

## **Report to the Police, Fire and Crime Panel – 29<sup>th</sup> October 2018**

### **Update on collaboration between Staffordshire Police and Staffordshire Fire and Rescue Service**

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 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 SC submitted the independently written business case to change the governance arrangements of the Staffordshire and Stoke-on-Trent Fire and Rescue Service to the Home Office on 3<sup>rd</sup> October 2017. Within this business case a number of areas of collaboration were outlined that could potentially realise financial efficiencies.
- 3.2 The Statutory Instrument for Staffordshire was laid and passed on 8<sup>th</sup> June 2018, meaning that the Staffordshire Commissioner Fire and Rescue Authority commenced on 1<sup>st</sup> August 2018.
- 3.3 Following the change of governance both Staffordshire Police and the Fire and Rescue Service have been working to enhance the areas of collaboration already in place and are currently developing their approach to further collaborative working. This should provide assurance to the SC that all areas of collaboration that were highlighted within the business case are being progressed.

#### **4. Current picture**

There are a number of areas of collaboration (see below) already in place between the two services and the SC will be requiring that the two chief officers look at further collaboration opportunities in order to ensure that the most effective, and efficient approach to service delivery is achieved. The business case that was submitted to the Home Office outlined a number of

potential areas for collaboration which will form the basis for investigation in the first instance.

#### **4.1 A Shared Occupational Health**

This enables personnel from both services to have access to occupational health support on a scheduled appointment basis. The department offers medical support with a health advisor available as required; including internal and external welfare support, providing access to counsellors on a self-referral or referred basis. The department also carries out pre-employment medicals for both Services. The support service utilises a building at Stafford to provide its function. Physiotherapists also operate from Hanley Police Station and the Police Mutual Assurance Society building in Lichfield.

#### **4.2 Joint supplies and logistics**

The supplies team have been working together for some time and provide service to both Police and Fire personnel. The integration has enabled staff to be trained internally to size and commission personal protective equipment where previously external training had to be sought for the entire department. The department is now sharing IT functions and facilitating an emergency out of hour's kit issue service for the Police in line with current Fire Service procedures. The facility is based at Fire Service Headquarters (HQ) in Stone and provides supplies services to both organisations ensuring greater resilience is achieved.

#### **4.3 Joint emergency transport and engineering**

This collaboration provides combined fleet management that includes; fleet engineering, vehicle specification design and conversions for all Fire and Police Service vehicles. Economies of scale for each organisation are being achieved through a shared estate function, joint procurement, staffing, vehicle maintenance and repair along with design and development of vehicles and associated equipment.

#### **4.4 Integrated postal service**

An integrated internal postal service has been operated between the Fire service and Staffordshire Police for the last five years. An agreement was sought from Staffordshire Police to provide a postal service removing duplication, as both Services visited many of the same areas delivering mail. This freed up demand on Fire Service maintenance technicians who performed the task. This approach reduced cost, delivered a more effective internal mail service between both organisations and close working relationships have been achieved.

#### **4.5 Joint Governance**

The transfer of governance from the Fire Authority to the Staffordshire Commissioner enabled a rationalisation of policy, monitoring and committee support services. This immediately provided a £300,000 saving and will support further integration of activities in due course.

## 5. Next steps

In order to progress the collaboration opportunities highlighted within the business case a number of agreed steps will need to be put into place which will allow for a detailed appraisal of each work area to be understood. Learning from all of the current shared services as outlined above will provide a platform from which to develop further collaborative working.

- 5.1 A collaboration board has been established to provide a forum for both the Chief Fire Officer and the Chief Constable to progress areas for collaboration and to deliver against the efficiencies detailed within the business case. The board will meet monthly to ensure that a momentum related to collaboration/shared service is maintained and to develop papers for decision that will be considered at both strategic governance boards. The board will consist of officers and staff from both organisations and will be chaired by the Chief Executive of the SC office. A set of terms of reference in addition to a vision and set of guiding principles for collaboration have been developed (**See Appendix one**).
- 5.2 Human resources from both Police and Fire have been allocated to this work and will progress the collaboration opportunities. This team have been tasked with gathering information related to the business areas identified within the local business case and are developing these further in order to provide a detailed understanding of how the two organisations can bring their support services together. This work will include all of the detailed information related to employment models, efficiencies, effectiveness, and the impact upon public safety, from which informed decisions can be made.
- 5.3 The business areas identified within the local business case will be prioritised by the collaboration team and will provide the first phase of the collaboration/shared services work. The team will develop information for consideration by the collaboration board which will include benefits, risks, issues, and evaluation criteria from which decisions can be made. In addition the team will develop a high level timeline for the work and each Service will commit resources to allow the work to progress. The work areas include but are not limited to:
  - Estates
  - Communications
  - Human resources
  - Finance
  - Prevention
  - Business intelligence
  - ICT
  - Legal
- 5.4 The SC will hold both chiefs to account regarding the progress and delivery of the collaborative ventures and will look to prioritise support/ back office

functions in the first instance. Progress reports for each area of work will be monitored by the SC in order to maintain a progressive approach to the work.

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# Terms of Reference

## Collaboration Governance Board

### **Purpose**

To provide oversight to all collaborative opportunities between Staffordshire Police (SP) and Staffordshire Fire and Rescue Service (SFRS) as required under the Policing and Crime Act 2017 and ensure that these are implemented effectively and efficiently.

### **Vision**

To improve outcomes for the communities of Staffordshire by examining and progressing opportunities to improve effectiveness, efficiency, and public safety by working collaboratively.

### **Objectives**

- To identify, appraise and recommend collaboration/shared service opportunities across fire and police services, involving other partners where appropriate
- To ensure that resources are provided (both physical and financial) to progress and plan those collaboration/shared service opportunities
- To review, understand and report against the financial assumptions contained within the approved business case
- To develop and agree performance measures that are aligned to strategic objectives and to receive performance reports and information, in order to make recommendations relating to future collaborative/ shared service opportunities
- To oversee the development and management of collaboration/shared service projects that will improve the performance of both organisations
- To prepare, consider and agree papers prior to submission to the respective governance boards
- To effectively communicate with staff and partners regarding collaboration/shared service work

- To promote partnership working that will to improve interoperability and ensure that statutory obligations are discharged effectively  
To ensure that collaboration / shared service opportunities are implemented effectively and efficiently

## **Constitution**

Staffordshire Commissioner Chief Executive (Chair)

Deputy Chief Constable

Deputy Chief Fire Officer

Director of People & Resources -Police

Director of Response- Fire

Chief Finance Officer - Police

Director of Finance - Fire

Head of HR – Fire

Head of HR – Police

Head of Communications – Fire

Head of Communications – Police

Lead officers Prevention/early intervention – Police and Fire

## **Delegation**

The board has delegated powers to progress collaborative opportunities as directed by the respective governance boards within both Policing and Fire

## **Reporting**

Reports will be made to Police Strategic Governance Board and to Fire Strategic Governance Board, chaired by the Staffordshire Commissioner

## **Sub-Groups**

The Board will establish sub-groups as appropriate to develop and recommend proposals to the Collaboration Governance Board

### **Frequency of meetings**

The board will meet on a monthly basis (2 hour meeting)

### **Shared Vision and principles**

#### **Vision**

**‘A cost effective and flexible approach to areas of collaboration that allows both organisations to evolve through improving, sharing and standardising where appropriate the things that we do’**

#### **Principles**

To support this vision, the following operating principles have been developed for the collaborative work in order to clarify the expectations for the new approach to people working within both organisations. They also outline the positive approach we aim to create in developing a successful on-going joint working relationship.

#### **Key Operating Principles**

- 1. We will develop a culture of joint working between fire and police.**
- 2. We will ensure that we have similar expectations of all people working within the collaborative arena.**
- 3. We will ensure that all our people within both organisations receive consistent messages**
- 4. We will ensure that the collaborative approach is a catalyst for delivering effectiveness and efficiency**
- 5. We will make appropriate use of technology to enable effective working within all areas of collaboration.**
- 6. Best Value will be the foundation upon which we build all collaborative arrangements**
- 7. All decisions regarding collaboration will be based upon accurate, valid and up to date information**

- 1. We will develop a culture of joint working between fire and police.**
  - We will encourage all people working within areas of collaboration to work closely together and build effective working relationships.
  - We will look to bring teams together in joint tranches of fire and police functions to promote closer working at team level and enable new ways of working.
- 2. We will ensure that we have similar expectations of all our people within the collaborative arena.**
  - We will take account of both organisations values and will review our policies to avoid any conflict around the way we expect our people to transfer to and work.
  - We will assess and adopt appropriate policies and procedures in order to provide the most effective and efficient approach to work.
- 3. We will ensure that all our people within both organisations receive consistent messages**
  - We will ensure that our two communications teams work closely together as the new work develops to plan for and provide consistent and timely messages to people working in both organisations, and to the wider media.
  - This will continue throughout the lifetime of the collaborative project work and beyond.
  - We will develop a glossary or mapping of terminology/jargon to give clarity and develop understanding between the two organisations.
- 4. We will ensure that the collaborative approach is a catalyst for delivering cost savings**
  - We are committed to exploring all areas for collaborative working where people are carrying out similar work.
  - We will keep review all identified functions in order to maximise efficiencies across both organisations.
  - We will look for opportunities to co-locate functions where appropriate in to enable further efficiencies to be identified.



- We are committed to an efficient and effective flow of people, assets and information throughout all areas of collaboration

**5. We will make the best use of technology to enable effective working within all areas of collaboration.**

- Wherever possible we will seek to use a common and secure IT platform and IT systems to enable the two organisations to work together. *(N.B – this will be subject to police security requirements and recognise that most operational systems will be Police or Fire Specific)*
- We will jointly consider how using new technologies can deliver greater efficiency through new ways of working for both organisations.
- We will look to deploy similar technology to the people in our two organisations doing similar tasks.

**6. Best Value will be the foundation upon which we build all collaborative arrangements**

- The principles of best value will be evident within all collaborative arrangements
- We will ensure that transparency regarding the best value approach is in place and that all personnel involved in collaborative work fully understand their responsibilities

**7. Best All decisions regarding collaboration will be based upon accurate, valid and up to date information**

- We will design collaborative arrangements based upon accurate timely data and information
- We will provide information for consideration through the governance structures in order for informed decisions to be made at the appropriate level
- We will share data and information in an appropriate way to ensure that a clear understanding of each organisations requirements are understood