

LEICESTERSHIRE

FIRE and RESCUE SERVICE

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8

Meeting: Overview & Scrutiny Committee

Date: 28th January 2015

Subject: Collaborative Arrangements

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For: Discussion

1. Purpose

Following the request of the Combined Fire Authority (CFA) in June 2014, this report provides an update on collaborative arrangements that are both underway and in development.

2. Executive Summary

- 2.1 The Facing The Future report (Knight 2013) included key themes around shared services and collaboration to meet the future challenges of Fire and Rescue Authorities. This direction of travel has been considered by the CFA in discharging its functions and subsequent activities for some time.
- 2.2 This report provides the Committee with an updated position statement on areas of collaboration in place, in development and future opportunities within the seven collaborative areas of Fire Control, Co-Location/Site Sharing / Interoperability, Training & Development, Fleet & Workshops, Community Safety, Legislative Fire Safety and Finance.

3. Report Detail

Background

- 3.1 The Facing The Future report (Knight 2013) has set the stage for the role of fire and rescue in reforming blue light services, presenting the challenge to transform in line with public expectations. The key themes of this transformation being:
- Greater emergency services collaboration;
 - Initiatives that support improving local delivery;
 - Initiatives that increase on call arrangements; and,

- Innovations that prioritise prevention and protection and ones which promote asset transformation.
- 3.2 Public sector austerity combined with the changing demand of the 3 services (Police/Fire/Ambulance) emphasises the importance of collaboration with other local services in helping Fire and Rescue Authorities to transform the way they run to meet the changing needs of communities.
 - 3.3 The then Fire Minister, Brandon Lewis MP, stated at the Capita reforming Blue Light Services Conference on 25th March 2014 that the government was convinced that collaboration between services - including Fire, Police and Ambulance - is the future of local service delivery. During that conference the Fire Minister gave the detail on the Fire Transformational Funding that was to run alongside the Police Innovation Fund. For 2015/16, the Fire Transformation Fund of £75m was to be distributed through the Capital Grant and was based entirely upon a bidding process.
 - 3.4 The CFA subsequently submitted a £1.24m bid which included elements of Day Crewing Plus (DCP). The Department for Communities and Local Government (DCLG) informed the CFA on 17th October 2014 that the bid of £1.24m had been unsuccessful. This was challenged by the Chief Fire and Rescue Officer (CFO) and the Treasurer, however, DCLG have stated that there is no appeal process and that the decision made will not be changed.
 - 3.5 The Blue Light Innovation 2014 – Improving Service Delivery Conference took place in early November 2014 providing an opportunity for all emergency services and levels of government to come together and examine policy and best practice strategies to enable greater collaboration, innovation and increased efficiency across blue light services.
 - 3.6 Similar collaboration, sharing of services and partnership working to those mentioned at the Blue Light Innovation Conference has been employed by the CFA for some time across all three directorates. This has been within the fire and rescue sector and cross service including training and development, fleet/servicing, joint response and community/legislative safety; with a whole range of partners including Blue light, Registered Charities and the business community.

Initiatives

- 3.7 This report presents an overview of all existing and planned collaborative arrangements being undertaken by the CFA, demonstrating a commitment to aligning its own activities in support of the key themes of the Knight review and the desired future direction of travel of the DCLG.

- 3.8 **The Appendix** includes more detail on the 24 initiatives within the 7 collaboration areas detailed in the table below. The key to the table identifies 14 of the 24 as currently underway and in place (✓) with the remaining 10 in development (**ID**):

Table – Collaboration, Shared Service and Partnership Working Initiatives		
Area	Initiatives	State
1. Fire Control	Tri-Service Command & Control	✓
	Collaborative control room arrangements with Notts	ID
2. Co-Location/Site Sharing/ Interoperability	Co-location of EMAS HART	ID
	Hub Facilities	ID
	Fire & Rescue First Responders	ID
	Fuel Bunkering	ID
	Sharing Police 'Drop-in' Centers	✓
	Joint Response/Housing British Red Cross Vehicles	✓
	Tri-Service Joint Network Connections	✓
3. Training & Development	Sharing of Specialist Training Centers	✓
	Shared Major Incident Room Capability	ID
	Joint Incident Command Training	✓
	Lead/Deliver Driver Training	✓
	Use of MoD Property to Deliver Specialist Training	✓
	Use of Caterpillar Property to Deliver Training	✓
4. Fleet & Workshops	Provision of repairs & maintenance programmes	✓
	Procurement & Ongoing maintenance programme	✓
5. Community Safety	Development & Delivery of Road Safety Programme	✓
	Common Approach to Identify Vulnerability	ID
6. Legislative Fire Safety	Primary Authority Scheme with Travel Lodge	✓
	Joint enforcement and exchange of intelligence	ID
7. Finance	Collaborative Procurement of Insurance	✓
	Joint IT Based Finance Systems & Shared Payroll	ID
	CFOA National Collaborative PPE Project	ID
Key: ✓: In place/underway; ID: In development;		

- 3.9 All of the collaborative areas represent an opportunity to expand and develop further. Clearly the CFA's key strengths in each of the 7 areas of collaboration represent realistic future areas that will potentially expand and grow.

4. Report Implications / Impact

4.1 Legal (including crime and disorder)

Each of the initiatives/projects is subject to the corporate risk assessment process to identify any legal implications/requirements.

4.2 *Financial (including value for money, benefits and efficiencies)*

Each of the initiatives/projects includes the process of identifying financial costs and benefits. Whilst collaboration should secure efficiency savings, capacity within a shrinking organisation has the potential to limit the scope and breadth of future initiatives.

4.3 *Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)*

Each of the initiatives/projects is assessed as to the impacts and corporate risks.

4.4 *Staff, Service Users and Stakeholders (including the Equality Impact Assessment)*

Each of the initiatives/projects are/will be subject to equality impact assessments to identify any risk of impacting or disadvantaging any particular group of the communities served.

4.5 *Environmental*

Environmental impact assessments will be undertaken on each of the initiatives/projects. A number of the initiatives within the Training & Development Collaboration area have been triggered as a direct result of assessing the impact of its activities on the environment. I.e. use of MOD/Caterpillar property/infrastructure.

4.6 *Impact upon Our Plan Objectives*

All of the initiatives/projects are assessed and developed in support of the CFA's objectives. In particular Objective 4 Efficiency and provision of a value for money service.

5. Recommendations

The Overview & Scrutiny is asked to consider the report.

6. Background Papers

Knight K 2013, *Facing the future: findings from the review of efficiencies and operations in fire and rescue authorities in England.*

7. Appendix

Areas of Collaboration, Shared Services and Partnership Working.

Appendix 7.1 - Areas of Collaboration Shared Services and Partnership Working

Collaborative Area	Who We are Working With	Brief Details
Fire Control	Nottinghamshire & Derbyshire Fire and Rescue Services	<u>This is a Tri Service Command and Control Project</u> to deliver a new command and control system for the 3 Services securing economies of scale and enhanced resilience.
	Nottinghamshire Fire and Rescue Service	<u>Combining 2 Fire Control functions into one</u> has been agreed in principle by both Leicestershire and Nottinghamshire Combined Fire Authorities; the preferred location being Leicestershire. Savings currently valued at approx. £350-£400K for each Authority.
Co-Location / Site Sharing/Interoperability	Nottinghamshire & Derbyshire	<u>The connecting up of the 3 computer networks</u> in support of the Tri-Service Control project. Benefits include the provision of the necessary infrastructure to enable other collaborations. E.g. Finance systems.
	East Midland Ambulance Service (EMAS) Hazardous Area Response Team (HART)	<u>Co-location of the HART at current LFRS Sites</u> to improve regional strategic HART capability discussions are underway on sharing space at Castle Donington. Additional stations are being identified for consideration. Benefits include cost recovery and increased joint training and understanding which will enhance joint understanding/ relationships in line with the Joint Emergency Service Interoperability Program (JESIP).

Collaborative Areas	Who We are Working With	Brief Details
<p>Co-Location / Site Sharing/Interoperability (cont.)</p>	<p>East Midland Ambulance Service (EMAS)</p>	<p><u>Hub Facilities agreement</u> to allow EMAS crews to utilise LFRS fire and rescue stations across the Authority area as bases for welfare provision. This agreement includes an annually reviewed license fee (by percentage change in Retail Price Index capped at 2.5%), with an initial duration of 5 years. All associated 'up front' alteration costs will be met by EMAS.</p> <p>The fee (still subject to agreement) will be inclusive of rates, service charges, insurance premiums and all other outgoings.</p> <p>Locations have now been finalised as Birstall and Wigston fire and rescue stations. Other stations may be considered in the future. The draft Memorandum of Understanding (MOU) has been written. Currently awaiting agreement of a legal licence document.</p> <p>Benefits include increased joint training and understanding which will enhance joint understanding/relationships in line with the Joint Emergency Service Interoperability Program (JESIP).</p>

Collaborative Areas	Who We are Working With	Brief Details
<p>Co-Location / Site Sharing/Interoperability (cont.)</p>	<p>East Midland Ambulance Service (EMAS)</p>	<p><u>First Responders</u> - This is the potential of a 6 month trial to introduce First Responders on four identified LFRS Fire and Rescue Stations.</p> <p>This is part of a Regional level initiative whose aim is to produce a strategic trial programme to provide a common approach path for the delivery of a professional blue light emergency First Responder Service; to 18 local communities; in 6 FRS areas, on an agreed cost recovery basis.</p> <p>This utilises trained Fire and Rescue Service staff delivering immediate medical response within the communities they serve.</p> <p>FRS involved within this potential project are: Leicestershire, Nottinghamshire, Derbyshire, Lincolnshire, Northamptonshire and Humberside; plus EMAS.</p> <p>Currently identified fire and rescue stations in LFRS to take part in the trial are Ashby, Market Harborough, Melton Mowbray and Uppingham.</p>

Collaborative Areas	Who We are Working With	Brief Details
Co-Location / Site Sharing/Interoperability (cont.)	Leicestershire Police & East Midlands Ambulance Service (EMAS)	<p><u>Fuel Bunkering</u> – The current proposal with the Police is to run a pilot project at Melton. This is progressing well with ‘in principle’ agreement from both the Police and County Trading Standards.</p> <p>The proposal with EMAS is based around the new Castle Donington station and is dependent upon fuel bunkering at that location.</p> <p>The ultimate aim is to allow our blue light partners access to the large fuel stocks strategically located at all our Fire and Rescue Stations. This will allow our blue light partners to achieve the economies of scale enjoyed by the Fire and Rescue Service by utilising bunkered fuel in comparison with forecourt prices. Benefits include the savings shared equally between all partners plus the intangible opportunities associated with enhancing relationships between the 3 blue light services.</p>
	Leicestershire Police	<p><u>Sharing Police Drop In Centres</u> where the police utilise office and welfare facilities at Shepshed. This initiative presents an opportunity to be employed in other Districts with the city being the next potential area of development.</p>

Collaborative Areas	Who We are Working With	Brief Details
Co-Location / Site Sharing/Interoperability (cont.)	British Red Cross Society	<p><u>An agreement in the joint response and provision of facilities to house the 2 x Fire Emergency Support Service vehicles at Oakham and Western fire and rescue stations.</u> LFRS provides a base for two specially adapted vehicles crewed by British Red Cross volunteers who respond with our operational crews to provide assistance when people are affected by a serious incident or emergency.</p> <p>The volunteers are trained to provide emotional support and practical advice to minimise the impact of the incident on the public affected enabling LFRS crews to get on with the job.</p>
	Nottingham and Lincolnshire Fire and Rescue Services	<p><u>Sharing of Specialist Training Facilities</u> between fire and rescue services in the East Midlands region. I e Breathing Apparatus Training Sites, Incident Command and Urban Search & Rescue Scenario based training.</p>

Collaborative Areas	Who We are Working With	Brief Details
Co-Location / Site Sharing/Interoperability (cont.)	Leicester, Leicestershire and Rutland Local Resilience Forum (LRF)	<p><u>In partnership with the LRF; the provision of Major Incident Command capability to satisfy the needs of category 1 responders.</u></p> <p>This joint venture will result in the installation and use of a Major Incident Room (MIR) located at Southern Fire & Rescue Station. This will be used as a training venue and has the potential for the co-location of the Tactical Coordinating Group (TCG)/Strategic Coordinating Group (SCG) during a Major Incident.</p> <p>Funding has been secured from the LRF (approx. £10K) which has enabled the MIR to be equipped to satisfy the LRF's identified user requirements. Once Fire Control relocates into the new Control Room, the MIR will be commissioned for use for category 1 and 2 responders.</p>
Training and Development	East Midlands Region	<p><u>Incident Command Training</u> – This is a shared venture at Shepshed, hosted by LFRS, available to our LRF & blue light partners that facilitates acquisition, maintenance and assessment of command competence in line with National Guidance within the East Midlands Region. Benefits include consistency in the application of Incident Command in the sharing of resources and expertise.</p>

Collaborative Areas	Who We are Working With	Brief Details
Training and Development	Northamptonshire Fire and Rescue Service	<p><u>Driver Training</u> – Currently LFRS leads in High Speed Driver Training in the Region. This competitive advantage presents an opportunity for LFRS to deliver training to other fire and rescue services. Currently talks are underway with Northamptonshire Fire and Rescue Service.</p>
	Leicestershire Police	<p>Leicestershire Police Driver Training carries out high speed driver training and re validation for our instructors. In return LFRS carry out Police LGV training.</p>
	Ministry of Defence (MoD) Kendrew Barracks	<p><u>The provision of a venue and infrastructure to deliver Compressed Air Foam (CAF) Training</u> to LFRS staff. The current agreement includes a 2 year license for 50 events per year. Additional opportunities are being progressed further between LFRS and the MoD.</p>

Collaborative Areas	Who We are Working With	Brief Details
Training and Development	Caterpillar™ PLC	<p><u>The provision of a venue and infrastructure to deliver Compartment Firefighter Training</u> to LFRS staff. The current agreement assists LFRS with its commitment to Firefighter training and safety; and, enables Caterpillar to contribute to its corporate social responsibility.</p>
	East Midland Ambulance Service (EMAS) Hazardous Area Response Team (HART)	<p><u>The delivery of Breathing Apparatus Training to the EMAS HART.</u></p> <p>This includes assisting HART in the acquisition and maintenance of specialist Hazardous Materials and Environmental Protection training.</p> <p>The benefits of joint training enhance joint understanding/ relationships in line with the Joint Emergency Service Interoperability Program (JESIP).</p>
	EMAS	<p><u>RTC familiarisation for new Emergency Care Assistant's (ECA) and Student Paramedics.</u></p>

Collaborative Areas	Who We are Working With	Brief Details
Fleet and Workshops Maintenance	Leicestershire Police	<p><u>The provision of Repairs and Maintenance of vehicles by LFRS.</u> This includes full maintenance and service programmes to include MOT testing and compliance, stowage and any other work requested.</p> <p>Benefits include income generation (approximately £4K per annum) and a more flexible and higher skilled capability within LFRS's Workshops. The latter adding value to LFRS's own fleet of cars, light vehicles, large goods vehicles and operational appliances.</p>
	The Red Cross	
	Leicestershire Search and Rescue	
	National Crimes Agency	
	Melton Borough Council	<p><u>Procurement and ongoing maintenance partnership</u> of a community safety vehicle and Youth Engagement Vehicle by LFRS Workshops.</p>
	Blaby District Council	

Collaborative Areas	Who We are Working With	Brief Details
Community Safety	Road Safety Partnership	<p><u>Delivery of the Fatal Four Vehicle and associated Road Safety Programme</u> – this includes the design, development, procurement and commissioning of both the vehicle and the delivery of the Authority wide Community Road Safety Programme.</p> <p>The programme targets younger drivers as to the effects of the Fatal Four: drink/drugs/ phones/texting whilst driving.</p>
	Leicestershire Police and Rutland County Council (RCC)	<p><u>The development and delivery of a Common Approach to Assessing Vulnerable Adults needs in the Community in line with new legislation.</u></p> <p>The initiative is consistent with the principles of the 2014 Care Act and sits within the broader agenda of adult safeguarding and self-neglect.</p> <p>This project is anticipated to result in the provision of a jointly funded Home Safety Officer (HSO). The role of the HSO would be to take referrals where potential vulnerability is identified. A common assessment is then undertaken across 5 cross cutting risks; Home Security, Fire Safety, Falls, Self-neglect and Cold Homes.</p> <p>Working with our community safety partners to assist RCC in satisfying their new statutory duties aligns with LFRS's vision of safer communities in the reduction of vulnerability and demand.</p>

Collaborative Areas	Who We are Working With	Brief Details
Legislative Fire Safety	Better Regulation Delivery Office (BRDO).	<p><u>Primary Authority Scheme (PAS) for Fire Safety</u> - Primary Authority was introduced through the Regulatory Enforcement and Sanctions Act 2008 [RESA], in support of the Governments 'Plan for Growth' agenda. Primary Authority allows businesses regulated by multiple local authorities to form a partnership with a single local authority. This local authority is known as the 'primary authority' for the business and is able to issue robust and reliable regulatory advice on the areas in scope for the scheme.</p> <p>LFRS is the Primary Authority for Travelodge. Benefits include cost recovery (£6K per annum) and enhanced commercial relationships that reduce the risk of commercial fires. Sytners and British Gas are nearing completion to employ LFRS as their Primary Authority.</p>
	Leicestershire Enterprise Partnership (LEP)	<p><u>Joint enforcement and exchange of intelligence</u> on commercial properties amongst relevant enforcing agencies/authorities. This is a Better Business For All agenda, driven by the LEP. LFRS has seconded a Fire Safety Adviser (costs covered) to the LEP as Project Officer.</p>
Finance	Fire and Rescue Insurance Consortium	<p><u>The collaborative procurement of insurance and Risk Management Techniques.</u> The consortium has applied successfully for Fire Transformation funding to take the current collaborative procurement forward into a shared insurance pool and associated insurance arrangements. It is planned to introduce this new arrangement from November 2015.</p>

	Derbyshire and Nottinghamshire Fire and Rescue Services.	<p><u>The delivery and maintenance of the IT based Finance System.</u> A project that may deliver economies of scale and realise efficiency savings in reduced support staff levels. Similar to the control collaboration, a regional approach to the IT Finance System may realise less staff within a 'shared system' whilst enhancing resilience. I.e. always have an application co-ordinator available within one of the 3 Services.</p>
		<p><u>To Investigate the option of a Shared Payroll system</u> for all three services. This may result in a more bespoke system and reduced costs of approx. £40K.</p>
	CFOA National Procurement Group	<p><u>LFRS has registered its interest in participating in the collaborative PPE project.</u></p>