

Report to the Police, Fire and Crime Panel – 15 July 2019

Staffordshire Police and Staffordshire Fire and Rescue Service – Service 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 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 collaboration prior to and after the establishment of the Staffordshire Commissioner led Fire and Rescue Authority on 1st August 2018.
- 3.2 At the Police, Fire and Crime Panel meeting of 29th April 2019, members requested more detail on the opportunities to share the police and fire estate owned by the Commissioner. This is provided within this report in addition to a more general update on collaboration.

4. Current picture

Collaboration

- 4.1 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.
- 4.2 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.

An update on both of these areas of work is provided.

Joint Enabling Service

- 4.3 The enabling services plans involve the creation of single support services for policing and the fire and rescue service. Plans have now progressed to implementation and on 1st July 2019, Procurement, Estates and Facilities and Human Resources became joined-up, integrated services through Fire and Rescue staff transferring under TUPE to become Police Service employees in new team structures designed to meet the needs of both organisations. Communications staff will transfer in the same way on 1st August 2019 and Finance staff in the autumn (probably 1st October 2019).
- 4.4 This has been a substantial project to take forward and deliver to an implementation date only 11 months after the change of Fire and Rescue governance and at the same time as many other essential pieces of work in respect of Fire and Rescue have had to be delivered e.g. robust governance changes, Fire and Rescue Plan etc. It should also be noted that the Commissioner's Office has not increased in size as a result of the Fire and Rescue governance change on 1st August 2018 and that three Director of Finance posts have become two since the change occurred.
- 4.5 The project itself has also had many moving parts over and above the TUPE transfer and the associated consultation with staff and their representatives; a legal collaboration agreement, governance, ICT arrangements, charging for services and financial agreements, insurances, data and information management, cultural development and management of the impact on the people affected.
- 4.6 Following the implementation of the first phase of the enabling services plans, a second batch of services will be assessed for collaboration. Those where added value and / or savings can be identified will be taken forward.

Estates

- 4.7 As reported at the April 2019 Panel meeting, estates plans have been at an earlier stage of development, but will now become the prime focus given the implementation of the enabling services programme. They are the area of work where the next phase of substantial savings will be generated. The Commissioner is absolutely clear that given the financial pressures that exist he must ensure that protecting services to the public is the priority and that this will mean the cost of providing an estate will have to fall.
- 4.8 The Panel requested further detail on estates plans and in particular, 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, make savings and generate capital receipts.
- 4.9 The Police and Fire service have now established the enabling arrangements for the provision of estate and facilities services under the enabling services collaboration. The Property Team from the Fire services transferred to Staffordshire Police employment from 1st July 2019. The new Estates

Department are resourced and ready to provide estates services to all three organisations in the future.

- 4.10 A review is currently underway of all sites used by the Police and is being aligned with the Fire service to ensure that spare capacity is correctly utilised across the two estates. This will ensure that available space that can be shared is shared and does so to the benefit of both organisations and the public, in accordance with the business case for single governance. Decisions to co-locate will be approved at the Strategic Governance Board for Collaboration, chaired by the Commissioner.
- 4.11 Architects have been commissioned to explore the merits of accommodating the Police Northern Response Hub in the existing Fire and Rescue estate and that work is ongoing.
- 4.12 Detailed work has also been undertaken in Tamworth to review neighbourhood policing estates requirements. The outcome of this review is to take forward a co-location of the neighbourhood team at a PFI FARS site in Tamworth. If progressed, the change will halve the revenue costs of accommodating the neighbourhood team and also facilitate co-location of a small partnership resource with Tamworth Borough Council, bringing other non-cashable benefits in addressing the needs of vulnerable individuals and families.
- 4.13 Other co-location opportunities are also being taken forward in the county and will be progressed as business cases are presented to the Commissioner and approved. The detail of these proposals is not in the public domain as yet, so therefore sensitive.
- 4.14 As part of the rationalisation of estate, a number of existing police service buildings (ex-stations and police posts) are currently being marketed for sale. These are at the following sites: -
- Stoke
 - Newcastle
 - Tunstall
 - Blythe Bridge
 - Eccleshall
 - Stone
 - Kinver
 - Wombourne

Interest has been keen to date and it is anticipated that all sites will be sold with receipts received within the 2019/20 financial year.

Other

- 4.15 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.

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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

