

**POLICE AND CRIME PANEL**

**27th June 2019**

**REPORT OF THE POLICE AND CRIME COMMISSIONER FOR DERBYSHIRE**

**Update on Police & Fire Collaboration**

**1. PURPOSE OF THE REPORT**

- 1.1 To provide the Police and Crime Panel with an update on collaboration activity between Derbyshire Constabulary and Derbyshire Fire and Rescue Service

**2. BACKGROUND**

- 2.1 My predecessor, Alan Charles, and I have both recognised the value in a close working relationship between all of the 'blue light services'.
- 2.2 Because of the footprints of both the Police and Fire Service being coterminous it has been easier to progress joint working between these two services than with the Ambulance Service who, through EMAS, cover the whole of the East Midlands region.
- 2.3 This natural fit between services has also been recognised by Government who include a raft of enabling legislation to support collaboration within the Policing and Crime Act 2017.
- 2.4 Part of this enabling legislation has included the local Police and Crime Commissioner taking over the governance of the local Fire and Rescue Service, replacing the local Fire Authority.
- 2.5 Other models are also permitted, including a merger under a single employer.
- 2.6 Business cases for any proposed alignment need to be submitted to the Secretary of State for their approval, and will often look to find local agreement to support the proposal (though this is not always the case).
- 2.7 As PCC I have been very clear, both in my election manifesto in 2016, and in my Police and Crime Plan 2016-21 that I have no interest, or ambition, to replace the Fire Authority as I believe the two services can work closely together without the need for this governance change. This belief has not changed.

**3.0 JOINT HQ**

- 3.1 When Alan Charles was Police and Crime Commissioner he, and the Chief Constable, were approached by Derbyshire Fire and Rescue Service to see if there was scope for the two services to work together.

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- 3.2 Both the Police and Fire Services needed to undertake modernisation work on their headquarters sites to make the facilities fit for purpose.
- 3.3 Through negotiations between the two services, and their respective governance bodies, it was agreed that there was potential to develop a joint HQ site at the Force's Butterley Hall site in Ripley. Papers were produced, and published, outlining the business cases and it was agreed to collaborate on a joint site at Ripley.
- 3.4 Whilst the police service has the ability through section 22A of The Police Act 1996 (as amended) to enter into a collaboration agreement, this type of agreement was not an option open to a collaboration between policing and fire.
- 3.5 Following extensive research, discussion and external advice on a variety of different approaches to deliver a collaboration, the use of a Limited Liability Partnership (LLP) as the vehicle to deliver a joint HQ building was agreed as the best way forward and the DPFP LLP was established.
- 3.6 The LLP has two members – the Police and Crime Commissioner for Derbyshire and the Chair of the Derbyshire Fire and Rescue Authority. Business of the Board is undertaken by a small group of senior officers including the Chief Constable, Chief Fire Officer, the PCC and Joint Police/Fire CFO, the PCC's Chief Executive Officer and the Joint Head of Estates.
- 3.7 The LLP owns the building and leases space to the Police and Fire Services. In accordance with legislative requirements the LLP must work to make an annual profit and those profits are then shared between the members, based on each organisation's share of the lease.

### **4.0 JOINT TRAINING CENTRE (JTC)**

- 4.1 Building upon the success of the HQ build project, it was decided that the need for new training facilities for both blue light services would be best delivered through a jointly designed training facility on the Butterley Hall campus.
- 4.2 The ability to deliver this was greatly eased by the ability to deliver this project through the LLP.
- 4.3 The resulting training facility offers state of the art facilities to the two individual services, but also promotes joint training opportunities, further strengthening the relationship between the two services.
- 4.4 This facility is pretty unique in the UK and has attracted a great deal of interest from other police and fire services from around the country.
- 4.5 The use of the LLP as a vehicle to deliver collaborative working has also been of interest to a number of services who may also have a PCC who is not interested in taking over fire governance but who wants to promote collaboration.
- 4.6 In July 2019 Her Royal Highness The Princess Royal will undertake an official visit to learn about collaboration in Derbyshire and see the shared resources.

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### **5.0 NON LLP ARRANGEMENTS**

- 5.1 Not all areas where the Police and Fire Services are sharing estate/buildings are delivered through the LLP. In some areas, such as Ashbourne, the Force are using available space within existing Fire estate to house Safer Neighbourhood Teams.
- 5.2 In total seventeen potential sites across the County are being looked at for this type of co-location.
- 5.2 These smaller scale projects allow both services to maximise upon the opportunities afforded by the estate both services own up and down the County.

### **6.0 COLLABORATION IS MORE THAN SHARED BUILDINGS**

- 6.1 Whilst the development of shared estate had been the initial driver to collaboration, it had never been the intention to simply share a building.
- 6.2 The design of the layout of the HQ build has allowed those engaged in similar areas of work, such as finance or HR to be located in similar parts of the building promoting greater inter agency working.
- 6.3 When an opportunity for a Joint Head of Estates arose, both the Police and Fire services agreed that this is a model that should be trialled to see if it was able to deliver efficiencies whilst maintaining the quality of service to both parties. This pilot was a success and agreement to make this a permanent arrangement was reached between both services.
- 6.4 More recently a pilot was started to see if a joint Chief Finance Officer role would be able to align strategic finance across the two organisations. A formal report on the effectiveness of this pilot will go to the Fire Authority in due course to potentially approve the model (subject to its evaluation).
- 6.5 Work on further joint/shared roles and functions continues between the Force and Fire chief officer teams. (The OPCC is represented within these strategic meetings.)
- 6.4 Discussions also take place between me and the Chair of the Fire Authority.

### **7.0 THE FUTURE**

- 7.1 Work to explore further joint working opportunities and co-locations continue.
- 7.2 Plans have been submitted for development of the Fire Service's site at Ascot Drive in Derby to house a number of policing functions, replacing an existing Force site at Cotton Lane.
- 7.3 As stated at 3.4 of this report, the use of a s.22A agreement to underpin collaboration was not an option as this was limited to policing collaborations. However, under section 1 of the Policing and Crime Act 2017, similar arrangements for collaboration between police, fire and/or ambulance services can be defined.

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- 7.4 Work is currently underway to develop a s.1 agreement to define what the intentions for collaboration are, and importantly, what they are not.
- 7.5 Whilst it is difficult to put a value on the savings made through co-location and closer working, it is a matter of record that the joint programmes delivered through the LLP arrangement have delivered significant savings and improved value for money compared to the costs of delivering similar projects as a lone agency.
- 7.6 Whilst financial savings are, of course, welcomed and needed in this time of austerity, the primary driver for this work has been, and remains, a genuine desire from both services to work more effectively and efficiently. Co-location is part of this but so is aligning workstreams and processes to allow each service to maximise on potential economies of scale and co-commissioned services.
- 7.7 As a result of this shared vision for the future, both the Chief Constable and Chief Fire Officer have agreed that their organisations are preferred partners when it comes to collaboration. An example of this would be the 'Safer Together' campaign.
- 7.8 Anecdotally I have been made aware of a number of occasions where frontline staff from both services have developed new and innovative ways of working together due to knowing each other and learning about each other's business.
- 7.5 As PCC I remain committed to collaborative working but also do not see the need for a governance takeover in order to deliver greater efficiencies and effectiveness from these two emergency services, ensuring that the people are Derbyshire are kept safe.

### **8.0 RECOMMENDATIONS**

- i. That the Police and Crime Panel gain assurance that the PCC is fulfilling his statutory duty to collaborate
- ii. That the Police and Crime Panel visit the Joint HQ and Joint Training Centre to see the collaborative work between the two blue light services in action

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