

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICE AND FIRE COLLABORATION COMMITTEE</b>		
<b>DATE:</b>	<b>19<sup>TH</sup> MAY 2017</b>	<b>REPORT NO:</b>	<b>CFO/028/17</b>
<b>PRESENTING OFFICER</b>	<b>CFO STEPHENS CC COOKE</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DCFO GARRIGAN DCC FOULKES</b>	<b>REPORT AUTHOR:</b>	<b>PAUL MURPHY HELEN CORCORAN</b>
<b>OFFICERS CONSULTED:</b>			
<b>TITLE OF REPORT:</b>	<b>BLUE LIGHT COLLABORATION PROGRAMME - OPERATIONAL PLANNING PROJECT</b>		

<b>APPENDICES:</b>	<b>APPENDIX ONE – MODEL CONSULTATION FOR OPERATIONAL PLANNING PROJECT</b>
--------------------	---

### **Purpose of Report**

1. To request that Members consider and approve Phase 1 of the full business case for collaboration in the delivery of Operational Planning between Merseyside Fire and Rescue Authority (MFRA), Merseyside Police and North West Ambulance Service (NWS).

### **Recommendation**

2.
  - i) That Members note the contents of the report.
  - ii) That Members consider and approve Phase 1 of the Operational Planning full business case which is to co-locate the Operational Planning Teams from MFRA, Merseyside Police and NWS.

### **Introduction and Background**

3. At its meeting on 12<sup>th</sup> September 2016 the Joint Police and Fire Collaboration Committee ("the Committee) considered report CFO/068/16 and received an update on the outline business case for collaboration in the delivery of Operational Planning between MFRA, Merseyside Police and NWS.
4. The Outline Business Case recommended the creation of a single cohesive joint Operational Planning Team across the three organisations using a phased approach over a 3-5 year period:
  - Phase 1 – Co-location
  - Phase 2 – Shared management structure (Command Team)
  - Phase 3 – Single management structure and joint teams for different functions

- Phase 4 – Development of omni-competent staff across the three emergency services.

## **Model Consultation**

5. In order to gain feedback on the outline business case and develop the full business case, a series of model consultation briefings/meetings have taken place with relevant stakeholders. This has included briefings/presentations with staff from the Operational Planning Teams and meetings with Unions and Staff Associations. A full copy of the consultation is attached at Appendix 1
6. The MFRA Director of Operational Preparedness (Lead for Operational Planning) supports the closer working and collaboration detailed within Phase 1 of the outline business case with the exception of the change to the internal management lines for the MFRA Business Continuity position.
7. In relation to Phases 2 – 4, the MFRA Director of Operational Preparedness also highlighted a number of factors/areas which need to be considered in more detail if the work progresses. These include rank and role assimilation within the organisations, employment issues, terms and conditions, legal and statutory responsibilities for each organisation, for example, COMAH Regulations 2015 and Pipeline Safety Regulations 1996 being line managed by a non-fire and rescue service employee.
8. Within the Business Case it is anticipated that the delivery of Phase 1 will take approximately 12 – 18 months which will provide the opportunity to further inform any future phases.
9. The Merseyside Police Head of Matrix (Lead for Operational Planning) is in agreement with the recommendations in the business case and proposals for a phased approach. In relation to Phase 1 he has no concerns as it makes sense to collaborate in these areas. He has emphasised that it is important that a review and evaluation is undertaken following this phase and that further business cases are developed if decisions are made to progress to the next phases. These business cases will need to consider options for the next phases in more detail as there are a number of factors (roles and responsibilities, statutory responsibilities, governance arrangements) that need to be taken into account together with the interdependencies identified in the report.
10. During the consultation presentations/meetings with staff they raised issues relating to roles and responsibilities, terms and conditions, processes and procedures and implementation considerations.
11. The Trade Unions and Staff Associations did not raise any significant issues and supported a phased approach which would enable an appropriate review to be undertaken before moving onto the next phase.

## **Full Business Case**

12. The recommendations for change and proposed model in the Full Business Case have been developed following a review of the Operational Planning functions across the three organisations and consultation with managers and practitioners.
13. During Phase 1, the business case recommends co-locating and integrating MFRA, Merseyside Police and NWS Operational Planning Teams and also incorporating the Local Resilience function, whilst maintaining separate management structures.
14. Following the detailed review and assessment of capabilities it was identified that three functions are suitable to bring together:
  - Contingency Planning
  - Business Continuity
  - Events/Operations

Following the feedback the line management of the MFRA Business Continuity Officer in the full business case will remain as at present.

15. During Phase 1, it is recommended that the co-located teams should work to align and streamline processes, reduce duplication and develop joint contingency plans which will need to be prioritised. It is also recommended that integrated team meetings for contingency planning, business continuity and event planning should be established.
16. The Full Business Case also outlines the potential to progress to Phases 2, 3, and 4 with different potential options for each phase. It is recommended that a review and evaluation is undertaken of Phase 1 - co-location after 12 – 18 months. A decision can then be made whether to progress to any of the other phases with a further report/business case presented to Chief Officers and Police and Fire Committee for agreement and ratification if deemed appropriate.

## **ICT and Estates Implementation Considerations**

17. As part of the implementation considerations, there is an estimated cost of £18,619 for the removal of the wall, formation of a meeting room and installation of Tambour storage units in the Operational Planning offices. Consideration will also need to be given to the cost for any new data connections and telephones. The full costs of the data connection cannot be ascertained until a seating plan is agreed and the full requirements are identified.

---

## **Equality and Diversity Implications**

---

18. For Phase 1 (Co-location) of the Business Case there are no equality and diversity implications identified at this stage. These will be monitored during any implementation under the requirements of the Equality Act 2010.

---

## **Staff Implications**

---

19. During Phase 1 (Co-location) of the Operational Planning Business Case, the main impact on staff will be in relation to changes to the ways of working. These are aimed at improving the efficiency and effectiveness across the Operational Planning Teams. Consultation and communication will take place with staff in relation to any changes and where appropriate representative bodies.

---

## **Legal Implications**

---

20. The Policing and Crime Act (2017) places a statutory duty for the three emergency services (Ambulance, Fire and Police) to keep collaboration opportunities under review and to collaborate where this would improve efficiency and effectiveness

---

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

---

21. To meet the implementation requirements there is an estimated cost of £18,619 for the removal of the wall, formation of a meeting room and installation of Tambour storage units in the Operational Planning offices. There are further potential costs associated with changes to data connections and telephones which will need to be taken into consideration.
22. The identified costs associated with the implementation of the Business Case will be split equally between the MFRA and Merseyside Police.

---

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

---

23. A risk register for each Project has been created which is maintained by the Collaboration Programme Team.

---

Contribution to Our Mission:

- *Safer Stronger Communities – Safe Effective Firefighters*
- *‘Community First’*

---

24. All parties are committed to achieving maximum efficiency and value for money through collaboration which will facilitate the best possible service delivery for the communities of Merseyside.

## **BACKGROUND PAPERS**

Police and Fire Committee Report CFO/068/16

## **GLOSSARY OF TERMS**