

Section 12: Business Model Consultation

Detailed below are the common themes to emerge from consultation with key stakeholder groups. Detailed notes of the specific points raised are available if required.

Key Consultation Groups	Common Themes	Key Considerations/ Response
<p>Staff Consultation between Blue Light Collaboration Team MFRA, Merseyside Police and NWAS operational planning staff and officers.</p> <p>(2 meetings took place at the JCC and reached 41 members of staff, the presentation was then circulated to all attendees.)</p> <p>1-2-1 with an interpreter 16/11/2016</p>	<p>Briefings took place with staff to outline the recommendations for change and proposed phased approach.</p> <ul style="list-style-type: none"> • Has the impact of Silver/Gold callouts for Police been taken into consideration? • Are there any examples where forces have collaborated and have joint operational planning teams? • Does reducing duplication mean reducing people? 	<p>The additional responsibilities for each organisation across a number of roles for operational planning staff have been highlighted as part of the business case. These will be form part of the implementation if approval for the business case is given.</p> <p>Northamptonshire has a Joint Operational Planning Team which has shared command team and management teams for their Operational Planning. The collaboration team has visited Northamptonshire as part of the research and development of the business case.</p> <p>Phase One – Co-location – This phase is concerned with improving efficiency and effectives through the reduction of duplication in a number of areas there is no reduction in staff.</p> <p>During the following phases there are a number of options in relation to management structures. Depending on option chosen there may be changes in staff levels. Each phase will be subject to review and evaluation. If the decision is made to move to a later phase further business cases will be completed with the proposed recommendations for change which will be subject to full consultation and approval processes.</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<ul style="list-style-type: none"> • Will we be moving to another premises? • Has there been consultation with Unison, FBU and the police federation? • How will the ways of working / colocation phase be done? • What is the impact of Deloitte on operational planning? 	<p>There will be no change to the location of the proposed Joint Operational Planning Team from the JCC. The proposal is for the wall separating the Operational Planning Teams is removed.</p> <p>Meetings have taken place with respective Unions and Staff Associations from MFRA and Merseyside Police.</p> <p>It is proposed that the Co-location phase takes 12-18months to develop. During this team the co-located teams will work to align and streamline processes, reduce duplication and develop joint plans where appropriate. This work will need to be prioritised. It is proposed that there will be integrated team meetings established for contingency planning, business continuity and event planning. This will be led by managers/supervisors in the Operational Planning Teams working with practitioners to design the work.</p> <p>The work with Deloitte does not impact on the proposed business case for Operational Planning. There may be an interdependency as some of the functions (Vehicle Fleet and Training and Development) for the Operation Preparedness Portfolio are in scope of the review which may have to be considered as part of the Phase 2 work.</p>
<p>MFRS Operational Planning Team Written Feedback</p>	<p>Removal of wall between Merseyside Police Force Co-ordination and MFRS Ops Planning / Ops Intell:</p> <ul style="list-style-type: none"> • Cost of wall removal. • Cost of air con (2 separate systems). • Noise levels – desk boards (& new desks) for Ops Planning to reduce noise. • Security – other FRS staff not cleared to NPPV level 3 require access to Ops Planning and would be able to gain access to control rooms. 	<p>The cost of the wall is included in the Business case for consideration.</p> <p>There are also other alternative options:</p> <ul style="list-style-type: none"> • Increase the door to a double door which can be held on an open phase • Co-location of teams can still take place without the

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<ul style="list-style-type: none"> • Sensitive police work – currently able to close blinds for privacy. No privacy if wall comes down. • IT systems and costs. • Fire protection issues. • Instead of removing the wall and all its cost implications could the door just be removed and all functions highlighted meet regularly. A pod would also be an option. • Where will savings be made as there will be quite a huge initial cost? <p>Co-location</p> <ul style="list-style-type: none"> • What is the timescale for phase 1? • Contingency Planning in MFRA Ops Planning is COMAH, Pipeline and Radiation. Are these the same areas of work in Contingency Planning in Force Co-ordination? Or are there additional work streams? • Staff in MFRS, from the 3 functions highlighted, also perform other work streams. Co-location with Police colleagues may affect relationships and work for MFRA. • Etiquette addressing Police senior officers for MFRS staff. • Office protocols e.g. televisions on. 	<p>removal of the wall but the potential benefits will not be as great.</p> <p>The Estates considerations will be considered during the implementation phase if business case is approved.</p> <p>It is estimated that implementation will take 3 – 6months following the business case approval.</p> <p>The functions of each section of the teams in the Operational Planning Teams is outlined in the business case and provides further detail. One of the purposes of the Phase One - Co-location is to develop a greater knowledge and understanding of each other's roles and responsibilities.</p> <p>Roles from each organisation have different roles and responsibilities. This has been highlighted as a risk in the business case with potential mitigating actions to help to manage the risk.</p> <p>This can be considered during implementation, however there is no proposal to change how staff have to address each other from their usual practices.</p> <p>Office protocols can be considered and agreed as part of the implementation stage if the business case is approved.</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<p>Terms and Conditions</p> <ul style="list-style-type: none"> • Job Evaluation – uniformed Police officers (higher salary) working alongside non uniformed personnel doing the same job. • Police colleagues work out of hours – different terms and conditions for non-uniformed MFRS staff. • No Admin Team in Police – would MFRS Admin Team roles and responsibilities change? Also security clearance implications for MFRS Admin Team. • If line manager for FRS staff moves to the Police, who determines appraisal, conduct & capability, training courses etc. • Potentially more work for MFRS e.g. Admin Team, CAD (recharging for resources) • Determining priorities for workloads - Every FRS role has an element of any other tasks commensurate with the grade so there is an expectation to assist other FRS functions outside of Ops Planning. 	<p>During Phase One – Co-location staff from each organisation will remain on their same terms and conditions.</p> <p>During the later phases consideration may be given to the most appropriate employment model (Examples may include remain the same with collaboration agreement, lead organisation or host organisation. This will form part of any later business cases which will be subject to full consultation and approval processes.</p> <p>The business case does not propose any changes to MFRS Admin Team. Merseyside Police Operational Planning Team does have Admin support which is currently being centralised under the new functional model.</p> <p>In relation to Phase 2 and Phase 3 if the manager/supervisor of a team (staff) is from the other organisation, consideration can be given to a buddy process where responsibility for appraisal, conduct and capability and training courses remains with a manager/supervisor for staff from the same organisation. This is a model which is in place in Northamptonshire. This would form part of any future business cases if a decision is made from the review and evaluation to progress to the next stage.</p> <p>As part of the implementation phase suitable governance procedures, meeting structures and tasking processes will need to be developed and agreed to ensure each organisation's priorities and resources are being directed appropriately. It is also proposed for there to be integrated team meetings.</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<ul style="list-style-type: none"> • How will budgets work? • One of the benefits highlighted is - Greater strength and resilience – if a member of MFRS staff on leave would a Police colleague cover? • Will there be a review after a period of time – impact on people’s workloads and responsibilities • Will a higher vetting level be required for FRS staff and if you fail what will happen? • Both organisations come under different legislation –how will this be managed? • Why isn’t it being proposed for implementation to be top down i.e. initially shared management so they can give direction to practitioners? 	<p>At this stage there are no proposed changes to how budgets work. If following review and evaluation of Phase One decision is made to progress to Phase 2 and/or 3 then a further business case will be developed. Budgets will depend on the employment model chosen. Any cost apportionment would form part of the business case.</p> <p>This would need to be considered as part of the implementation and as collaborative working is progressing. In the first instance cover would be provided as is currently the case. It would then depend on what needed to be covered, knowledge and understanding of roles and would be a case for managers/supervisors to consider.</p> <p>Following implementation it is proposed that there should be 30, 60 and 90 day reviews but this will be subject to agreement. There will also be review and evaluation of each phase prior to any decisions to move forward to any further phases.</p> <p>Staff in the Operational Planning Teams are already vetted at the appropriate level so there are no issues in relation to this.</p> <p>The different legislation has been identified as one of the potential risks. This can be mitigated against by sharing and understanding each organisation’s legal, indemnity and statutory requirements with the appropriate training and support and appointing SPOCs from each organisation.</p> <p>The first phase is in relation to co-location which includes the proposals for co-location of Command Teams and contingency planning, event planning and business continuity. This is to enable the teams to develop and greater knowledge and understanding of each other’s roles and responsibilities, to work to align and streamline processes, reduce duplication and develop joint plans where appropriate. Phase 2 is in relation to Shared Command</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<ul style="list-style-type: none"> • Can practitioners have a more direct input in future structures? • What processes and procedures are they looking at stream lining? • How will recruitment be affected? Will Police & Fire need to be part of a joint process when recruiting for new members of these functions? • Will there be any redundancies? • Collaboration is already working: - Multi agency planning meetings (MRF, COMAH) Incidents (Silkhouse Court), Exercises e.g. Dawn Treader, Lawman and Events e.g. CAD provision. 	<p>Team Management Structures followed by Phase 3 – Shared Management so the proposed approach is top down to enable this direction for practitioners.</p> <p>Practitioners have been involved in a series of workshops and meetings to help shape the business case and recommendations. It is proposed that this input continues during the implementation phase and during the development of any future business cases which would be subject to full consultation.</p> <p>Processes and Procedures in Contingency Planning, Business Continuity and Events Planning. During the development of the business case it has been identified that there is overlap between organisations in a number of areas. It will be for managers/supervisors in conjunctions with their teams to prioritise the alignment and streamlining of processes.</p> <p>During Phase One there will be no change to way staff are recruited for posts. If work progresses to Phase 2 it will depend on any proposed employment model. This would form part of any future business cases.</p> <p>This business case does not have any reduction in staff and therefore there are no redundancies. Depending on options decided as part of later phases there may be changes to staff levels. This will form part of a further business case which will be subject to full consultation and approval.</p> <p>It is acknowledged that there is already good collaboration between the teams particularly since the move to the JCC. This is building on this good work and progressing to a next stage in order to achieve further benefits outlined in the business case.</p> <p>In the development of the business case it was identified there was</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<ul style="list-style-type: none"> Reduce duplication – how can the proposals do this, any examples? The changes will mainly affect non uniformed staff as operational/uniformed staff will have moved on or retired in both Force Co-ordination and Ops Planning Depts over the next few years. 	<p>overlap in a number of areas including contingency plans relating to the same locations/types of incidents, event planning and business continuity. There is therefore the opportunity to remove duplication whilst recognising the individual role and responsibilities that each organisation has in relation to the management of these areas.</p> <p>It is not believed that this is the case. The recommendations for change affect staff (both uniformed and non-uniformed) in the Operational Planning Team. Throughout the process staff will be kept updated, involved and consulted where appropriated to help with the implementation of the change and any future business cases.</p>
<p>Key stakeholders (Managers)</p> <p>1-2-1 meetings have been held with the heads of departments and their deputies for both MFRS and Merpol.</p>	<p>C/Superintendent Jon Ward – Matrix Uniform Support.</p> <p>In agreement with the recommendations in the business case and proposals for a phased approach.</p> <p>Phase One – Co-location – no issues with the Phase and it makes sense. It is important that a review and evaluation is undertaken following this phase. A further business case will need to be developed to consider options for next phase in more detail as there are a number of factors (roles and responsibilities, statutory responsibilities, governance arrangements etc) that need to be considered together with the interdependencies identified in the report.</p> <p>Consideration should be given to a covering report to the Business Case to make clear that whilst a phased approach is recommended that further business cases for Phases 2/3 and 4 will be developed. It is also important if any further business cases are developed these are subject to full consultation including the wider SMT and approval processes.</p> <p>Phase 3 – Concerns in relation to the potential reduction in Inspectors as one of these roles also has line management responsibility for ANPR and Eagle</p>	<p>As part of the recommendations for change it is recommended that a review and evaluation will take place after each phase before a decision is taken to progress to the next stage. Further Business cases will be developed for Phases 2/3 and 4 if decisions are made to progress to these phases. These Business Cases will be subject to full consultation and approval processes with Chief Officers, MFRA and the PCC.</p> <p>Covering report can be included with the Business Case.</p> <p>If work progress to this Phase further business case will be</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<p>Eye whose role is expanding. The role also provides resilience for the Department for example with public order functionality.</p> <p>Consideration can be given to workforce modernisation, but it is important to identify the roles and ensure individuals who have the right skills and competences are recruited to the roles. Consideration could be given to the Head of Department being a staff role as is the case in Brighton where a retired Chief Superintendent is Head of their Operational Planning Team.</p>	<p>developed. It is however for each organisation to decide whether they will delete posts and move responsibilities elsewhere or retain the post.</p> <p>Merseyside Police is considering workforce modernisation as part of their Change Programme.</p>
	<p>Area Manager Nick Searle – Operational Preparedness</p> <p>The recommendation for change states that a single joint operations planning team is best achieved by delivering the model through a four phased approach. Those phases being</p> <ul style="list-style-type: none"> • 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. <p>During phase 1, the business case states that 3 functions within the respective departments have been identified as being suitable to work closer together.</p> <p>Those being</p> <ul style="list-style-type: none"> • Contingency Planning • Business Continuity • Events/Operations <p>As highlighted in the business case, Merseyside Police, MFRS and NWAS staff for the respective areas above are already co-located within the JCC. However currently, there is an internal wall separating Merseyside Police from MFRS and NWAS and the Local Authority emergency planners.. The proposal for the</p>	

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<p>3 above mentioned areas would include the relevant personnel further co-locating to support closer working and the internal wall being removed. Department heads would retain line manager responsibilities for their respective service personnel however this co-locating of staff would support closer working by all partner agencies. Where personnel sit within the phased approach would best be organised by the relevant department heads.</p> <p>Phase 1 also recommends the co-location of the Command Team. Currently, the senior managers of both organisations are located on the same floor but in different parts of the building. It is agreed that co-location provides a more collaborative approach however consideration must be given to IT, communications, room configurations etc.</p> <p>In addition to the above, the report recommends the removal of the Business Continuity post within MFRS from its current position within Operational Intelligence into Operational Planning. Whilst I support the role co-locating with the relevant Merseyside Police staff, it is my opinion that the internal line management movement of the post is unnecessary and is best left directly managed by the Station Manager of Operational Intelligence, who oversees the internal focus for MFRA as opposed to the external focus of the Operational Planning Manager.</p> <p>AM Searle supports the closer working and collaboration detailed within Phase 1 of the business case with the exception of the change to the internal management lines for the MFRS Business Continuity position.</p> <p>Phase 2 of the business case recommends a shared command team with a supporting management structure. The introduction of the shared command team raises several key areas which require further scrutiny prior to implementation. Examples of those key areas being rank and role assimilation within the organisations, (AM – Ch. Supt, GM – Supt), respective employment issues, terms and conditions, statutory responsibilities for each respective organisation once the shared command team has been implemented, for example, COMAH Regulations 2015 and Pipeline Safety Regulations 1996 being line managed by a non-fire and rescue service employee?</p>	<p>This will form part of the implementation considerations which it is proposed that the Heads of Department's lead on.</p> <p>This is agreed, the IT, Estates and communications will form part of the implementation phase.</p> <p>This recommendation was made as two of the current MFRS roles provide cover for each other. (Business Continuity and Operational Planning). Aligning under one Station Manager was in consideration for if the work progresses to Phase 3 it would help with a smoother transition. However, if line management remains as in the current structure the collaboration objectives of the business case can still be achieved.</p> <p>The Business Case outlines a number of potential options for Phase 2 and as has been highlighted by AM Searle there are a number of factors which need to be taken into consideration together with a number of potential interdependencies which are outlined in the report.</p> <p>Following review and evaluation of Phase One, if it is considered</p>

Key Consultation Groups	Common Themes	Key Considerations/ Response
	<p>The subsequent phases develop the shared management structure (Command Team) into a single management structure and joint teams for different functions.</p> <p>The final result during phase 4 would see the development of Omni-competent staff across the three emergency services. Whilst this is aspirational, until the rank/role assimilation and subsequent cross managerial issues highlighted above have been resolved, it would not be possible and perhaps may prove unnecessary as the co-locating and joint tasking of the teams will demonstrate excellent collaborative arrangements.</p> <p>The Outline Business Case states that the delivery of Phase 1(Removal of internal wall and co-located Command Team) will take approximately 18 months. This period provides the opportunity to further inform any future phases.</p>	<p>appropriate to move to Phase 2 – Shared Command Team a further business case will be developed which will provide the level of detail and preferred option and be subject to full consultation. The further business case should also include employment models, governance arrangements and cost apportionment. Shared Command Team and Management Structures are in place in Northamptonshire.</p> <p>This is acknowledged and is why a phased approach is recommended. It is anticipated that Phase 4 would not take place until 4 – 5 years. As staff will have been working together for a significant period of time and with suitable plans in place for developing skills, competence during the first three phases then the development of omni-competent staff is achievable. However as per the business case each Phase will be subject to review and evaluation prior to moving to a next phase. Further business cases will be developed if it is considered appropriate to move to the next phase which will be subject to full consultation and approval decisions by Chief Officers, MFRA and the PCC.</p>
Trade Union & Staff Association feedback	<p>The Collaboration Leads have had meetings with Trade Unions and Staff Associations for each respective organisation.</p> <p>Merseyside Trade Unions – There are no police staff in the Operational Planning Department. Consideration should be given to the potential for workforce modernisation.</p> <p>Merseyside Police Federation – Phased approach makes sense as this enables appropriate review to be undertaken before moving to next phase.</p> <p>MFRS – FBU and Trade Unions – No issues raised.</p>	Merseyside Police is considering workforce modernisation as part of their Change Programme.