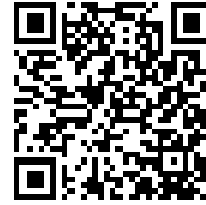


**To: All Members of the Police and Fire Collaboration  
Committee  
(and any other Members who may wish to attend)**



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

Tel: 0151 296 4000  
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/DM

Date: 25 January 2017

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICE AND FIRE COLLABORATION  
COMMITTEE** to be held at **2.00 pm** on **THURSDAY, 2ND FEBRUARY, 2017** 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**

**2 FEBRUARY 2017**

**AGENDA**

**Members**

Dave Hanratty (Chair)  
Jane Kennedy (PCC), Police and Crime Commissioner  
Les Byrom  
Linda Maloney  
Sue Murphy (Deputy PCC), Deputy Police and Crime  
Commissioner

**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 - 6)**

The minutes of the previous meeting of the Police and Fire Collaboration Committee, held on 12<sup>th</sup> September 2016, are submitted for approval as a correct record and for signature by the Chair.

**3. Corporate Services Review (Pages 7 - 12)**

To consider Report CFO/014/17 of the Chief Fire Officer, concerning an update on the progress of the Corporate Services Review following consideration of the Deloitte Report and to outline the proposed next steps for the Corporate Services Review Project.

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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

12 SEPTEMBER 2016

### 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, information regarding general housekeeping was provided by the Chair to all in attendance.

The Chair confirmed to all present that the proceedings of the meeting would be filmed and requested that any observers present who objected to being filmed, make themselves known.

No observers voiced any objection therefore the meeting was declared open and recording commenced.

#### **2. Preliminary Matters**

Members of the Committee considered the identification of declarations of interest; any urgent items; and any business that may have required the exclusion of the press and public:

Resolved that:

- a) No declarations of interest by individual Members in relation to any item of business on the Agenda were made; and,
- b) No additional items of business to be considered as matters of urgency were determined by the Chair; and
- c) No items of business, which may have required the exclusion of the Press and Public during consideration because of the possibility of the disclosure of exempt information, were identified.

#### **3. Minutes of Previous Meeting**

The minutes of the previous meeting of the Police and Fire Collaboration Committee, held on 7<sup>th</sup> June 2016, were approved as a correct record and signed accordingly by the Chair.

#### **4. Police & Fire Collaboration Programme Committee update**

Members considered Report CFO/068/16 of the Chief Fire Officer, concerning an update on progress of the collaboration programme.

The Chief Fire Officer provided the Committee with an overview of the report, which highlighted the progress made in relation to the development of the Outline Business Case for collaboration in the delivery of Corporate Services for Merseyside Police, Merseyside Fire & Rescue Authority and the Office of the Police & Crime Commissioner.

Background information regarding the appointment of Deloitte LLP to undertake the Corporate Services Review was also highlighted to the Committee.

The Committee were further advised of the progress made in relation to the development of the Outline Business Case for collaboration in the delivery of: Operational Planning, Joint Capabilities and Procedures, Training Delivery and Community Risk Management, between Merseyside Police, Merseyside Fire & Rescue Authority and North West Ambulance Service.

Further information was requested regarding consultation with staff and the Representative Bodies.

The Committee were informed that the communication strategies for each organisation will mirror each other to ensure a consistent message is delivered. They were also advised that all relevant unions have been; and will continue to be fully consulted and engaged throughout each stage of the process.

#### **Members Resolved that:**

- a) The content of the report be noted.
- b) Their thanks be conveyed to all officers involved in the process.

Close

Date of next meeting Thursday, 2 February 2017

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	JOINT FIRE AND POLICE COMMITTEE		
DATE:	2 <sup>ND</sup> FEBRUARY 2017	REPORT NO:	<a href="#">CFO/014/17</a>
PRESENTING OFFICER	CFO STEPHENS		
RESPONSIBLE OFFICER:	CFO DAN STEPHENS	REPORT AUTHOR:	PAUL MURPHY HELEN CORCORAN
OFFICERS CONSULTED:			
TITLE OF REPORT:	CORPORATE SERVICES REVIEW		

APPENDICES:	
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## Purpose of Report

- To provide members with an update on the progress of the Corporate Services Review following consideration of the Deloitte Report and to outline the proposed next steps for the Corporate Services Review Project.

## Recommendation

- That Members;
  - Note the content of the report.
  - Approve the Joint Chief Officer Group decision to undertake further work to consider all of the Corporate Services functions as a collaborative approach between both organisations.
  - Support and approve the next steps of the Corporate Services Review Project outlined in this report and development of business cases for the Design and Build phase for each of the functional areas.

## Introduction and Background

- In September 2015 the joint Merseyside Police and Fire Committee agreed to explore potential collaboration opportunities between Merseyside Fire and Rescue Authority (MFRA) and Merseyside Police. One of the work streams established was the Corporate Services Review (CSR) which includes the following functions:
  - Human Resources
  - Occupational Health
  - Health and Safety
  - Training Delivery (Training and Development Academy/Academy)

- Finance
  - Payroll and Pensions
  - Procurement
  - Information Communication and Technology (ICT)
  - Estates and Facilities Management
  - Vehicle Fleet
  - Media Team
  - Corporate Communications and Marketing
  - Legal Services
  - Strategy and Performance/Corporate Support and Development
  - Equality and Diversity
  - Democratic Services (MFRS)
  - OPCC – Chief Executive, Chief Finance Officer and Press Officer roles only.
4. In August 2016 Deloitte Consultants commenced work to review each functional area and produce a report with recommendations and suitable operating models to deliver the Corporate Services functions. They were requested to identify options for change for each individual organisation and as a collaborative endeavour. Deloitte have recommended that a collaborative model would maximise and provide the greatest benefits for the two organisations. Members of this Committee have previously received presentations outlining the key findings from Deloitte.
  5. It should be noted that this report provides options for further consideration, evaluation, financial assessment, and at this time does not represent any proposed or agreed outcome. Further work will now be undertaken to produce, design and build business cases and at that time full consultation, and where necessary negotiation, will be undertaken in line with local procedures and national legislation
  6. Both organisations have reviewed the contents of the Deloitte report and consulted with senior stakeholders and staff associations. Staff Briefings for the Departments in the scope of the review have also taken place in order to keep staff informed of the progress of the project.
  7. A joint Chief Officer Group Meeting took place on 20<sup>th</sup> December 2016 to discuss the areas of the Deloitte report which should be taken forward for further consideration and development. It was agreed that further work should now be undertaken to consider all of the Corporate Services functions as a collaborative approach between both organisations.

### **Next Steps**

8. In order to deliver a collaborative approach further work will be undertaken to consider the options around how the collaborative functions could be established, managed and governed. This work will be undertaken in conjunction with key stakeholders from each function and will include consideration of the following areas:



- Delivery Models – There are a range of different delivery models that the organisations could use as part of the collaboration approach for example a collaboration agreement, public/public partnership or joint venture.
- Employment Models – There are a range of employment models that could be considered which include a lead organisation or host organisation.
- Cost Apportionment Model – A cost apportionment model would need to be agreed to determine how the one-off and ongoing costs of service provision are allocated to each organisation.
- Governance arrangements (Service Level) – to consider the options and design of the business as usual governance structure and responsibilities.
- Co-location and estate considerations – Functional integration and knowledge sharing may need to be facilitated if the staff in the future functions are co-located. The space required for the future functions and where this space would be, would need to be agreed.
- Transitional Costs – Resources and capabilities need to be considered in advance and managed on an ongoing basis.

The range of models and options for each area will be fully researched and developed including considering any advantages and disadvantages of each model/option in order to identify a potential preferred option which would form part of the future business cases.

A road map which outlines the timeline for any design and build\*, HR processes, procurement and implementation phases required will be developed and agreed where appropriate.

9. Once agreed, this phase would consider the design and sizing of any new organisational structure, roles and responsibilities of each function and any future IT architecture and IT support applications for each functional area. As part of any future design and build phase a business case will be developed for each functional area for consideration by Chief Officers and the Police and Fire Committee.

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### **Equality and Diversity Implications**

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

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### **Staff Implications**

11. It is recognised that there is the potential for significant impact on staff from both organisations, however this cannot be fully gauged until full consideration

of all options has been undertaken and a business case produced that identifies specific roles.

12. A Communication and Engagement Plan will detail the approach to be taken in keeping staff fully informed of the process.
13. MFRA and Merseyside Police will continue to consult with all relevant stakeholders.
14. All consultation with the Representative Bodies will be conducted in accordance with employment law timescale requirements. Formal consultation will be planned and co-ordinated 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.

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### **Legal Implications**

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15. As part of the Cities and Local Government Devolution Agreement there will be a directly elected Mayor for the Liverpool City Region in May 2017. Fire and Police services will not be directly affected during the early stages of the Liverpool City Region planning.
16. The Policing and Crime Bill is continuing through the Parliamentary process with numerous amendments from the 3<sup>rd</sup> Reading in the House of Lords considered by the House of Commons on 10<sup>th</sup> January 2017. These amendments are yet to be fully agreed.
17. All relevant legislation will need to be taken fully into consideration when establishing potential collaboration outcomes. The Collaboration Programme Team will liaise closely with the Legal Teams in each organisation. The Legal Teams will monitor changes and progress of legislation and advise the Collaboration Team accordingly. Legal advice will also be provided to the Chief Officer Board.

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### **Financial Implications & Value for Money**

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18. Cost benefit analysis will be an integral part of the Design and Build Phase of any business cases.
19. Cost apportionment model options will be developed by the collaboration leads, with support from Merseyside Fire and Rescue Service and Merseyside Police Finance Officers.

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**Risk Management, Health & Safety, and Environmental Implications**

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20. The Corporate Services Review Project is being delivered in line with recognised project methodology. A risk register has been created which will be maintained by the Collaboration Programme Team.

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

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21. 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.

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**BACKGROUND PAPERS**

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Police and Fire Committee Report –

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**GLOSSARY OF TERMS**

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<b>CSR</b>	<b>Corporate Services Review</b>
<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>
<b>ROADMAP</b>	An outline of the timescales, key activities required to implement any proposals. This supports the transformation of an organisation from the current state to the future state.
<b>DESIGN AND BUILD</b>	Creating the processes, structures, resources and all associated arrangements required to successfully implement any collaboration proposals and the management of the implementation of those proposals.

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