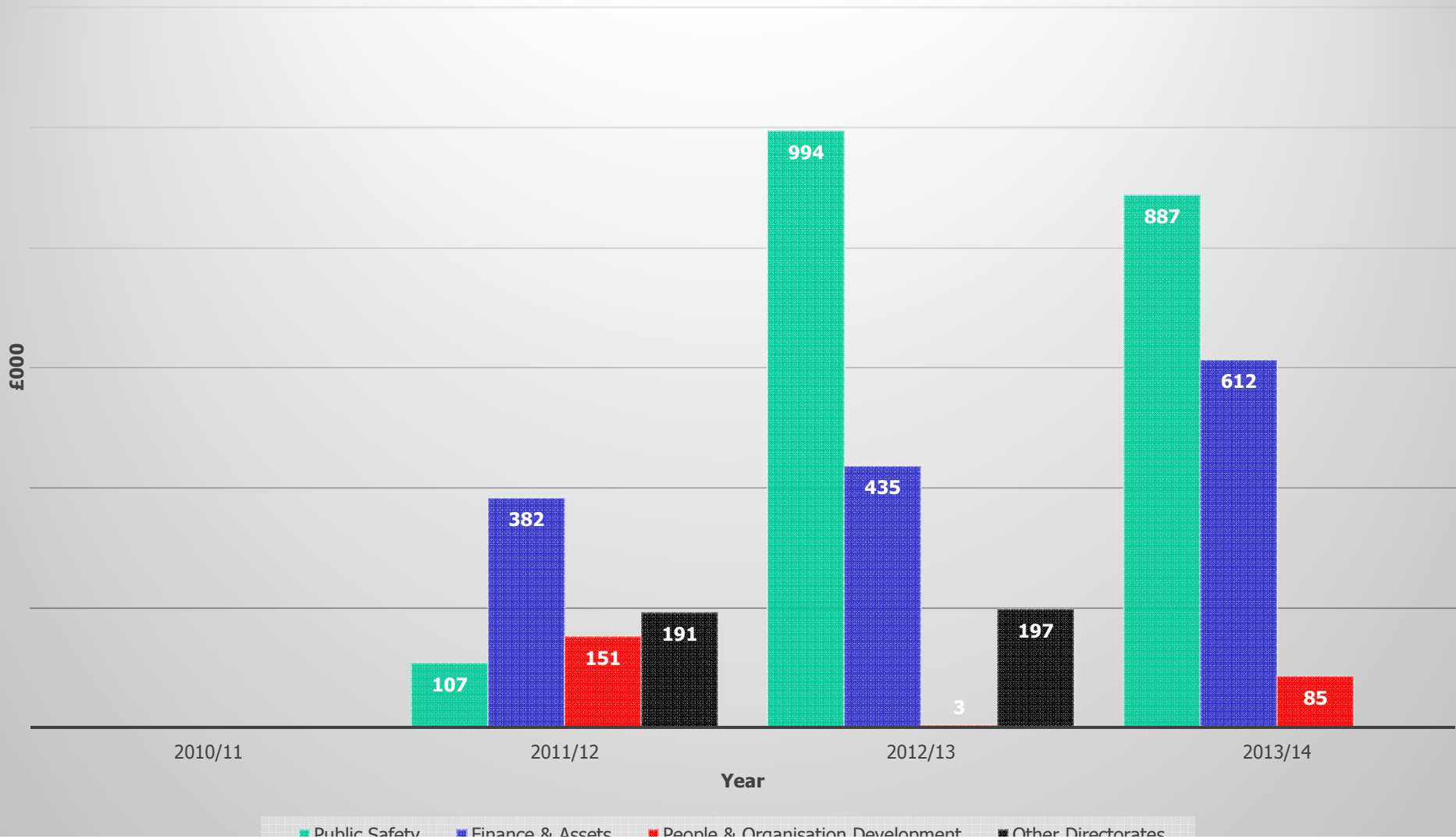
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What changes have we made?

- Member led budget challenge
- Innovative crewing solutions
- Encouragement for savings to come from right across the Authority area
- Lead members pushing change
- Promote all managers to see the solution as innovation and not cutting.



Budgeted Savings





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Holistic view

- Treasury management – we get more for our money
- Property strategy – no rental properties, we pay less for energy now than we did 5 years ago against a rising energy price
- Vehicle strategy – no standard life, based on spend and maintenance
- Staff engagement – all empowered to get on
- The future savings lie in delivering the same service in a different way



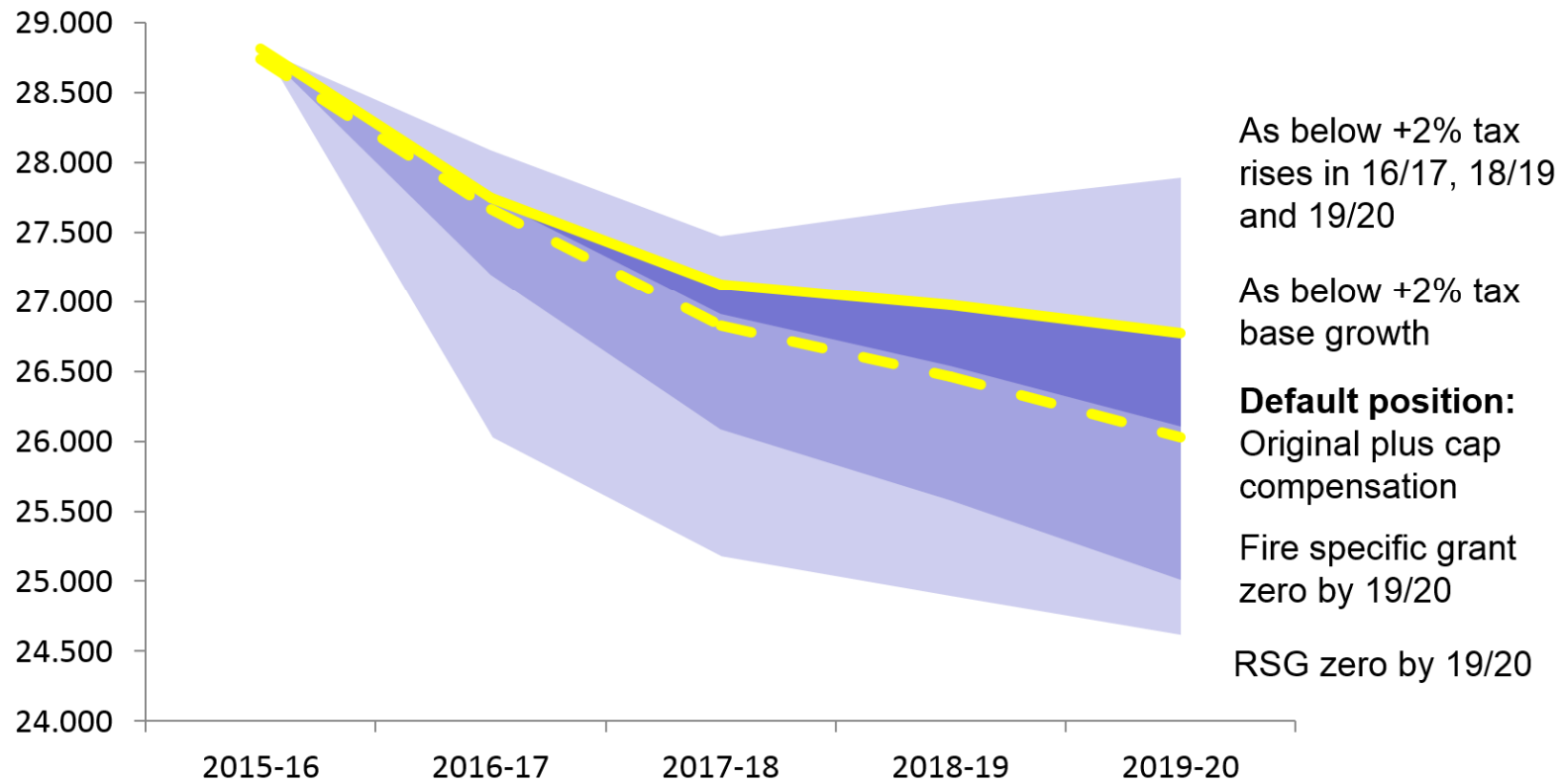
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What are the changes for the future

- Diversify
- Collaboration
- Look to different models of employment which fit in with the work patterns of a modernised workforce
- Staff up to a realistic demand model
- Think about getting bigger another way which doesn't involve a standing resource



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Future Workforce Direction

- All new staff will be employed on local terms and conditions
- Different and localised models of employment which fit in with the work patterns of a modernised workforce
- Different employment propositions to attract and retain a flexible, diverse workforce
- Health agenda
- Reward based on performance and not rank or entitlement – reducing the layers of management



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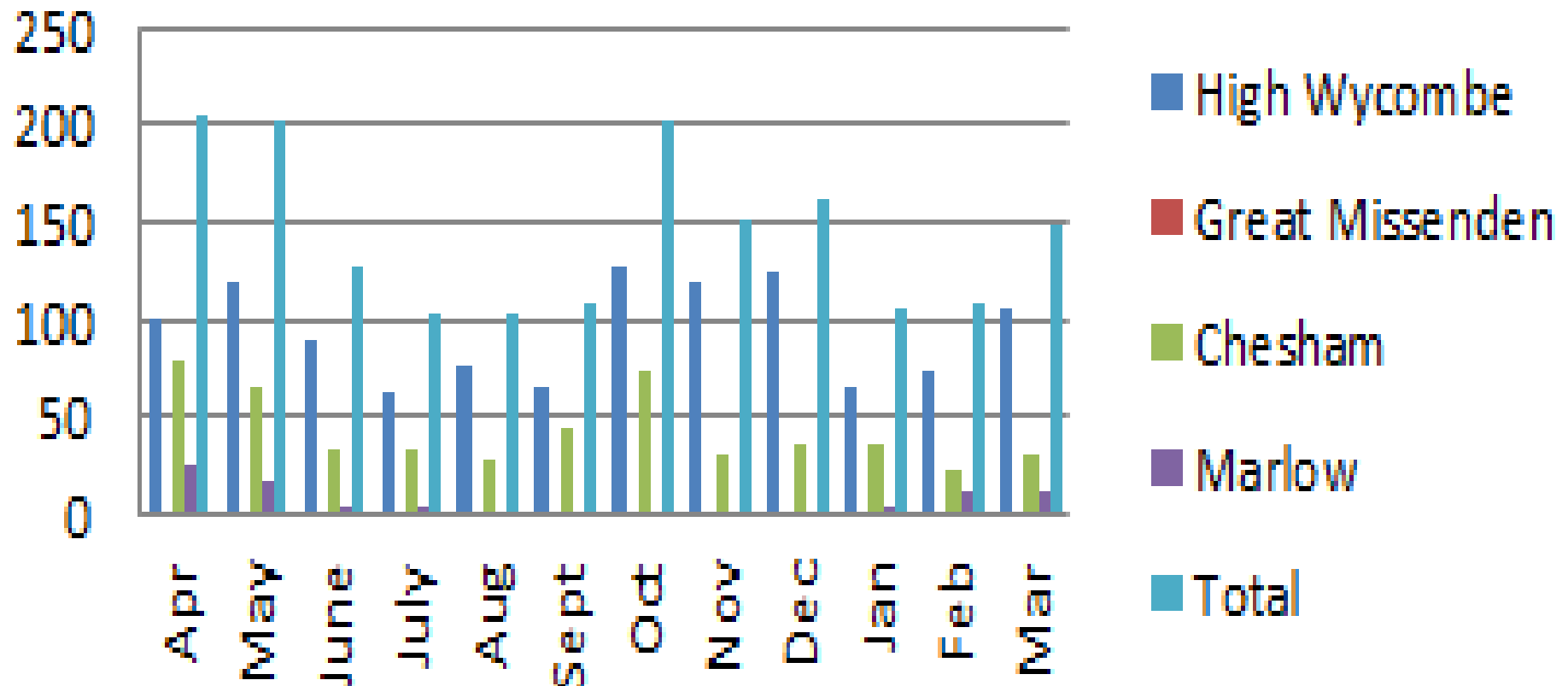
Workforce Opportunities

- Apprenticeships – refresh the workforce
- Diversify services e.g. health agenda
- Different models of employment which fit in with the work patterns of a modernised workforce/new contracts
- Localised terms and conditions to enable duty systems to match demand and risk profiles
- Different employment propositions to attract and retain a flexible, diverse workforce





Co-responding outturn 2014/15





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Co-responding

- We go to twice as many co-responding calls than property fires
- We assisted twice as many people in co-responding incidents than rescued from fires, RTCs and other entrapments



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Bank System

- Bank system open to all staff, which mixes crews
- We run with less people and make it up with bank system
- Increased resilience
- Since 2010 we have reduced our operational staff numbers saving £2.1m out of a £29m budget per annum
- Staff paid non grey book rates of pay
- 173 staff (Wholetime and On-Call) have currently signed up to the scheme
- On Call availability at a 5 year high
- Projected annual cost of both systems combined is £195k leaving £1.9m saving



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Difficult Decisions

- Partial Performance
- Council tax (not increasing)
- Reducing the number of staff that we employ
- Changes in shift patterns and working conditions for our staff
- Taking on new work



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Next 3 years

- Establishing the brand
- Longer term view on financing
- Closer collaboration
- Great place to work
- Less staff
- Succession planning
- Quality service
- Representative body engagement
- More informed workforce
- Wider range of services



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“We look to the future
as that is where we are
going to spend the rest
of our lives”



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Thank you

