

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>JOINT POLICE AND FIRE COLLABORATION COMMITTEE</b>		
<b>DATE:</b>	<b>1<sup>st</sup> SEPTEMBER 2015</b>	<b>REPORT NO:</b>	<b>CFO/073/15</b>
<b>PRESENTING OFFICER:</b>	<b>CHIEF FIRE OFFICER STEPHENS AND CHIEF CONSTABLE MURPHY</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DCFO GARRIGAN DCC COOKE</b>	<b>REPORT AUTHOR(S)</b>	<b>AM JOHN McNEIL CH INSP HELEN CORCORAN</b>
<b>OFFICERS CONSULTED:</b>	<b>MFRA STRATEGIC MANAGEMENT GROUP</b>		
<b>REPORT TITLE:</b>	<b>FIRE AND POLICE COLLABORATION PROGRAMME</b>		

<b>APPENDICES:</b>	<b>APPENDIX A: COLLABORATION / SHARED SERVICES GUIDING PRINCIPLES</b>
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### **Purpose of Report**

1. To request that the Committee approve the proposed framework to explore opportunities for further collaboration between Merseyside Fire and Rescue Authority (MFRA) and Merseyside Police (MP) and the draft Guiding Principles to inform the Collaboration Programme attached at Appendix A.

### **Recommendation**

2. That members:
  - a. Approve the draft Guiding Principles for the Collaboration Programme attached at Appendix A
  - b. Instruct the Chief Fire Officer (CFO) and Chief Constable (CC) to undertake a joint review of existing and potential opportunities for collaboration in line with the methodology detailed within the Guiding Principles.

### **Introduction and Background**

3. Members will recall that at its meeting on 14<sup>th</sup> July 2015 the Fire and Rescue Authority approved the establishment of a Joint Fire and Rescue and Police Committee. The report detailed the current and anticipated legal and financial drivers for collaboration between the two services. Members instructed the CFO and CC to establish a small project team to consider current and potential future collaboration and to adopt an agreed set of guiding principles to inform the Collaboration Programme.

#### **Principles of the Collaboration Programme between Merseyside Fire and Rescue Service and Merseyside Police.**

4. The primary objective of the Collaboration Programme is to deliver an approach, which is underpinned by defined and agreed high-level guiding principles that supports progress,

provides clear strategic direction to those involved in the collaborative journey and assists in the expeditious realisation of benefits.

5. The following high-level guiding principles are proposed:

- To maintain Merseyside Fire and Rescue Service and Merseyside Police as independent organisations capable of delivering flexible, efficient Fire and Rescue and Policing services to meet local community needs.
- To identify cashable efficiency savings for each organisation that enables the Fire and Rescue Authority and Police and Crime Commissioner to protect frontline service delivery.
- To enhance the quality of Fire and Rescue and Police services and develop their respective models in a way that is inclusive of each other.
- To establish a governance structure for the collaborative programme that enables timely and well informed decision making that enjoys the confidence of the Fire and Rescue Authority, Police and Crime Commissioner and both organisations.

## **Scope**

6. The Collaboration Programme will initially focus on understanding the areas where joint working would be most beneficial. The following business areas will be considered:

### **A. Corporate Services**

- Human Resources
- Occupational Health
- Finance
- Procurement
- Vehicle Fleet Management
- Estates/Facilities
- Press Office
- Communication and Marketing
- Performance/Corporate Development
- Legal Services
- ICT

7. The Collaboration Programme will also seek to develop a greater understanding and explore the potential opportunities for joint working; where appropriate with NWAS, in the following areas:

### **B. Ways of Working**

- First Responding
- Preparedness (Operations)
- Community Risk Management

### **C. Shared Estates**

8. Once the initial scoping has been completed, decisions will be required in relation to which business areas will progress to an opportunity assessment.

### Methodology

9. The Collaboration Programme will be developed using the following phased approach:

Phase One (28 Days)	Scoping Exercise to identify potential opportunities for collaboration.
Phase Two (90 Days)	Opportunity assessment to identify potential high level options for collaboration in agreed business areas.
Phase Three (60 Days)	Outline business case followed by 60 day model consultation
Phase Four (60 Days)	Phase Four (60 days) – Full business case - cost benefit analysis to build well evidenced business cases supporting new delivery models and new ways to fund services jointly.
Phase Five	Implementation and staff consultation.

10. In addition:

- Findings and proposals will be jointly documented using standardised templates.
- All findings and proposals made must be underpinned by a thorough and demonstrable understanding of relevant resources, processes and demand data.
- The evaluation work should be conducted using systems thinking/continuous improvement techniques.

### Governance

11. The early Project work will commence on 2<sup>nd</sup> September 2015.
12. Initial findings will be monitored by Legal and HR Directors from each organisation and reported to Joint Programme Boards chaired by the Deputy Chief Officers. The Programme Board will oversee a number of project teams all with a nominated lead from each of the relevant organisations. The work of these teams will be coordinated by the collaboration team.
13. A full Chief Officer Board, attended by the respective Chief Officer teams will consider further progression of the options identified. It is this point that decisions will be made as to which of the reviewed areas of business should proceed to formal proposals.
14. All formal proposals will be presented to the joint Fire and Rescue Authority and Police and Crime Commissioner Committee for consideration of the business cases and decisions made in relation to formal approval

### Equality and Diversity Implications

15. Any identified deliverables emanating from 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.

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**Staff Implications**

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16. It is recognised that there is the potential for significant impact on staff, however this cannot be fully gauged until further analysis has taken place. The Collaboration Programme Team will as part of the initial review, draw up a communication strategy with the intention of keeping staff fully informed of the process at all stages.
17. MFRS and Merseyside Police will enter into consultation with all relevant stakeholders and representative bodies.

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**Legal Implications**

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18. There is a great deal of legislation affecting both organisations, both existing and the form of Bills progressing through the Parliamentary process. These include Cities and Local Government Devolution Bill 2015 which has now passed its House of Lords stages and will need to be re-examined by the House of Commons by 1<sup>st</sup> and 2<sup>nd</sup> Reading, Committee and Report Stages, 3<sup>rd</sup> Reading and Royal Assent.
19. 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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20. Cost benefit analysis will be an integral part of all outcomes as part of the Collaboration Programme.
21. A joint financial modelling package will be developed by the coordination 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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22. Each project work stream will be delivered in line with recognised project management methodology. Consequently a risk register will be created and maintained throughout the life of the project.
23. All outcomes will be subject to a full risk assessment in line with the requirements of the MHSWR
24. No direct environmental implications have been identified.

<b>Contribution to Missions:</b>	<b>‘Safer Stronger Communities – Safe Effective Firefighters’ ‘Community First’</b>
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25. 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**

MFRA Report CFO/070/15

Cities and Devolution bill

Briefing paper 06649 “Combined Authorities”

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### **Glossary of Terms**

MFRA Merseyside Fire & Rescue Authority

MP Merseyside Police

PCC Police & Crime Commissioner

MHSWR Management of Health & Safety at Work Regulations 1999

NWAS North West Ambulance Service