

Report of Head of Strategic Change and Collaboration

Update on Collaborative Working

Purpose of report

1. To update Members of the Fire Authority on the existing, and developing, collaborative work being undertaken by the Service with other organisations.
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Recommendation

It is recommended that the following, in particular, be noted:

- i. The Service has a history of effective collaboration and partnership working and is engaged in a wide range and variety of collaborative opportunities.***
- ii. The Service is continuing to seek out effective opportunities with partners that provide increased public value.***
- iii. Continued close working with police colleagues and partners may provide additional and currently unidentified longer-term efficiency benefits for both organisations.***
- iv. The existing governance arrangements within the Service support both the development and evaluation of collaborative opportunities and enable the prioritisation of work and the allocation of appropriate resources.***

Introduction and Background

2. Hereford & Worcester Fire and Rescue Service has a history of working effectively in partnership with other agencies delivering high quality services to the communities across the counties of Herefordshire and Worcestershire.
3. Members of the Authority will have been informed of significant collaborative projects and initiatives, through the established reporting processes and governance models both within the Service and Authority.
4. Authority Members will be aware that the Policing and Crime Bill will place a high level duty to collaborate on each of the emergency services. The Bill is currently awaiting Royal Assent after which it will become an Act of Parliament.
5. This report has been produced to provide Members with an overview of the existing collaborative work being undertaken, as well as highlight the developing initiatives that are being undertaken by the Service.

Current Position

6. All of the emergency services can be seen to be effectively working together to resolve often complex and challenging incidents. To support this, joint training and exercising have been key areas where a collaborative approach has been established. From the joint planning and delivery of large scale exercises (such as Exercise St Frances), to supporting Incident Command assessment for individual fire service commanders, appropriate arrangements are in place for agencies to work together and support the principles of the Joint Emergency Services Interoperability Programme (JESIP).
7. The Service not only receives support but also delivers specialist training to other agencies such as the police, in the form of water awareness and search techniques for police search advisors, and working at height and rope rescue awareness for police negotiators.
8. A collaborative approach to estates has enabled the construction of the new fire station at Evesham. The approach, including both local authority and private sector partners saw the construction of a new facility at a fraction of the normal cost. The new station is more efficient and better suited to the needs of the Service, and has assisted with the commercial redevelopment within the town.
9. Partnership working has also been historically strong within the community safety work undertaken. The Service is a key partner within community safety groups across counties, such as, Community Safety Partnerships, Safer Roads, Signposting, Connected Families and Safeguarding groups.
10. As partners within these groups the Service has collaborated with others to deliver initiatives such as Ignite, Crucial Crew, Young Citizens Challenge and Dying2Drive which are aimed at improving young people's awareness of fire, road and water safety as well as the impacts of arson and hoax calls.
11. The Service also has a long standing relationship with Multi Agency Risk Assessment Conferences (MARAC) and Multi Agency Public Protection Arrangements (MAPPA). This enables the targeting of domestic abuse, sexual abuse and hate crime including the police providing direct referrals to the Service in relation to crime prevention design and women's aid.
12. The above are just some examples of the established collaborative work within the Service. Appendix 1 of this report contains further examples and demonstrates the breadth of collaborative and partnership working undertaken.

New initiatives being implemented

13. The Service identified the changing role of the modern fire and rescue service within its Community Risk Management Plan 2014-2020. Within it, closer working with other emergency services was envisaged to help the Service become even more effective and efficient.
14. To support this, programme and project governance arrangements (such as the 20:20 Programme Board) have been established to support the delivery of the

vision, enable priorities to be identified and, the appropriate resources to be allocated.

15. The most visible evidence of this work being implemented is within the estates of both Fire and Police Services.
16. Members will be aware that a combined Police and Fire Station at Bromsgrove was completed in 2014, and that construction work is now underway for the Joint Operations and Communications Centre (JOCC) located within the grounds of the Police Headquarters at Hindlip Park.
17. The project has received funding via the police's transformational grant system and when delivered will enable the co-location of both Fire Control and Operational Policy and Planning staff alongside their police counterparts. This provides the opportunity for closer working in both operational planning and incident response for both services.
18. Other collaborative estates projects approved by members include, the Wyre Forest Hub project and Fire Service Headquarters relocation, both of which have already received £4.2m from the government's Fire Transformation Fund and, the Herefordshire One Hub' providing a new multi-agency building within Hereford. Smaller scale initiatives include the sharing of fire Stations at Tenbury, Bromyard and Peterchurch with police colleagues.
19. Building on the benefits realised by co-locating teams, two further initiatives with the police are being implemented. These involve the co-location of fire service district command teams with their police counterparts at Hereford and Worcester Police Stations and, the co-location of the Service's Community Risk teams, with staff working within the police Harm Hubs. The initiatives will enhance both information sharing and intelligence to support preventative activities.
20. The Community Risk team in North Worcestershire are supporting the Connecting Families initiative that brings together agencies from all over the county, to improve services for children and families via a positive role model pilot.
21. Appendix 2 of this report lists the collaborative initiatives that are either being implemented or developed. The major projects detailed above are included within this list as they have yet to be fully completed or become established practice.

Developing initiatives

22. Senior Fire Officers form part of the police's business programme board. This, along with jointly facilitated collaboration workshops, has provided the means for early identification of opportunities for closer working with both the police and other partners.
23. The Service has continued to maintain its close working relationships with partners including; Shropshire and Warwickshire Fire and Rescue Services, the Environment Agency, West Midlands Ambulance Service, Herefordshire and Worcestershire County Councils, District Councils, and a variety of voluntary groups including the Severn Area Rescue Association (SARA) and West Midlands Search and Rescue (WMSAR).

24. The Community Risk team is working closely with the voluntary care sector and Clinical Commissioning Groups, in an effort to deliver services to relieve pressures within the health sector. For example, 'Safe & Well' checks, and a home from hospital initiative will assist people leading more independent lives.
25. Appendix 2 demonstrates the range of initiatives being developed, from major estates projects such as 'The Herefordshire One Hub' to resilience enhancement opportunities, such as the provision of access to bunkered fuel stock across the West Mercia and Warwickshire force area.

Conclusion/Summary

26. Hereford & Worcester Fire and Rescue Service has a history of effective collaboration and partnership working and is engaged in a wide range and variety of collaborative opportunities.
27. The Service will continue to seek out effective opportunities with partners that provide increased public value, for example, by enhancing resilience of a function/service or increasing value for money.
28. The Service will need to continue to seek different ways of working and collaborative opportunities in order to meet future budgetary requirements.
29. It is understood that closer working and co-location with police colleagues and partners may also provide additional and currently unidentified longer-term efficiency benefits for both organisations.
30. Existing programme and project governance arrangements will support the continued development and evaluation of collaborative opportunities and will enable priorities to be identified and resource allocation as appropriate.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Existing governance arrangements in place to ensure appropriate resource allocation
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Collaborative initiatives support to Our Strategy through: Building and infrastructure, Resourcing for the future, People and Services priorities
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Existing governance arrangements in place to ensure appropriate risk management processes
Consultation (identify any public or other consultation that has been carried out on this matter)	Existing governance arrangements in place to ensure appropriate consultation where necessary
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Existing governance arrangements in place to ensure appropriate compliance

Supporting Information

Appendix 1: Existing Collaborative Working Practices

Appendix 2: Developing Collaborative Working Practices

Background Papers

Policing and Crime Bill

Community Risk Management Plan 2014-2020

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Appendix 1 – Existing Collaborative Practices

Function	Collaborative initiative	Partner Agencies Involved	Anticipated Public Value
Prevention and Protection	Joint Home Fire Safety Checks for high risk individuals	W&WMPA, Health, LA	Provision of multiagency information in one visit
	Joint inspection and enforcement action involving certain public venues and landlord premises	LA, UK border force, W&WMPA, EA	Effective inspection and enforcement action in premises
	Youth engagement via Ignite, Crucial Crew and Young Citizens Challenge initiatives.	W&WMPA, BTP, LA	Effective promotion of individual agency messages within a multi agency setting
	Arson reduction and Fire Setter intervention for under 16s	W&WMPA	Reduced incidents of arson and risk reduction
	Participation within Community Safety Partnerships and other groups such as: the Safer Roads Partnership, Signposting, Connected Families and Safeguarding groups	W&WMPAs, LA, CCG, NGOs	Effective multiagency community safety provision
	Support for Temporary flood barrier deployment	EA, LA	Effective multiagency response, value for money
	Primary Authority Scheme	Private Sector	Effective fire safety advice for business, increased community resilience
Response	Police Community Support Officers have been recruited as on call firefighters in Herefordshire.	W&WMPA	Increased resilience for on call staffed stations
	Fire Service's Search and Rescue dog training and support by Police	W&WMPA	Provision of Search and Rescue dog capability via Fire Service
	Joint fire investigations of serious fire incidents	W&WMPA and CPS	Effective investigation of incidents involving fire
	National Inter-Agency Liaison Officers (NILO) to enhance communications and the response to major or critical incidents,	W&WMPA WMAS	Enhanced communication and incident planning between agencies
	Severn Area Rescue Association (SARA) collocated at Kidderminster Fire Station	SARA	Reduced cost for SARA, closer working enabled between responders
	Joint Command and Control infrastructure with Shropshire FRS	SFRS	Enhanced Resilience and Fall-back arrangements for mobilising of Fire Service Assets

Function	Collaborative initiative	Partner Agencies Involved	Anticipated Public Value
Training	Joint planning and participation in Fire Service Exercises e.g., Exercise St Frances 2016, Exercise Odin in 2015, Exercise Sodor in 2014,	W&WMPA, Ambulance, NGOs local colleges	Enhanced response to major incidents
	Receipt of Family Liaison Officer Training for Fire Service Staff	W&WMPA, SFRS	Better use of resources
	Receipt of Project/Programme management training for Fire Service Staff	W&WMPA	Enhanced project/programme management, better use of resources
	Receipt of Continued Professional Development training for Fire Service NILO officers	W&WMPA, WMAS.	Enhanced communication and incident planning between agencies
	Delivery of joint training to continue support for the Joint Emergency Services Interoperability Programme (JESIP)	W&WMPA, WMAS,	Enhanced multiagency incident response
	Delivery of Trauma training for identified Police staff	W&WMPA	Enhanced Police capability and value for money
	Delivery of Specialist skills training delivery to partners in areas such as: Water Rescue/Awareness, Line Access and Safe working at Height	W&WMPA, WMAS.	Enhanced capability for Police and Ambulance service, effective use of resources value for money
	Incident Command training for Fire Service Staff - assessor provision	SFRS, WFRS	Skilled and competent Incident commanders
	Incident Command training for Fire Service Staff- multi- agency support during assessments and training	W&WMPA, WMAS EA	Incident commanders with multiagency command experience and understanding
	Sharing of spaces within Health and Safety training	WFRS, W&WMPA, Herefordshire CC	Value for money and effective use of resources
Operational Policy	Operational Policy team and Emergency Planning officers, co-located with Force Operations at Police HQ	W&WMPA	Enhanced policy development, Emergency planning communication within agencies
	Fire occupational health service procured via Police tendering process and contract renewal aligned.	W&WMPA	more effective procurement process and future opportunity for further collaboration

Function	Collaborative initiative	Partner Agencies Involved	Anticipated Public Value
Estates	Use of Place Partnership which brings together the property expertise of six public sector authorities into one transformative company acting as a joint property vehicle.	W&WMPA, HWFRS, Local Authority	Cost effective provision of property services for multiple agencies
	Construction of Bromsgrove Police and Fire Station	W&WMPA, HWFRS	Effective use of resources and value for money, closer working enabled between agencies
	Construction of Evesham Fire Station	Local Authority, Private Sector	Provision of a New Fire Station at a reduced capital cost
Corporate Service	Membership of Worcestershire Office for Data and Analytics (WODA) information Governance Group to promote additional data sharing	W&WMPA WC WCC District Councils and NHS	Enhanced data sharing abilities between agencies
	Joint Communications Strategy with Police to provide resilience and standardise information	W&WMPA	Effective communication and value for money
Operational Logistics	NILO Ballistic PPE serviced and supported by Police	W&WMPA	Effective use of resources
	NILO Ballistic PPE training by Police	W&WMPA	Effective use of resources
Programme management	Senior Fire Officers form part of the Police Business Services Programme Board	W&WMPA	Early Identification of potential collaborative opportunities
	Senior fire officer is the project manager for the Police Operations and Communications Centre project	W&WMPA	Effective use of resources, closer working arrangements between agencies

Key:

W&WMPA – Warwickshire and West Mercia Police Alliance

SFRS – Shropshire Fire & Rescue Service

WFRS – Warwickshire Fire & Rescue Service

MWFRS - Mid & West Wales Fire & Rescue Service

WMAS – West Midlands Ambulance Service

NGO – Non Government Organisation

EA – Environment Agency

Appendix 2 – Developing Collaborative working practices

Function	Collaborative initiative	Partner Agencies Involved	Anticipated Public Value
Prevention and Protection	Colocation of Harm hubs and Community Risk Teams at Hereford, Worcester and Kidderminster	W&WMPA	Effective sharing of information and data between teams
	Community Risk team support for Connecting Families initiative in North Worcestershire.	W&WMPA, LGA, CCG, Voluntary sector	Reducing risk of harm and increased well-being
	Delivery of Safe and well checks and Home to Hospital initiatives.	CCGs, Voluntary Sector	Support of partner agencies during times of pressure, enhanced public well-being.
Response	Support for Police Drone capability	W&WMPA	Increased availability of current capability, effective use of resources
	Collocation of Fire Service District Command Team within Hereford, Worcester and Bromsgrove Police Stations	W&WMPA	Better use of resources closer working and information sharing enabled between responders
	Construction of Joint Operations and Communications Centre at Police Headquarters	W&WMPA, Fire	Better use of resources closer working and information sharing enabled between responders
Training	Delivery of Mental Health First Aid Training for Partner agency	W&WMPA SFRS and WFRS	Better use of resources, wellbeing provision for emergency responders
	Shared use of Fire Service's Strategic Training Facilities	W&WMPA, SFRS, MWFRS,	Enhanced training opportunities, effective use of resources and value for money
	Development of Methods of entry training for Fire Service using Police knowledge and understanding	W&WMPA	Enhanced capability and skills for Fire Service at incidents
	Acquisition Skill for Justice Accreditation for Incident Command	WFRS, SFRS	Accreditation of Incident Command training and Assessment
Operational Policy	Agreement on press releases: working relationship to agree content following joint incidents and updates on collaborative projects	W&WMPA	Effective and consistent communication and value for money

Function	Collaborative initiative	Partner Agencies Involved	Anticipated Public Value
Estates	Co-location of Fire Service HQ with Police HQ	W&WMPA	Effective use of resources and value for money, closer working enabled between agencies
	Tenbury, Bromyard and Peterchurch fire stations are been shared with the Police.	W&WMPA	Effective use of resources and value for money, closer working enabled between agencies
	Potential for Fire and Police to share a station at Kington in Herefordshire	W&WMPA	Effective use of resources and value for money, closer working enabled between agencies
	Construction of Wyre Forest Emergency Services Hub	W&WMPA NGO LA	Effective use of resources and value for money, closer working enabled between agencies
	Construction of One Herefordshire Hub	W&WMPA NGO LA	Effective use of resources and value for money, closer working enabled between agencies
	Co-location of Fire Service HQ with Police HQ	W&WMPA	Effective use of resources and value for money, closer working enabled between agencies
Corporate Service	Public Services Network: national scheme to develop a secure ICT network	W&WMPA, Private sector, Home Office	Enhanced data sharing abilities between agencies
Operational Logistics	Fire and Police exploring the potential for joint servicing of non-operational vehicles	W&WMPA	Reduced costs more effective use of resources
	Use of 'black box' style technology on fire engines provided by the Police to improve safety and accountability	W&WMPA	Effective use of resources
	Operational Logistics: potential move of Police stores facilities to Fire Service premises in Malvern	W&WMPA	Effective use of resources
	Joint procurement of replacement Command Support Units	SFRS, W&WMPA	Effective use of resources and value for money
	Bunkered Fuel Stock Resilience provision	SFRS, W&WMPA	Improved business continuity arrangements for agencies
	Support for Police vehicles out of hours by FRS 'on call' engineers	W&WMPA	Effective use of resources and improved Business continuity
Human Resources & Development	Secondment of HR manager from police to support HR team	W&WMPA	Effective use of resources closer working arrangements between agencies