



To: All Members and Officers of the  
Staffordshire Police, Fire and Crime Panel.

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**My Ref:**

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**Date:** 23 April 2019

Dear Sir/Madam,

**Staffordshire Police, Fire and Crime Panel - Monday, 29th April, 2019**

I have recently forwarded to you a copy of the agenda for the next full meeting of the Staffordshire Police, Fire and Crime Panel.

I am now able to enclose the following report which was unavailable when the agenda was issued.

9. **Staffordshire Police/Staffordshire Fire and Rescue Service - Governance and Collaboration Update (Pages 1 – 4)**

John Tradewell  
Secretary to the Panel

Enc





**Report to the Police, Fire and Crime Panel – 29<sup>th</sup> April 2019**

**Staffordshire Police and Staffordshire Fire and Rescue Service - Governance and Collaboration Update**

Report of the Staffordshire Commissioner

**1. Introduction**

- 1.1 The report updates the panel on the current position regarding the Staffordshire Commissioner's (SC) role in progressing new governance arrangements and the collaborative opportunities between the Fire and Rescue Service and Staffordshire Police.

**2. Recommendation**

- 2.1 That the Panel note and comment on the contents of the report.

**3. Background**

**Business case and decision**

- 3.1 The Panel has received regular updates on governance and collaboration prior to and after the establishment of the Staffordshire Commissioner led Fire and Rescue Authority on 1<sup>st</sup> August 2018.
- 3.2 Following the change of governance on 1<sup>st</sup> August 2018, both Staffordshire Police and the Fire and Rescue Service have been working to enhance collaborative working where it will enhance efficiency, effectiveness, or public safety.

**4. Current picture**

**Governance**

- 4.1 New governance arrangements for the Fire and Rescue Service were established and implemented for commencement on 1<sup>st</sup> August 2018. A new governance framework was signed off by the Commissioner and the decision published. The framework is available to view on the Commissioner's website [www.staffordshire-pfcc.gov.uk](http://www.staffordshire-pfcc.gov.uk).
- 4.2 Governance arrangements have been working smoothly and there have been no issues of concern identified to date. Three more formal decisions have been published by the Commissioner to date. By way of structures, the attached diagram shows current governance arrangements that the Commissioner has in place across policing and fire and rescue.

- 4.3 It is recognised that Staffordshire was only the second area in the country to establish the role of Police, Fire and Crime Commissioner and therefore, governance arrangements would need to be closely monitored and kept under review; to that end, a full review of those arrangements is planned with any changes required being implemented for 1<sup>st</sup> August 2019.
- 4.4 Collaborative governance arrangements include a dedicated Project Team, a Collaboration Board that progresses collaborative working proposals and a Strategic Governance Board, chaired by the Commissioner that is responsible for key decisions on collaborative working.
- 4.5 During 2019/20, both internal audit services (Police and FRA) will review collaborative arrangements, including governance, providing an independent report on how these are progressing and any areas for improvement.

### **Collaboration**

- 4.6 There are a number of areas of collaborative working in place between the two services. The Commissioner through his business case outlined the potential for new areas of collaborative working and these have been the focus in the first instance.
- 4.7 The business areas identified within the local business case, which are attracting the most focus are the delivery of a joint enabling service and the delivery of joint estate, where it is appropriate to do so.

### Joint Enabling Service

- 4.8 The enabling services plans involve the creation of a single support service for policing and the fire and rescue service. Plans have progressed so that by August 2019 and subject to consultation with staff groups, five service areas will be working as an integrated, joined-up single service. Those areas are Communications, Procurement, Estates and Logistics, Human Resources and Finance.
- 4.9 Following the implementation of the first phase of the enabling services plans and subject to its success and further consultation, a second batch of four services will be taken forward for collaboration.

### Estates

- 4.10 The estates plans, which are at an early stage of development, are to identify where there is a rationale to bring policing and fire and rescue services together to utilise the same buildings and infrastructure and thereby rationalise the overall estate, making savings and generating capital receipts that allow for investment in services to be safeguarded.
- 4.11 The current estate across both services is markedly different; in general the police estate is older and less fit for purpose, whilst the fire and rescue estate,

mainly because of the Private Finance Initiative (PFI) investment, is more modern and fit for purpose.

- 4.12 Current work is focused on the potential use of the modern fire and rescue estate for both services. Areas of the county where this can be progressed are being actively considered by both services and in one instance in particular, being developed to a design stage so that commercial negotiations can begin with the PFI provider. It is recognised that for both services and commercially, this work has to be sensitively managed and well-considered. However, it is anticipated that successfully progressing one development, will lead to being able to develop several others at some pace.

#### Other

- 4.13 As previously notified to the Panel, other collaborative working opportunities are also being progressed. The Chief Constable and the Chief Fire Officer's teams are developing joint approaches to preventative working and other operational areas, where there is a rationale to do so. This work is made more straightforward by the collaborative governance arrangements that the Commissioner has established.

### 5. **Summary**

- 5.1 The Commissioner will hold both chiefs to account regarding the progress and delivery of the collaborative ventures and has established governance arrangements that support them to do this work and prioritise in the first instance.
- 5.2 A governance framework for the FRA and the Fire and Rescue Service is in place and working well. Relationships between the Commissioner's Office and the service are strong and are assisted by the governance framework.

**Matthew Ellis**  
**Staffordshire Commissioner – Police, Fire & Rescue, Crime**

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## Governance Escalation Structure Policing and Fire & Rescue

Additional governance functions that feed into these high level arrangements can be seen in the Governance Escalation Schematic

