

**LANCASHIRE COMBINED FIRE AUTHORITY
PLANNING COMMITTEE**

Meeting to be held on Monday 19 March 2018

**Blue Light Collaboration
(Appendices 1 and 2 refer)**

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Executive Summary

Lancashire Fire and Rescue Service (LFRS) have a long and detailed evidence base of working in collaboration with partners, both within the sector and wider public services. Examples of such work extend to joint procurement with other FRS'; vehicle servicing, audit and finance arrangements with Lancashire County Council and site sharing at a number of locations with North West Ambulance Service.

Increased scrutiny has been placed upon LFRS through the introduction of the Policing and Crime Act 2017 whereby it is a mandate to work cohesively with other Blue Light organisations in order to deliver the most effective and efficient services.

To ensure that such collaborations can be commissioned, delivered and evaluated in the most robust manner an operational collaboration board has been established with the Deputy Chief Fire Officer and Deputy Chief Constable undertaking the Programme Board role of Sponsor.

Initial work has focussed upon the drafting of an operational statement of intent and initial blueprint documents in order to evaluate business as usual and project level work streams for development into business case documents and subsequent approvals. Both documents can be found within the appendices of this report.

Decision Required

The Planning Committee is asked to note the contents of the report. Additionally given the scale and scope of the collaborative opportunities and the forthcoming HMICFRS inspection, Members may wish to formulate a 'task and finish' group to enable broader engagement and scrutiny.

Background

Initial Steps

In December 2017 an initial meeting was held and operational leads from both LFRS and Lancashire Constabulary had scope type discussions in order to establish understanding and effective working relationships that would support any collaborative opportunities to be delivered.

The next phase of the scope work was to host a joint training conference held at LFRS' training centre and hosted by the National Fire Chief Council (NFCC) and

National Police Chief Council (NPCC) accredited training provider, Shared Services Architects.

Following the one day training event operational leads met based upon work areas and themes. They drafted their initial thoughts in a very short blueprint type document; these can be found in appendix 1.

Proposal – Sequencing and Categorisation:

The opportunities below and further outlined within the appendices of this document are recommendations from the departmental leads that have extensive knowledge of their business area and are aware of the demands they are currently facing. It is proposed to use a simple quadrant analysis at first to categorise the opportunities in the below manner. The intention is to prevent too many complex projects being undertaken at once and to allow for a realistic programme of work to begin without overcommitting resources or setting unrealistic expectations and timescales:

<p>“High Effort/Low Benefit” Project to be (potentially) parked - until these areas are ready to develop – to be presented back to the board when the areas are in a position to demonstrate more clearly the benefits outweigh the effort.</p>	<p>“High Effort/High Benefit” Projects to be taken forward – these will require additional resources from each side to develop further – timescales and terms of reference will be developed bespoke to the project. <u>Only 1 or 2 of these should be undertaken at any one time as they are major projects.</u></p>
<p>“Low Effort/Low Benefit” Business as usual – Departments working together to develop shared learning and joint understanding of each organisations working practice, with a view to developing opportunities to present to the board on an ongoing basis.</p>	<p>“Low Effort/High Benefit” These may be categorised as either ‘Quick Wins’ which should be prioritised and commenced asap, and also as; Expansion to current initiatives - These are currently taking place but have a scope to expand. Both may require funding, resources and organisational buy in.</p>
<p>SHARED SUPPORT SERVICES (17 Opportunities)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recruitment & Selection <input type="checkbox"/> First Aid provision <input type="checkbox"/> Health & Safety <input type="checkbox"/> HR Support Services <input type="checkbox"/> Occupational Health Services <input type="checkbox"/> Wellbeing <input type="checkbox"/> Co-location of Public Order Training Site <input type="checkbox"/> LFRS Relocation of Service HQ <input type="checkbox"/> Joint Procurement <input type="checkbox"/> Accounting & Reporting Processes and link to LCC <input type="checkbox"/> Joint Working on GDPR Compliance <input type="checkbox"/> Shared Data, Risk and Analytical Reporting 	

- Rota & Resource Management Opportunities
- Fuel Business Continuity Plan
- Vehicle Maintenance for LFRS "Flexi Duty Officer" Cars
- Shared Asset Management
- Shared R & D

RESPONSE (6 Opportunities)

- Real Time Demand Management
- PCSO cover for Retained Duty System
- Missing Person Response: Phase 2
- Joint Command Unit Working
- Second 'Event' Drone
- Duty Officer Communication

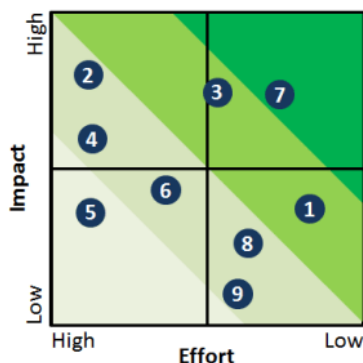
TRAINING (5 Opportunities)

- Driver Training
- Evaluation and quality assurance of training
- Leadership Development
- UKAS Accreditation of fire/crime scene
- Shared Learning Opportunities

ENGAGEMENT AND PREVENTION (4 Opportunities)

- Joint Communications Activity
- Integrated Youth Volunteering Offer
- Police Smartphone HFSC Referrals
- Engagement & Visibility in 'Place' (PCSO/Community Safety Advisors)

The assessment of these opportunities will be done at the next Programme Board. This will form the basis of the Programme Plan. Each project will develop a Business Case and a template is in development with Lancashire Constabulary and Lancashire Fire and Rescue. Implementation and benefits realisation plans will also be developed. Once this work has taken place a more detailed breakdown could be undertaken to more accurately 'scatter' the proposals – acknowledging that each may not fit comfortably in a single box but that there will be a more equal spread;



Proposal – Governance

The Deputy Chief of Lancashire Constabulary and Lancashire Fire and Rescue jointly chair the Collaboration Executive Board. The frequency of this board will be quarterly. This will be reviewed along the lifespan of the programme. This board will review all recommendations put forward, agree business cases to be put forward to each organisations change programme to agree funding and operating models.

A Collaboration Programme Board will be jointly chaired by Chief Superintendent Chris Bithell and Area Manager Ben Norman. This board will track the progress of the projects put forward, consider any new areas of collaboration to be put before the Collaboration Executive Board for assessment and agreement to the commitment of resources, identify and manage risks and interdependencies and share any operational changes which could change the direction of any projects within the collaboration. Benefits realisation will be reported back to this board once the implementation is complete. This board will ensure that the projects developed within this collaboration are in line with both organisations Strategic Objectives and have a clear link to delivering these. The frequency of this board will be monthly however this will be reviewed during the lifespan of the programme.

Resourcing of the Programme Teams

Resourcing of the programme teams need to be agreed. We are in the process of recruiting a Project Support Officer who will work across both organisations to assist with the programme delivery. As the programme evolves, this arrangement will need to be reviewed.

Business Risk

Due to the change of legislation and expectations of the forthcoming HMICFRS inspectorate arrangements LFRS is required to provide greater clarity on the evidence captured as a part of ongoing and future collaboration opportunities.

Sustainability or Environmental Impact

None identified at this scope phase

Equality and Diversity Implications

None identified at this scope phase

HR Implications

None identified at this scope phase

Financial Implications

Any interim costs such as staff training and programme management will be met from existing budgets on an equal share basis

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact Justin Johnston Tel. 01772 866801
Reason for inclusion in Part II, if appropriate:		