

## **PERFORMANCE SCRUTINY COMMITTEE**

**5 NOVEMBER 2015**

### **REVISED STAFFING MODEL AND COMMUNITY RISK MANAGEMENT PLAN (CRMP) DEVELOPMENT**

**Report by Chief Fire Officer**

#### **Introduction**

1. As part of the Medium Term Financial Plan it was proposed that savings of £360k could be achieved through changes to the staffing model at Banbury Fire Station, potentially releasing 10 Firefighter posts and 4 Supervisory Manager posts, whilst maintaining existing response times and the operational availability of a whole-time pump at Banbury. (It was anticipated that this may be subject to change as a result of potential legal challenges).
2. It was proposed that this would be achieved by changing the crewing model from the current duty system of 4 watches, to a model known as Day Crewing Plus.
3. Day Crewing Plus comprises 2 watches (hence the reduction in staff), who provide cover from the station when on duty and provide immediate “standby” cover from accommodation provided adjacent to the site. The time in the adjacent accommodation was considered to be “standby” time, rather than work.
4. A recent legal challenge has been upheld regarding the fact that the “standby” hours under this type of arrangement, may now be considered as working hours and as such the Day Crewing Plus model may compromise the Working Time Directive.
5. We have sought legal advice from OCC legal and other Fire Authorities and it is believed that Day Crewing Plus may no longer be a viable option at this time. Therefore we have explored other options to adjust crewing arrangements to deliver the level of savings required.
6. The purpose of this paper is to highlight and define the alternative solutions that are currently being pursued to deliver the required level of savings.

**Extract from Medium Term Financial Plan – Original Proposal**

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*Change of Staffing to Support County-wide Emergency Cover - Banbury Fire Station - staffing model change from 1 appliance full time 24/7 and one on-call appliance to 1 appliance day crewed and one on-call (release 10 Firefighters plus 4 Supervisory Managers)*

**Delivering savings of £360k in 2016/17**

8. In order to deliver the above savings it is now intended to carry out the following changes to deliver the £360k saving:-
- 8.1. Release two Watch Managers from Banbury, increase crew managers by 4 to maintain supervisory management
  - 8.2. Release four Watch Managers from Slade. For management purposes Slade and Rewley Road will be managed as one station (on two sites), thus allowing 4 Watch Manager posts to be released.
  - 8.3. We currently have 16 On-Call support Watch Managers
  - 8.4. We currently have four Watch Manager Incident Support Officers (ISO)
  - 8.5. From the 26 posts detailed above it is intended to create 14 Incident Support Officer (ISO) roles at Watch Manager level. They will be a more flexible asset, no longer restricted to remaining on station to ride the Fire Appliance. This will allow them to better support On-Call stations, training and have enhanced skills in relation to fire investigation, fire prevention, community safety, accident investigation and will provide incident support on a rota pattern delivering three ISO's on a 24/7/365 rota.
9. This will release 12 posts which can be achieved through current vacancies and the retirement profile, by April 2016.

**Financial and Staff Implications**

- 10. The number of Watch Managers (WM) on the establishment will reduce by 11 (12 removed plus additional post created\*).
- 11. Each WM post (including on costs) equates to £48k, therefore, delivering **£576k**.

## PSC6

12. However, in order to effectively deliver the revised crewing arrangements the following would need to be implemented:-

The creation of eight additional Crew Manager posts	£32k
ISO allowances	£15k
Additional turnout/Disturbance costs approx.	£5k
Uplift in responsibilities from WMA to WMB approx.	£30k
Creation of new Resource Management Team* to make effective use of a more flexible workforce.	£134k
<b>Total additional costs</b>	<b>£216k</b>
<b>Net saving (savings – costs)</b>	<b>£360k</b>

13. It is believed that the above will deliver the necessary savings whilst maintaining our operational effectiveness, as well as firefighter and public safety. This will be achieved through the flexible use of supervisory managers, who would traditionally have been more restricted in their activity as they would have been required to ride fire appliances.

### **Community Risk Management Plan**

14. Oxfordshire County Council Fire and Rescue Service are required to produce an integrated risk management plan, which is an analysis of the county's community risk profile, together with our strategic approach for how we intend to effectively manage those risks over the period. This is known as our Community Risk Management Plan (CRMP). Our current CRMP covers the period 2013-2018 and is reviewed annually. Rather than conduct a review and produce a 2016-17 Action plan, we intend to fully review our CRMP during 2016 and produce a new CRMP covering the period 2017-2022.
15. This review will allow us to take into account the changing role of the Fire and Rescue Service and the changing risk within Oxfordshire.
16. This will support an evidence-led approach to our preventative work which will be more focused on the health and well-being agenda and not just focused on fire specific risks.
17. By bringing this forward it will also support the operational integration with Buckinghamshire and Berkshire Fire and Rescue Services. It will ensure that we share historic incident data and risk information to manage risks more effectively, working together to deliver joint solutions, e.g. joint training of firefighters.

**RECOMMENDATION**

18. **The Committee is RECOMMENDED to note the changes in relation to the delivery of the £360k savings programmed for 2016/17 and to support the revised arrangements.**
19. **The Committee is RECOMMENDED to note and agree the intention regarding the CRMP 2016/17 Action Plan and agree to the production of a new CRMP for 2017-22.**

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