



## WEST YORKSHIRE POLICE AND CRIME PANEL

5<sup>th</sup> May 2017

### Tri-Service Collaboration

#### Background

Since the PCC was elected in 2012, he has been working together with partners to improve the services we provide to our communities, including working together with the blue light services towards greater collaboration. As with ongoing and planned collaborative ventures between police forces in the Yorkshire and Humber area and the wider North East Region, the advantages of further collaboration with the other emergency services is recognised by the PCC. There are already co-location arrangements in place and other examples of service collaboration and the blue light services are represented on the PCC's partnership working groups. However, there are significant opportunities for further collaboration to improve services and to help make the savings services will need to make.

In 2015, the government published details of proposed new legislation that would:

- Introduce a high-level duty to collaborate on all three emergency services, to improve efficiency and/or effectiveness;
- Enable PCCs to take on the functions and duties of their local Fire and Rescue Authority (FRA), where a local case is made;
- Further enable PCCs to create a single employer for police and fire staff, where they take on the responsibilities of their local FRA, and where a local case is made;
- In areas where a PCC has not become responsible for fire and rescue, enable them to have representation on their local FRA with voting rights, where the FRA agree.

In January 2016 responsibility for fire and rescue moved from the Department for Local Communities and Government to the Home Office to support the transformation of the fire and rescue service and encourage greater collaborative working. The Police and Crime Bill 2017 which was enacted on 31 January 2017 contained sections to enable the changes outlined above to take place. The commencement order (SI 399/2017) brought these into force on the 3 April 2017.

Recognising the direction of travel of the government and with a genuine desire to make the most of the collaboration opportunities that new legislation would provide, West Yorkshire Fire and Rescue Service and West Yorkshire Police carried out a scoping study between May and August 2016, to identify areas of business where collaboration may be feasible, to drive greater effectiveness and efficiencies.

There were also important discussions around how best to progress this work and to ensure the appropriate governance arrangements for collaboration were in place. As a consequence, the Tri-Service Collaboration Board was set up by the Board members in September 2016.

The Tri-Service Collaboration Board is made up of the following members:

- Police and Crime Commissioner
- Chair of the West Yorkshire Fire and Rescue Authority
- Chair of the Yorkshire Ambulance NHS Trust
- Chief Fire Officer West Yorkshire Fire and Rescue Service
- Chief Constable West Yorkshire Police
- Chief Executive of Yorkshire Ambulance NHS Trust

At the inaugural meeting of the Tri-Service Collaboration Board, the overarching governance arrangements were agreed in principle. This included the election of a Chair which, for the first 12 months would be the PCC, but would rotate annually between the governance bodies. It was also agreed the Board will meet bi-monthly or at the notice of the Chair and that each member would have a single vote, with collaboration initiatives ideally supported by all three governance bodies and services.

The PCC had already made it clear that he had no intention of seeking to take on the functions of the Fire and Rescue Authority, or indeed to seek a place on the Fire Authority. He does however, see the advantages that collaborative working and wishes to progress collaboration between the blue light services in the interests of West Yorkshire through the Board, a view supported by the other members.

The first meeting was presented with the findings from the scoping work undertaken by the police and fire between May and August 2016 that identified opportunities for collaboration in the following areas:

- Contract Management
- Occupational Health (see below)
- Health and Safety
- Community Safety & Engagement
- Shared Training
- Corporate Communications
- Legal Services
- Driver Training (see below)
- Fire Investigation

The Tri-Service Collaboration Board has met on two further occasions and has confirmed the governance arrangements for the Board, agreed the Terms of Reference for the Board and has agreed an overall programme mandate for the tri-service collaboration work. A communications strategy, internal and external, has also been agreed by the Board for clarity and for transparency.

A Delivery Group has also been set up with representatives from the three services working to take forward opportunities for collaboration and they will be responsible for taking forward the work agreed by the Board. Each area of work will be taken forward as a separate project, within the overall programme, and additional resources will be brought in to progress these projects as required.

## **Where we are now**

The focus of tri-service collaboration was initially around the support functions and roles that the organisations possess, functions and roles that could potentially come together and work as one across the three services to improve services and deliver on one or more of the below defined key benefits:

- Enhanced or Additional Capability
- Increased Resilience
- Increased Efficiency
- Financial Savings

There is currently work on two identified areas of collaboration and there are agreed mandates from the Board for greater collaboration on Driver Training and Occupational Health:

Driver Training – The focus on collaboration in driver training is to look at how it can be collectively delivered to provide an enhanced resource. There is scope for sharing facilities and trainers, however, there is legislation that requires trainers to be qualified through the Advanced Driver Institute to train personnel outside of the Police Service and further work is ongoing to consider the costs of upskilling staff. With increased recruitment and new legislation regarding the requirement for more frequent refresher training – additional resources and enhanced capability could benefit both organisations. Likewise, for health and safety and first aid training. The skid pan and manoeuvring area of West Yorkshire Police Driving School is already available for Ambulance and Fire to use.

Occupational Health - The focus with collaboration in occupational health is to improve the services provided to staff and to take a joined-up approach to wellbeing. The potential is to have joint referral mechanisms and outputs and the following options are being assessed:

- (a) Stand alone
- (b) Shared services
- (c) Outsourcing
- (d) Centres of Excellence
- (e) Resilience Cover

Facilitated workshops with managers and practitioners are to take place shortly. These will allow for transparency and inclusion across the three emergency services. Both projects will look to improve services and to reduce operating costs across the three emergency services.

Also at a more local and 'operational' level, potential has been identified in respect of blue light collaboration for the following:

- Emergency service attendance at cannabis farms/factories
- Method of entry at non-crime incidents

## **Future ambition**

The Tri Services delivery steering group will begin scoping opportunities in respect of Procurement for West Yorkshire Police, Yorkshire Ambulance Service and West Yorkshire Fire and Rescue Service. Other areas that have been assessed as having some potential for further collaboration are included in the following headings:

- Human Resources
- Estates
- Training and Development
- Finance and Pay section
- Community Safety/Crime Prevention
- Corporate Communications
- Scientific Support
- Business Services
- Legal Services
- Fire Investigation

At the last meeting of the Tri-Services Collaboration Board in February, it was agreed that the project team would explore opportunities for data sharing, which could greatly improve services and could reduce IT and storage costs. To support some of the information sharing proposals, the project board is engaging on a national level, with plans for a potential funding bid to the Home Office.

It was also agreed that the project team will assess the estates across the three services and look for greater opportunities for co-location and collaboration where it would be of mutual benefit to do so.

Clearly the work of the Tri-Service Collaboration Board is in its early stages and all PCC's will be looking to learn experiences from elsewhere and be looking to share best practice. Here in West Yorkshire we will continue to look at "what works" and look to make important efficiencies but also importantly continually look to improve the services provided to keep people safe and feeling safe.