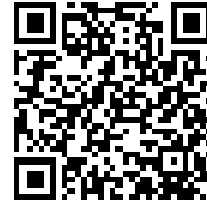


**To: All Members of the Police and Fire Collaboration
Committee
(and any other Members who may wish to attend)**



**J. Henshaw
LLB (Hons)
Clerk to the Authority**

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/DM

Date: 7 March 2016

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICE AND FIRE COLLABORATION
COMMITTEE** to be held at **2.30 pm** on **TUESDAY, 15TH MARCH, 2016** in the
Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road,
Bootle.

Yours faithfully,



Clerk to the Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY
POLICE AND FIRE COLLABORATION COMMITTEE

15 MARCH 2016

AGENDA

Members

Dave Hanratty (Chair)
Jane Kennedy (PCC)
Les Byrom
Linda Maloney
Sue Murphy (Deputy PCC)

1. Preliminary Matters

Members are requested to consider the identification of:

- a) declarations of interest by individual Members in relation to any item of business on the Agenda
- b) any additional items of business which the Chair has determined should be considered as matters of urgency ; and
- c) items of business which may require the exclusion of the Press and Public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of Previous Meeting (Pages 5 - 8)

The minutes of the previous meeting of the Police and Fire Collaboration Committee, held on 19th October 2015, are submitted for approval as a correct record and for signature by the Chair.

3. Enabling closer working between the Emergency Services (Pages 9 - 16)

To consider Report CFO/019/16 of the Chief Fire Officer and Chief Constable, concerning an update on the current situation following the publishing of the Police & Crime Bill and Government's response to the consultation on "Enabling closer working between the Emergency Services in England".

4. Blue Light Collaboration - Service Delivery update (Pages 17 - 26)

To consider Report CFO/020/16 of the Chief Fire Officer and Chief Constable, concerning progress to date with the Emergency Services Collaboration Programme.

5. Blue Light Collaboration - Corporate Services update (Pages 27 - 32)

To consider Report CFO/021/16 of the Chief Fire Officer and Chief Constable, concerning progress to date with the Emergency Services Collaboration Programme – review of Corporate Services.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

Refreshments

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

19 OCTOBER 2015

MINUTES

Present: Cllr Dave Hanratty (Chair) Councillors Jane Kennedy (PCC),
Les Byrom, Linda Maloney and Sue Murphy (Deputy PCC)

Also Present:

Apologies of absence were received from:

1. Chair's Announcement

Prior to the start of the meeting, the Chair confirmed that the proceedings of the meeting would be recorded.

The Chair asked if anyone in attendance had any objections to being recorded.

No objections were raised, therefore the meeting was formally opened and recording commenced.

2. Preliminary Matters

The Committee considered the identification of any declarations of interest, matters of urgency or items that would require the exclusion of the press and public due to the disclosure of exempt information.

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business were determined by the Chair to be considered as matters of urgency; and
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

3. Minutes of Previous Meeting

The Minutes of the previous meeting of the Police and Fire Collaboration Committee, held on 1st September 2015, were approved as a correct record and signed accordingly by the Chair.

4. Enabling Closer Working Between Emergency Services Consultation Response

Members considered Report CFO/088/15 of the Chief Fire Officer, concerning a proposed response from the Authority to the Government consultation on “Enabling closer working between the Emergency Services” issued on 11th September 2015.

The Committee were informed that MFRA’s response to the consultation was being shared with this Committee, prior to being approved for submission by the full Authority at its meeting on 20th October 2015.

The Police and Crime Commissioner stated that the Merseyside Police response to the consultation was broadly similar to that of MFRA; and confirmed that she would be happy to share their response with the Committee.

Resolved that:

Merseyside Fire and Rescue Authority’s response to the consultation, as set out at Appendix A of the report, be approved.

5. Blue Light Collaboration - Project update

Members considered Report CFO/087/15 of the Chief Fire Officer and the Chief Constable, concerning progress made to date with the Emergency Services Collaboration Programme.

The Committee were provided with an overview of the report, which highlighted progress made in relation to each of the deliverables. Members were informed that the various working groups have now convened, each with their own Terms of Reference; and Co-ordination Leads have been established for each area.

The overview highlighted the Opportunities Assessment Template attached as an appendix to the report, which is a Police template adapted for use throughout the collaboration work. The Opportunities Assessment Template will allow information to be captured in a consistent, objective way, to enable areas to be identified for progression.

Discussion took place around the emerging Risk Register for the programme and the possibility of looking into avenues of funding to support some of this work.

The Committee requested that their thanks and appreciation be placed on record, to all staff involved in the collaboration work to date.

Resolved that:

- a) The Programme Board be instructed to carry out a full opportunities assessment.
- b) The Programme Board be instructed over any strategic considerations which may need to be taken into account during the opportunities assessment phase.
- c) The Risk Register for the Collaboration Programme, be brought to the next meeting of the Committee for Members consideration.
- d) Research into potential sources of funding to support some of this collaboration work, be undertaken.

Date of the Next Meeting:

At the end of the proceedings, the Committee agreed that the meeting be adjourned once again, to enable a further meeting to be convened at short notice, should it be required.

It was agreed that unless required sooner, the Committee be reconvened once the impact of the Autumn Statement is known.

Close

Date of next meeting Tuesday, 15 March 2016

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	JOINT POLICE & FIRE COLLABORATION COMMITTEE		
DATE:		REPORT NO:	CFO/019/16
PRESENTING OFFICER	CHIEF FIRE OFFICER CHIEF CONSTABLE		
RESPONSIBLE OFFICER:	CHIEF FIRE OFFICER CHIEF CONSTABLE	REPORT AUTHOR:	JOHN MCNEILL HELEN CORCORAN
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	Enabling closer working between the Emergency Services		

APPENDICES:	APPENDIX A: LETTER FROM MIKE PENNING MP
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Purpose of Report

1. To provide an update on the current situation following the publishing of the Police and Crime Bill and Government's response to the consultation on 'Enabling closer working between the Emergency Services in England'.

Recommendation

2. That Members;
 - a. Note the Police and Crime Bill and Governments response to the national consultation on "Enabling closer working between the Emergency Services"
 - b. Consider what impact the Liverpool City Region Combined Authority, may have on planning for collaborative activity and governance.
 - c. Agree that following the meeting the Office of the Police and Crime Commissioner (OPCC) and Merseyside Fire and Rescue Authority (MFRA), formally state their preferred governance model and provide direction for officers on how to proceed based on this preference.

Introduction and Background

3. Following the Government's manifesto commitment to "*enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners,*" on 11th September 2015 the Home Office, Department for Communities and Local Government and the Department of Health jointly launched a public consultation. The consultation sought views on how to implement a range of proposals to enable greater collaboration between the emergency services.
4. The consultation ran for six weeks, ending on 23rd October 2015 and received over 300 responses. At its meeting on 19th October 2015 the Police & Fire Collaboration Committee approved the MFRA response which had been submitted to the committee

for consideration, The PCC stated that the response from her was broadly similar and that it would be shared with MFRA prior to submission.

5. On 5th January 2016 it was announced that responsibility for Fire and Rescue policy would move from the Department for Communities and Local Government to the Home Office with immediate effect and Mike Penning MP would become the Minister of State for Policing, Fire, Criminal Justice and Victims,
6. The response to the 'Enabling Closer Working' consultation was published on 26th January 2016. This set out legislative proposals to:
 - Introduce a high level duty to collaborate on the three emergency services to improve efficiency and effectiveness.
 - Enable Police and Crime Commissioners (PCCs) to take over governance of their local Fire and Rescue Authority (FRA) where a local case is made – the 'governance' model.'
 - Where the PCC takes on the responsibilities of a FRA, enable him or her to create a single employer for police and fire staff, facilitating the sharing of back office functions and streamlining management – the 'single employer' model.
 - Enable PCCs to be represented on FRAs, with the agreement of the FRA, in areas where such authorities remain in place.
 - Bring the Fire and Rescue Service in London under the direct responsibility of the Mayor of London by abolishing the London Fire and Emergency Planning (LFEPA) and creating the London Fire Commissioner as a corporation sole.
7. On 10th February 2016 the Police and Crime Bill was introduced to the House of Commons. The Bill introduces an enabling power which would allow a PCC to assume responsibility for their local fire and rescue service where it would be in the interests of economy, efficiency and effectiveness or public safety and where a local case is made.
8. The Government is keen to emphasise that this does not mean a takeover of the fire and rescue service by police. The important distinction between operational policing and firefighting will be maintained, with Section 37 of the Fire and Rescue Services Act 2004 – which prevents a full time police officer from being a firefighter – remaining in place. Similarly there is no intention to give firefighter the power of arrest or any other core policing powers.
9. The measures in Part 1 of the Bill are:

Collaboration

10. The Bill places the three emergency services under a statutory duty to "*keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that service and those other services*".
11. The duty is broad to allow for local discretion in how it is implemented, so that the emergency services themselves can decide how best to collaborate for the benefit of their communities.

Changes to Governance

12. The measures include two different models for a PCC taking on responsibility for Fire and Rescue Services; the 'governance' model and the 'single employer' model. Where

the PCC has not taken on responsibility for Fire and Rescue Services but wishes to enhance collaboration opportunities the Bill enables them to seek representation on the Fire and Rescue Authority (FRA) under the 'representation' model.

The 'Governance' Model

13. The governance model enables the PCC to take on the responsibilities of the FRA in their area to provide more direct accountability to the public and accelerate local collaboration. The Fire and Rescue Service and Police Force would remain two distinct organisations. The PCC in its capacity as the replacement to the FRA would become the employer of all Fire and Rescue employees, but the Chief Fire Officer would, under arrangements made by the PCC, continue to have operational responsibility. The Chief Constable will employ police staff and have direction and control over police officers.
14. Where a PCC is interested in taking on the governance of the Fire and Rescue Service, they would work with the FRA (which will be under a duty to cooperate) to prepare and publish a business case. The PCC would be required to consult locally and seek views on whether the transfer should take place in the interests of economy, efficiency and effectiveness or public safety.
15. Subject to the outcome of the public consultation and where the PCC and all the relevant constituent Local Authorities for the area are in agreement that the Fire and Rescue Service should transfer to the PCC, the PCC would request that the Government introduces secondary legislation to give effect to the transfer. If the Home Secretary agrees that the governance change is in the interests of economy, efficiency and effectiveness or public safety they will be able to make an Order to give effect to the transfer.
16. If agreement between all parties is not forthcoming, the PCC would still be able to submit the business case to the Home Office. The Home Secretary would then decide whether the governance change is in the interests of economy, efficiency and effectiveness or public safety. To inform their view, the Home Secretary will be required to seek an independent assessment (for instance, from Her Majesty's Inspectorate of Constabulary or the Chief Fire and Rescue Advisor) and would take into account the results from the local consultation.

The 'Single Employer' Model

17. The single employer model enables a PCC to take responsibility for Fire and Rescue Services and put in place a single employer for fire and policing, following the same process as the governance model.
18. Under the single employer model, the PCC will appoint a chief officer who – as chief constable and the single head of the organisation – would employ both police and fire personnel. The chief officer could appoint a senior fire officer to lead fire operations and a deputy chief constable to lead police operations, under their command.
19. The chief officer would be appointed by and be accountable to the PCC for both fire and policing. Both senior police officers and senior fire officers would be eligible for applying for the post, so the requirement to have held the position of constable will be removed from senior fire officer applicants. The Government will work to ensure that senior fire and police officers have access to the necessary training that would allow them to apply for chief officer posts and all applicants would have to meet the standards set out by the College of Policing.

The 'Representation' Model

20. Where a PCC has not taken on responsibility for fire but wishes to enhance collaboration opportunities, the PCC would, at their request and with the agreement of the FRA, be able to sit on the FRA (or its committees) and the political balance of the FRA will be adjusted to remain the same. The PCC would have full voting rights to ensure they can take part in discussions and decisions in a meaningful way whilst fostering closer relationships between Police and Fire.

London Fire and Emergency Planning Authority.

21. The Bill abolishes the London Fire and Emergency Planning Authority (LFEPA) with the Mayor taking responsibilities for Fire and Rescue Services. The functions will sit within Greater London Authority structures, creating a deputy mayor for fire, a statutory "London Fire Commissioner" and a new Committee of the London Assembly which will provide scrutiny and oversight.
22. Whilst the intention to abolish LFEPA has no direct relevance to Merseyside, the Cities and Local Government Devolution Act 2016 has now received Royal Assent, consequently the creation of the Liverpool City Region Combined Authority may have a bearing on planning for collaborative governance structures.

Liverpool City Region Devolution Implications

23. Additional consideration needs to be given to the Liverpool City Region governance arrangements and the introduction of a City Region Mayor who could equally assume responsibility for Policing and Fire & Rescue provision across the combined Authority area. This would however require agreement to be reached with the Cheshire FRA and PCC over the transfer of Halton from Cheshire into what would be an expanded Merseyside service delivery area.

Equality and Diversity Implications

24. The Response document highlights that the proposals consulted upon are enabling, meaning that the details will be developed at a local level. PCCs and Fire and Rescue Authorities are subject to the Equality Act 2010 and the obligations under that Act will apply in relation to specific proposals being developed within Merseyside.

Staff Implications

25. Implementation of the chosen governance model may have an impact on employees within the Police and Fire and Rescue Service. That said it is not possible to fully understand what any impact will be at this stage., The Committee should be assured that full consultation will take place with staff and representative bodies as soon as the implications become clear..

Legal Implications

26. The Government have made clear the intention to legislate to enable PCC's and FRA's to collaborate.
27. The Police and Crime Bill 2015 has passed its first reading in the House of Commons and will have its second reading at the House of Commons on 7th March 2016. Further

amendments may be made before it obtains Royal Assent. Therefore no definitive judgments can be made at this stage.

Financial Implications & Value for Money

28. This report provides information only, however, all business cases developed as a result of on-going collaboration will be based upon the need to demonstrate Value for Money and efficiency.

Risk Management, Health & Safety, and Environmental Implications

29. None identified as a result of this report.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters* ***‘Community First’***

30. Collaboration should deliver clear local accountability and a strong incentive to reform local services and deliver value for money in the interests of the communities of Merseyside.

BACKGROUND PAPERS

Enabling closer working between the emergency services – consultation	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/459986/Consultation - _Enabling closer working between the Emergency Services w 2 .pdf
Summary of consultation responses and next steps	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/495371/6.1722 HO Enabling Closer _Working Between the Emergency Services Consult....pdf
Letter from Mike Penning MP	Appendix A

GLOSSARY OF TERMS

MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
PCC	Police and Crime Commissioner
LFEPa	London Fire and Emergency Planning Authority

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All Police and Crime Commissioners
All Chief Constables
All Chairs of Fire and Rescue Authorities
All Chief Fire Officers

26 January 2016

Dear All

GOVERNMENT RESPONSE TO EMERGENCY SERVICES COLLABORATION CONSULTATION

I am writing to inform you that the Government's response to the 'Enabling Closer Working Between the Emergency Services' consultation was published today, 26 January. The Home Secretary made a written statement to Parliament to announce the publication of the response and the full document is now available online on the Gov.uk website:

<https://www.gov.uk/government/consultations/enabling-closer-working-between-the-emergency-services>

The Government received over 300 responses to the consultation from a wide range of stakeholders and I would like to thank all those who gave their time to respond and contribute to the consultation process.

The Government is committed to supporting collaborative working between all three emergency services. The services already work highly effectively side by side in a wide range of situations; keeping our communities safe and ensuring value for money for taxpayers. The Government believes this way of working must become standard practice to deliver a more efficient and effective service for the public.

Having carefully considered all the consultation responses, the Government intends to legislate to:

- introduce a high-level duty to collaborate on all three emergency services, to improve efficiency or effectiveness;
- enable Police and Crime Commissioners to take on the functions and duties of fire and rescue authorities, where a local case is made;
- further enable Police and Crime Commissioners to create a single employer for police and fire staff where they take on the responsibilities of their local fire and rescue service, and where a local case is made;
- enable Police and Crime Commissioner to have representation on their local fire and rescue authority with voting rights in areas where they have not become responsible for fire and rescue and where the fire and rescue authority agrees; and
- abolish the London Fire and Emergency Planning Authority and give the Mayor of London direct responsibility for the fire and rescue service in London.

Our aim is that these measures will help to ensure collaboration is widespread and ambitious across the country. Introducing a new statutory duty on the emergency services to collaborate with one another in the interests of efficiency or effectiveness will drive the sort of innovative collaboration between services that are essential for continuing to keep our communities safe and ensuring value for money for taxpayers. Moreover, enabling a new model of governance for fire services through Police and Crime Commissioners, where a local case is made, will help drive greater accountability to the public and further improve local collaboration.

The Government also believes that central policy making, as well as local delivery, can benefit from a more joined up approach. That is why the Prime Minister recently announced a Machinery of Government change that has transferred responsibility for fire policy from the Department for Communities and Local Government to the Home Office. This is a natural progression of our work on emergency services collaboration and, as a former fire fighter myself, I am particularly delighted to have taken on responsibility for fire policy alongside my existing responsibilities for policing, criminal justice and victims.

I hope you share my ambition for closer working between the emergency services and I look forward to working with you to achieve these aims.



MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	JOINT POLICE & FIRE COLLABORATION COMMITTEE		
DATE:		REPORT NO:	CFO/020/16
PRESENTING OFFICER	CHIEF FIRE OFFICER CHIEF CONSTABLE		
RESPONSIBLE OFFICER:	CHIEF FIRE OFFICER CHIEF CONSTABLE	REPORT AUTHOR:	JOHN MCNEILL HELEN CORCORAN
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	BLUE LIGHT COLLABORATION - SERVICE DELIVERY UPDATE		

APPENDICES:	
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Purpose of Report

1. To inform members of progress to date with the Emergency Services Collaboration Programme.

Recommendation

2. That Members;
 - a. Approve the Programme Board decision to move to the development of interim/outline business cases in all areas of service delivery where opportunities for collaborative working have been identified.

Introduction and Background

3. At its meeting on 19th October 2015 the Joint Police and Fire Collaboration Committee ("the Committee") considered report. CFO/087/15
4. The Committee approved the recommendations of the report and requested that the Chief Fire Officer (CFO) and Chief Constable (CC) undertake a full opportunities assessment in line with the methodology detailed within the Guiding Principles.
5. On Friday 22nd Jan 2016 the Collaboration Project team presented the outcomes of the Opportunities Assessment process to the Programme Board.
6. The following opportunities were identified as being appropriate to take forward to an outline business case:

Operational Preparedness:

Opportunity 1:

Operational Planning: To create a single cohesive 'Joint Operational Planning Team' across all three organisations

7. All three emergency services are already co-located at the Joint Command and Control Centre (JCC), with NWAS/MFRA and staff from the Merseyside Resilience Forum (MRF) working in a joint office next to Merseyside Police's Force Co-ordination Department. This has already led to a significant amount of joint working and improved communication between the three organisations, and work led by the MRF.
8. There are opportunities to develop this work further by creating a single cohesive Joint Operational Planning Team which may be best achieved by delivering the project through a phased approach. A review and evaluation can be undertaken after the implementation of each phase to consider whether to move forward with the next stage.
9. Further work needs to be undertaken to consider the most appropriate phased approach, a potential model is outlined below:
 - PHASE ONE: Co-Location
 - PHASE TWO: Shared management structure (Command Team)
 - PHASE THREE: Single management structure and joint teams for the different functions

There is the potential to combine Phases 2 and 3 into a single phase.

- PHASE FOUR: Development of staff who have the skills to deliver operational planning functions across the three emergency services
- PHASE FIVE: Scoping for further efficiencies through an increase in operational effectiveness.

Opportunity 2:

Joint Capabilities and Procedural Approaches

10. Each service has specialist teams including the Search and Rescue Team (MFRA), Matrix (Merseyside Police) and Hazardous Area Response Team (HART - NWAS) which provide a range of specialist capabilities. There are a number of potential opportunities between the specialist teams which need to be explored in greater detail including:
 - Search
 - Rope Access/ Working at Height/ Confined Space/ Rope Operators/Method of Entry
 - Water
 - Vehicles and Equipment

- Hazmat/ CBRNE
- Dogs
- Disaster Victim Identification/ Body Recovery.

Opportunity 3:

Training Delivery

11. There are a number of common areas of training where there are opportunities to scope and deliver joint training. These include:
 - Protective Training
 - Fitness Training
 - Driver Training
 - Health and Safety
 - First Aid
 - Simulated Learning
 - E-Learning Packages
 - Hydra
 - Investigation techniques
 - Leadership
 - Coaching and Mentoring

12. In addition opportunities were identified in relation to the following areas:

Commercial Opportunities

There is a potential opportunity to expand the work of the MFRA Commercial Training Department across the three organisations and to scope moving to a commercial business model to enable the training functions for each organisation to be self-funding.

Accommodation

There are opportunities to share each other's training facilities to improve service delivery and maximise capacity at the different venues. As part of the MFRA Estates Strategy the Authority are building training facilities in their new fire stations which can be used by each organisation. In the longer-term the sharing of training facilities may provide opportunities to reduce existing estate.

Operational Response:

Opportunity 5:

Co-responding – Emergency Medical Response

13. Research evidence is clear; the longer a patient is in cardiac arrest and without any resuscitation attempted the lower the chances of response to treatment and survival. If a cardiac arrest victim is defibrillated immediately their

chance of survival is 85%. These odds decrease by 10% for every minute that passes without treatment.

14. MFRA and NWAS have implemented an Emergency Medical Response Trial effective from 29th February where both services jointly respond to individuals suffering from Cardiac Arrest.
15. Merseyside Police have defibrillators in a number of their vehicles in Specialist Departments and Patrol Vehicles on the Wirral which enables them to deal spontaneously with incidents. There is an option for Merseyside Police to participate in the Emergency Response Trial by running a pilot using Wirral Patrol staff.

Opportunity 6: NWAS Triage

16. Emergency Services in the North West are facing an unprecedented challenge to maintain quality services with reduced financial resources, which is not sustainable in the long term. Ambulance Services traditionally respond to Police requests for an ambulance with a physical response. Within the North West area, there is evidence to demonstrate that up to 45% of Police requests to the Trust for an ambulance are not conveyed to hospital or another care facility following assessment at scene.
17. In April 2015 an NWAS Triage Pilot Scheme commenced and since October 2015 a paramedic has been based with the Police in the JCC. The introduction of the NWAS triage process allows the patient to be spoken to via a 'Hear and Treat' system whilst still in company of the Police Officer. The patient / injured person is able to speak to a qualified paramedic over the telephone, who gives the appropriate advice to the patient, including referral to primary care or community service, self-care, making own way to hospital, or ensure an ambulance is deployed. An initial evaluation of the scheme shows 42% of Police requests for an ambulance were dealt with via hear and treat as opposed to an ambulance deployment.
18. Merseyside Police also have a Mental Health Triage Scheme with MerseyCare where a Mental Health Practitioner based with the Police in the JCC provides advice to officers via the phone and makes any relevant referrals for follow-up. Where the specialist skills from the Mental Health Practitioner are required at scene the Mental Health Triage Car (consisting of a Mental Health Practitioner and Police Officer) will attend incidents to provide assessment, advice, and support and to assist with resolution and the outcome of that incident.
19. As both NWAS paramedics and Mental Health Practitioners are now based in the JCC, there have been additional benefits in relation to communication and information sharing between the two agencies. This has helped to improve the service for clients and further reduce demand.
20. There are opportunities to continue and extend the NWAS Triage and Mental Health Triage Schemes to include MFRA.

21. NWAS are also currently considering the development and introduction of a Multi-Agency Clinical Care Hub which adopts several of the same principles as the NWAS Triage, however is looking to extend this work to include other agencies. This work is in the very early stages of development, and further scoping work will be undertaken to fully understand this option.

Opportunity 7:

Concern for Welfare and Missing from Homes

22. One of the areas of demand for each of the Emergency Services relates to Concern for Welfare. Concern for welfare includes:
- Missing / absconded from Hospitals / Care homes
 - Suicidal members of the public
 - Concerns for Service users by staff
 - Elderly people who have activated their emergency cord
 - People seen in vulnerable locations e.g. near to bridges / railway lines / water
 - People who appear erratic in public places, or having medical episodes
 - Calls regarding members of the public believed deceased in own property.
23. There are opportunities for MFRA to respond to low priority, low complexity concern for welfare incidents, including reports of falls where forced entry may be required which have previously been received and responded to by the Police. This role could potentially be performed by a Joint Community Safety Team or consideration given to MFRA Operational Crews undertaking this responsibility.

Opportunity 8: Missing from Homes

24. It has been estimated that nationally the annual cost of missing person investigations is the equivalent of 19,188 Police Constables working full time, which equates to 14% of the total number of full time Police Officers across the UK.
25. The Police would retain overall ownership of any Missing / Absent incidents, but there is potentially a greater role to play for other agencies in a number of aspects relating to the resolution of these incidents. These include:
- Searches, both those requiring specialist skills and those that require a high volume of resources. This is an area where MFRA could assist, particularly with large open-land searches.
 - Photographs of missing persons could be circulated to MFRA Operational Crews and the Prevention Team and NWAS Operational Crews for observations in relevant areas.

- Address checks. These could be conducted by the nearest non-engaged resource regardless of agency given that all have an interest and responsibility.
 - Adopt a multi-agency problem solving approach. Share intelligence known about the individual to allow a more focused, intelligence-led approach be conducted to locate the individual.
 - Education whilst carrying out school / college / care-home visits surrounding the implications of going missing.
 - Location/transport of an individual once their location is identified
26. There are also a substantial number of occasions when Police are deployed to reports of concern for safety or missing people, when individuals have left a healthcare establishment prior to treatment. These incidents are not routinely the responsibility of the Police, though in some high risk circumstances it may be appropriate for the Police to assist. There are potential opportunities where there are no factors suggesting high risk that either the healthcare staff who have a duty of care in relation to patients undertake checks or consideration can be given that this is incorporated into the work of a joint community safety team.

Community Risk Management:

Opportunity 9:

Vulnerable persons Unit

27. MFRA is implementing a Vulnerable Persons Unit in early 2016. The team will look to develop a targeted approach to those deemed at risk due to certain factors which include:
- age (over 65),
 - Drugs and alcohol
 - Mental Health
 - Disability
 - Asylum Seekers
28. One of the key current risks for the Authority is fire deaths involving people aged over 65 (figures re deaths). The team's terms of reference are still being developed but one of their initial key priorities will be to work on prevention initiatives involving the over 65 age group. It is anticipated that there will be specialist officers within the team, who can liaise at a strategic level with hospitals to gain details of hospital discharges to ensure the patients are returning home to a safe environment. The team will liaise with other partner agencies, such as Age UK and Age Alliance. The Fire and Rescue Service Desk will be part of this team and will act as a triage centre for referrals coming in.

29. An option is to expand the work of this team to include representatives from Merseyside Police and NWAS

Opportunity 9a:

Joint Community Safety Team (Centralised)

30. Opportunity to scope and share several of the central functions from MFRA Protection and Prevention Teams and Merseyside Police Community Engagement Unit. Potential joint functions include:

- Home Safety
- Community Engagement
- Youth Engagement
- Volunteers and Extended Police/Fire Family
- Protection Officers (FRS)/ Architectural Liaison Officers

31. There is a potential in this option to incorporate the Vulnerable Person's Unit as outlined above

Opportunity 9b:

Joint Community Safety Team (Central Team and locally based teams in Local Authorities)

32. A central team as above plus:

Locally Based Community Safety Teams (this could incorporate the Vulnerable Persons Unit)

There are a number of functions and activities the teams can provide including:

- Safe and Well Visits
- Frequent Callers/users
- Prevention/Problem Solving
- Concern for welfare calls
- Intelligence/Information Data Sharing
- Education
- Community Resilience

Opportunity 10:

Incident Investigation Team (IIT)

33. There are potential opportunities in relation to MFRA Incident Investigation Teams and Merseyside Police Investigation and Crime Scene Investigators which need to be scoped in more detail.

Shared Estate

34. Within this collaborative exercise, there will be opportunities to explore the sharing of estate. Any review of the estate will be conducted alongside the developing implementation of the force Estate Strategy as agreed by the PCC and approved by the MFRA.

Legal Implications

35. The Government's Response to the Enabling Closer Working between the Emergency Services, the passing of the "Cities and Local Government Devolution Bill 2016" and the Policing & Crime Bill present significant implications to the collaboration programme. These issues are discussed on a separate report to this meeting.

Financial Implications & Value for Money

36. Cost benefit analysis will be an integral part of all outcomes as part of the Collaboration Programme.
37. A joint financial modelling package is being developed by the collaboration leads, with support from Merseyside Fire and Rescue Service and Merseyside Police Finance Officers

Risk Management, Health & Safety, and Environmental Implications

38. Each project work stream will be delivered in line with recognised project methodology. A risk register has been created which will be maintained by the Collaboration Programme Team.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*
'Community First'

39. The communities of Merseyside will continue to benefit from the best possible protection from its' Blue Light Services and put the community at the heart of everything we do.

BACKGROUND PAPERS

Police and Fire Committee Report – CFO/073/15

Cities and Local Government Devolution Bill

Home Office/Department for Communities and Local Government and Department for Health Consultation Paper: Enabling closer working between the Emergency Services

GLOSSARY OF TERMS

MFRA	Merseyside Fire and Rescue Authority
MFRA	Merseyside Fire and Rescue Service
PCC	Police and Crime Commissioner

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Agenda Item 5

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	JOINT POLICE & FIRE COLLABORATION COMMITTEE		
DATE:		REPORT NO:	CFO/021/16
PRESENTING OFFICER	CHIEF FIRE OFFICER CHIEF CONSTABLE		
RESPONSIBLE OFFICER:	CHIEF FIRE OFFICER CHIEF CONSTABLE	REPORT AUTHOR:	JOHN MCNEILL HELEN CORCORAN
OFFICERS CONSULTED:	DCFO PHIL GARRIGAN DEB APPLETON IAN CUMMINS ED FRANKLIN JANET HENSHAW SHARON MATTHEWS NICK MERNOCK STEWART WOODS JAMES BERRY NICK SEARLE		
TITLE OF REPORT:	BLUE LIGHT COLLABORATION - CORPORATE SERVICES UPDATE		

APPENDICES:	
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Purpose of Report

1. To inform members of the progress made to date with regard to the Emergency Services Collaboration Programme, review of Corporate Services.

Recommendation

2. That Members;
 - a. Approve the Programme Board decision to move to the development of an interim/outline business case in all areas of Corporate Services where opportunities for collaborative working have been identified.
 - b. Provide the Programme Board with direction as to whether or not the PCC office and staff are to be considered as being "in scope" when developing a business case for collaborative working. (*para 17*)

Introduction and Background

3. At its meeting on 19th October 2015 the Joint Police and Fire Collaboration Committee ("the Committee") considered report. CFO/087/15

4. The Committee approved the recommendations of the report and requested that the Chief Fire Officer (CFO) and Chief Constable (CC) undertake a full opportunities assessment in line with the methodology detailed within the Guiding Principles.
5. On 22nd January the Collaboration Project Team presented the outcomes of the Opportunities Assessment process to the Corporate Service Review Programme Board
6. The Corporate Services Review Board is jointly chaired by DCFO Garrigan (MFRS), and DCC Cooke (Police).
7. Collaboration Project leads - John McNeill (MFRS) and Helen Corcoran (Police) provide updates to the Board.
8. Following initial scoping and the completion of an opportunities assessment for each of the different Corporate Services areas it has been confirmed that each organisation delivers a number of similar transactional services although the methods, systems utilised (including ICT, Finance and HR), and processes applied are significantly different. This is also true of staff terms and conditions.
9. That said the opportunities for collaboration between the two organisations will now be further explored to consider the most appropriate options and the most suitable method and timescale to facilitate this transition where appropriate.
10. The main issues and considerations for Corporate Services collaboration which will require further examination during the development of the interim/outline business case include:

Outsourced/In-house Provision

- MFRA has outsourced provision for ICT , Facilities Management, , Treasury Management, Internal Audit and the management of the Finance/HR/Payroll & Procurement ICT systems whereas Merseyside Police provide these functions 'in-house,'
 - Effective from April 2016 MFRA approved a new five year ICT contract with Telent.
 - Merseyside Police has outsourced provision for its payroll and clothing stores function both of which are provided 'in-house' by MFRA
 - Both organisations have outsourced elements of the provision for their pensions function, albeit with different providers.
11. Many of the outsourced functions are on contracts of varying duration up to 5 years, some of which have just begun. This may potentially make collaboration difficult or delay when the collaboration could be implemented. Further work needs to be undertaken to understand the benefits and risks of outsourced provision compared with 'in-house' services and vice versa for each of the different functions. Consideration also needs to be given to whether either model is more suitable for collaboration and if so, if any outsourced provision can be extended to deliver a more efficient service, taking in to account the penalties associated with terminating any contracts early.

ICT Systems

12. Each organisation uses different ICT systems for most of the functional areas. Further work needs to be undertaken to review the existing ICT systems to see if any are suitable for delivery of the corporate services function for both organisations or if new ICT systems are required.

Employment Considerations:

13. Further work needs to be undertaken in consultation with internal Legal Services and HR Departments to identify and consider the most suitable employment model based on the chosen delivery function. These models may include:
 - Lead Organisation
 - Host Organisation
 - Public/Public Partnership
 - Separate Legal Entity
14. Staff from each organisation currently have different nationally agreed contractual terms and conditions, which are more often than not supplemented by a set of local conditions of service. Additionally employees will also have different contractual pension schemes in place. As these are statutory national terms and conditions, any decision is to change all or some of these conditions this will require a period of negotiation with the relevant representative bodies. If agreement is not achieved through negotiation enforced change could result in industrial action or poor staff retention.
15. There is also the possibility of encountering equal pay claims for roles of equal value, as well as the potential for comparability of roles and regrade applications which will inevitably have a cost implication

Vetting

16. Each organisation operates different levels of vetting. The majority of MFRA staff are vetted to Level 2 and Merseyside Police Staff are vetted to a minimum of level 3. Further work will need to be undertaken to understand the implications of vetting and the potential risk on employment contracts should the decision be taken to extend this requirement across all corporate service areas.

Cost Apportionment

17. Further work needs to be undertaken in consultation with the Finance Departments to develop an appropriate cost apportionment model for any corporate service options deemed suitable for sharing. Based on current regulations any model needs to ensure no cross subsidisation takes place when monies raised via the Fire and Police precepts are utilised to fund the relevant specific services.

Legal Services

18. The Force Solicitor / Director of Legal Service have identified an issue in relation to their practising certificates in that they only allow them to practice for their respective organisations and therefore anticipate difficulties in providing services for each other's organisations. Further work needs to be undertaken to explore the issues in more detail and identify if any measures can be put in place to overcome this issue.

Office of Police and Crime Commissioner

19. MFRA Director of Legal Services performs the statutory role of Monitoring Officer for Merseyside Fire and Rescue Authority and the Treasurer provides the statutory Section 151 Officer position for the Authority. Similar functions are performed by staff in the Office of the Police and Crime Commissioner. Consideration should be given to whether these roles should be considered 'in scope' as work progresses to an outline business case.

Implementation Approach

20. In developing an interim/outline business case for a Shared Corporate Services function further work needs to be undertaken to identify the most appropriate implementation model. It may be easier for certain functions to collaborate earlier and other functions which are more complex to collaborate later due to contractual or technical issues i.e. ICT contracts / systems.
21. Merseyside Police is currently conducting a significant review of all aspects of their delivery model in order to achieve an estimated £20 million savings which are still required as part of the Government's Comprehensive Spending Review. A decision has been taken to place the internal work relating to any Corporate Services restructure on hold whilst collaboration with MFRA is explored.
22. MFRA has identified an equivalent £11m savings target of which a minimum of £7m has been earmarked as savings to come from non-firefighter costs. MFRA has commenced implementing changes to deliver these savings, including a plan to deliver £1.5m savings from Support Service & Senior Management costs.

Equality and Diversity Implications

23. Any identified deliverables arising for the programme will be subject to a full Equality Impact Assessment throughout the development process and compliance with the requirements of the Equality Act 2010 will be maintained.

Staff Implications

24. It is recognised that there is the potential for significant impact on the staff from both organisations, however this cannot be fully gauged until further analysis has taken place and will be considered within any outline business case
25. A Communication and Engagement Plan details the approach to be taken in keeping staff fully informed of the process.
26. MFRA and Merseyside Police will continue to consult with all relevant stakeholders
27. All consultation with the Representative Bodies will be conducted through the normal procedures in accordance with National employment law timescale requirements, Formal consultation will be planned and coordinated between the Fire and Rescue Authority and Police and Crime Commissioner/Chief Constable to ensure continuity of message to all employees and utilisation of internal best practice.

Legal Implications

28. The Police and Crime Bill, the Government's Response to the Enabling Closer Working between the Emergency Services and the passing of the Cities and Local Government Devolution Act 2016 place significant requirements on the collaboration programme. These issues are discussed on a separate report to this meeting.

Financial Implications & Value for Money

29. Cost benefit analysis demonstrating increased efficiencies will be an integral consideration of the Collaboration Programme.
30. A joint financial modelling package is being developed by the collaboration leads, with support from Merseyside Fire and Rescue Authority and Merseyside Police Finance Officers

Risk Management, Health & Safety, and Environmental Implications

31. Each project work stream will be delivered in line with recognised project methodology. A risk register has been created which will be maintained by the Collaboration Programme Team.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

'Community First'

32. The communities of Merseyside will continue to benefit from the best possible protection from its' Blue Light Services and put the community at the heart of everything we do.

BACKGROUND PAPERS

Police and Fire Committee Report – CFO/073/15

Cities and Local Government Devolution Act

Police and Crime Bill

Enabling closer working between the Emergency Services –
Consultation and Response.

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority
MFRS	M erseyside F ire and R escue S ervice
PCC	P olice and C rime C ommissioner