



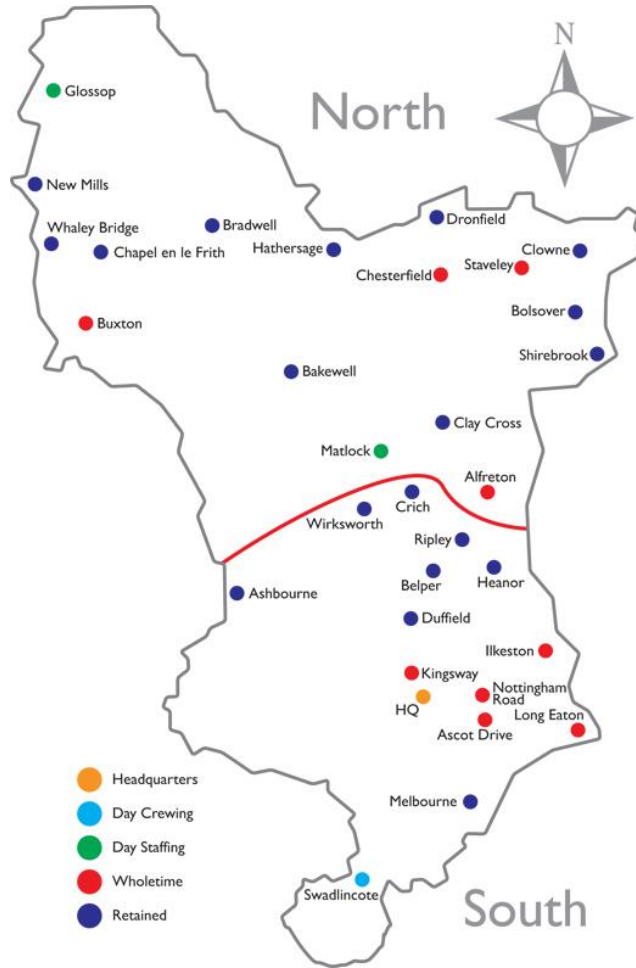
# Establishing a Financially Resilient Service:

*Staying ahead of the game*



Making Derbyshire Safer Together

# Introduction to DFRS



- We cover a long and varied county – 1000 square miles and just over 1 million in population.
- Combined Fire and Rescue Authority made up of city and county members.
- Mix of whole-time and part time crews, control and support employees
- £40m budget



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# Creating an overall strategy that is financially sound



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# Tools for improving financial resilience

- Creating the right culture

*Identify the real*  
**ROOT CAUSES**  
*(not just what customers complained about)*

*Value is what your*  
**CUSTOMER**  
*is willing to pay for*



## Partnership Principles – Agreed by DC & DFRS

1. We both work towards a common purpose which is *protecting the vulnerable and making Derbyshire safer.*
2. We will maintain separate identities but seek to improve outcomes through organisational collaboration where it adds value, save becoming one organisation
3. We work as equal partners (joint strategic planning and assessment, common approach to transformation and community safety using a risk-based intelligence-led approach)
4. Whilst recognising that questions remain outstanding regarding PCC governance, our focus is on the extent on which the two organisations can collaborate now, without seeking new governance arrangements.
5. Recognise that police and fire are two different businesses with specific responsibilities and accountabilities that will need to be retained.
6. We both see the preferred partnering arrangement as relational, rather than project management based, aligning wherever possible our OD/transformation plans to secure maximum return on cross-organisational efficiencies and the delivery of shared outcomes/public value.



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# Tools for improving financial resilience

- Diversifying income



**NOTTINGHAMSHIRE**  
Fire & Rescue Service  
*Creating Safer Communities*



**Derbyshire**  
Fire & Rescue Service

**WHEN TWO BECOME ONE**



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# Tools for improving financial resilience

- Managing risk...but not ignoring demand!

## The 4 T's!

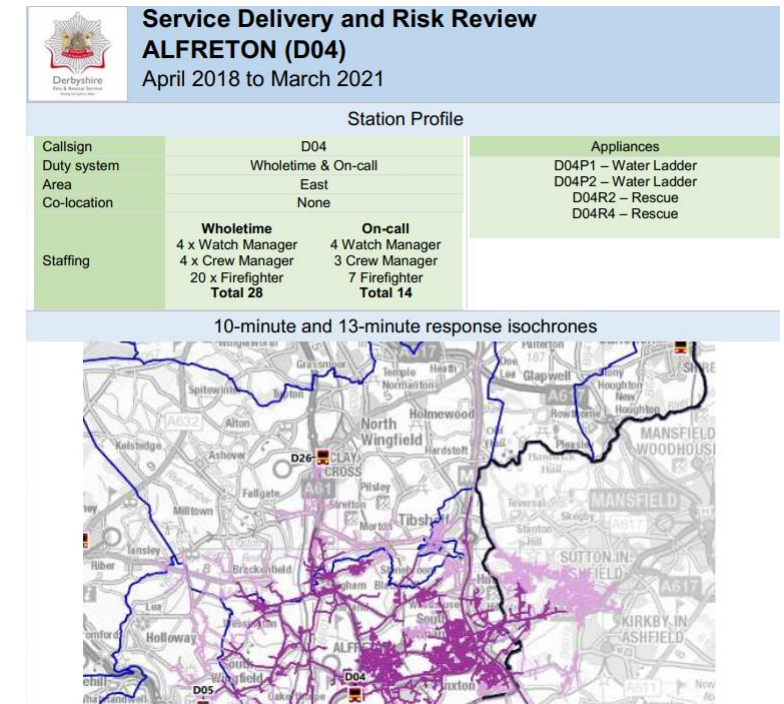
Treat uncontrolled expenditure, uncoordinated change, underlying cost pressures, high cost/low value activities

Tolerate turbulence in forecasting and government but model outcomes

Terminate waste and low value, high cost activities

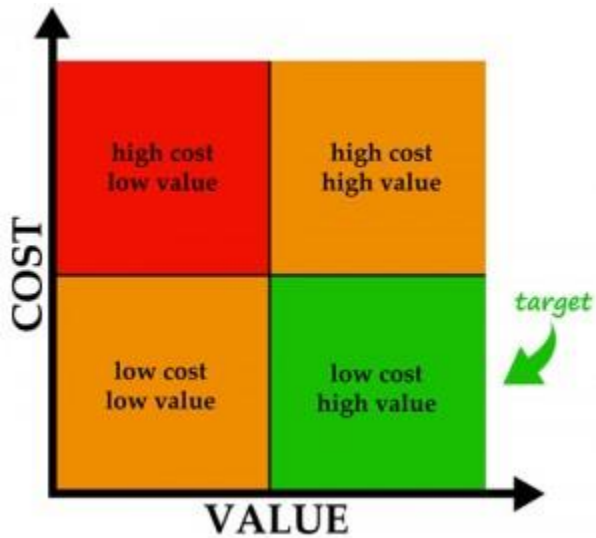
Transfer responsibility to those who can effect savings and improvements and resources to priorities.

	Demand	Supply	Resources
Historic (Deficit model)	Fixed, directly linked to need/client groups.	In-house providers or externalised contracts	Public money from grant and taxation, staff and assets
Now (Asset based model)	Flexible, users can become commissioners or regulate it through upstream prevention.	Multiple sources of provision, including the community and users.	Wide range of financial mechanisms and resources including within the community, and user capacity.



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# Co-ordinating across teams effectively in resource allocation



$$\begin{array}{c}
 \text{credibility} \quad \text{reliability} \quad \text{intimacy} \\
 \mathbf{T} = \mathbf{C} + \mathbf{R} + \mathbf{I} \\
 \text{Trust} \\
 \hline
 \mathbf{S} \\
 \text{self interest / orientation}
 \end{array}$$



Rating based on the perceptions of those receiving the service



Extent to which organisation has adopted the best management practice



Commissioner and user satisfaction

Modernising organisation innovation

Economy and efficiency of major processes

Impact on organisational performance and outcomes

Organisational metric heavily influenced by service e.g. staff turnover

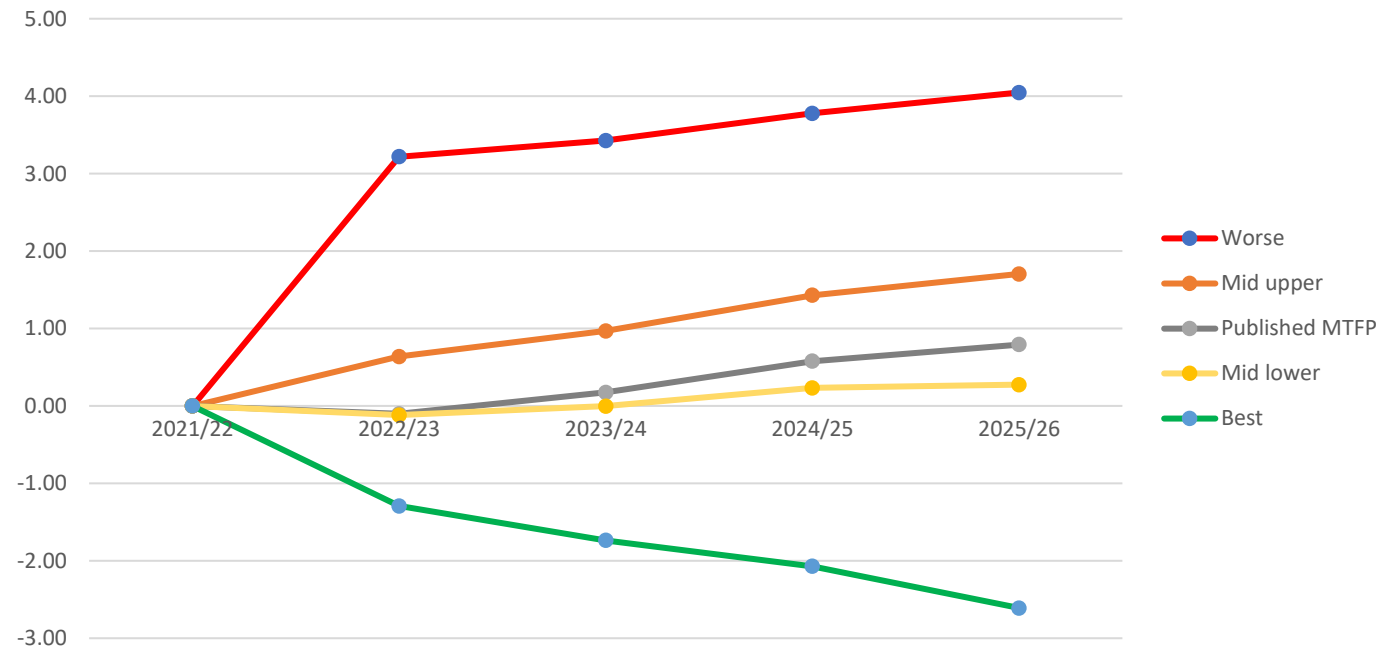
Efficiency domain: ■

Effectiveness domains: ■



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# Using scenario forecasting to inform long-term planning



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# How do we stay ahead of the game?

## National 10 point efficiency and productivity plan

- Effective procurement
- Shared services
- Estates
- Digital and data
- Technology
- Workforce reform (activity survey)
- Prevention
- Enhancing efficiency and productivity
- Serious and Organised Crime
- Counter Terrorism

'More for more' mantra from Government but 10% efficiency savings nationally over 4 years of the Spending Review



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Thank you!