Emergency Services Collaboration Working Group

National Overview

2016

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Foreword

by the Emergency Services Working Group

In support of a desire at both a national and local level to support emergency service collaboration, and in response to a request from central government to outline a number of collaborative projects suitable for upscaling on either a regional or national level; the Emergency Services Collaboration Working Group (ESCWG) have been working with services and associations to refresh the 2014 National Overview with examples of collaborative projects, plans and initiatives from across England and Wales. The examples provided within this document are warmly welcomed and provide a real insight into the sheer scale of progress over the course of the last two years.

The refreshed overview is designed to provide services and associations with a variety of examples of significant collaborative projects from across the country, which are designed to help deliver the efficient and effective emergency services everyone would like to see. The review is designed to be as accessible as possible and to be used in accordance with local needs and priorities. The ESCWG would like to express its thanks to the significant number and variety of organisations who have provided examples of collaborative practice, and looks forward to being able to use the information to help drive the collaboration agenda forward; both across the emergency services themselves and the wider public sector.

About the Emergency Services Collaboration Working Group

The Emergency Services Collaboration Working Group was formed in September 2014 and helps provide strategic leadership and coordination to help drive and improve emergency service collaboration across England and Wales.

The working group comprises of senior leaders from the Association of Ambulance Chief Executives (AACE), The National Police Chiefs' Council (NPCC), Association of Police and Crime Commissioners (APCC), College of Policing, Chief Fire Officers Association (CFOA), the Local Government Association (LGA) and the Maritime and Coastguard Agency (MCA).

Headlines

First Response and Co-responding

The following projects have resulted in faster response times and enhanced interoperability between the services. Taxpayers will see greater efficiency from their services as a result of the collaborative co-ordinated responses. Enhanced communication and understanding of other services is improving the effectiveness of the services across the board.

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First Response – Cardiac Arrest

- London
- Merseyside (Pilot)
- Greater Manchester
- Wales (Mid and West)
- Essex
- Hertfordshire

Background

In the UK approximately 30,000 people sustain cardiac arrests outside of hospital and are treated by emergency medical services (EMS) each year. Electrical defibrillation is well established as the only effective therapy for cardiac arrest caused by ventricular defibrillation (VF) or pulseless ventricular tachycardia (VT).

In the event of suspected cardiac arrests (SCAs), police and fire and rescue personnel are equipped to respond with automated external defibrillators (AEDs), providing prompter response times and increasing patients' chances of survival and subsequent quality of life.

Implementation

London (November 2015)
MPS and LAS

- In addition to equipping police cars in each of the boroughs with AEDs, AEDs will also be placed in the public access areas of the police station in each borough, enabling them to respond to SCAs within a 100m radius of the station.
- After a successful pilot in three London boroughs, the co-responding scheme between the Metropolitan Police Service and London Ambulance Service (LAS) is being rolled out across all London boroughs.
- LAS have also been working with the City of London Police for over 10 years, automatically alerting them to any SCA calls. Police cars and bikes are fitted with AEDs as well as having AEDs installed within their three stations.
- Three fire stations in the London Borough of Greenwich are the first in London to install defibrillators on the outside of their buildings, these have been installed as part of the London Ambulance Service 'Shockingly Easy' campaign to install more defibrillators across London.

Merseyside (Pilot) (February 2016)
Merseyside Police and NWAS

Police have AEDs in a number of vehicles and have received training from NWAS which enables them to respond to any spontaneous incidents. Consideration is being given to the police participating in a pilot with MFRS and NWAS which involves formal deployment as part of the Emergency Services Medical Response scheme.

Greater Manchester
GMP, GMFRS and NWAS

All GMFRS firefighters across the entire Service now respond to cardiac arrests in support of the North West Ambulance Service (NWAS) and mobilise to 20% of all cardiac arrests in Greater Manchester.

Public Access Defibrillators (PADs) will be provided in all GMFRS fire stations, for use by employees, visitors and members of the community. Elsewhere, the Service will increase the number and availability of PADs across the region and map these life-saving kits so that 999 call handlers can provide callers with the location of their nearest available defibrillator. GMFRS will also increase the number of 'instructors and educators' who can teach CPR and the safe use of PADs to GM communities.

All GMP traffic units, together with all armed response vehicles, have also been issued with an AED, with all officers involved having been trained in their use by NWAS (these, however, are not dispatched by NWAS). This initiative will also potentially also be introduced on motorcycle response units within the foreseeable future.

Wales (Mid and West) (December 2015)
MWWFRS and WAST

MWWFRS entered into discussions with the Welsh Ambulance Trust (WAST) and established a roll out programme with locations prioritised through consultation with WAST.

Essex
ECFRS and EEAS

Essex County Fire and Rescue Service (ECFRS) and the East of England Ambulance Service (EEAS) NHS Trust successfully piloted a first responder scheme at Newport Fire Station and the scheme has now been running at Newport Fire Station since its inception in 2012.

EEAS has extended its collaboration with Fire and Rescue Services across the East of England Region for co-responding to Cardiac Arrest calls. There are now 5 counties and 25 FRS stations involved, Bedfordshire, Hertfordshire, Essex, Cambridgeshire and Norfolk and plans for further development are being considered.

EEAS provides equipment including defibrillators, provides training for the fire officers involved and has a dedicated Blue Light Collaboration Lead who support these schemes. The EEAS maintains contact with the stations involved through the Collaboration Lead or training officers.

Hertfordshire
Hertforshire Fire and Rescue Service and the East of England Ambulance Service NHS Trust (EEAS)

Hertfordshire Fire and Rescue Service and the East of England Ambulance Service have embarked on a co-responding trial which sees fire appliances from Watford and Stevenage responding to cardiac arrest incidents alongside ambulance colleagues. The trial forms part of an Eastern region collaboration looking at how fire and rescue service assets can be deployed to assist the ambulance service in saving lives and improving medical outcomes.

Benefits

Increased chance of survival

In London the proportion of patients who experienced cardiac arrest who had a pulse on arrival at hospital (known as return of spontaneous circulation – ROSC) was around 31%. For the Utstein comparator group (an international benchmark for a sub set of all cardiac arrest patients) there was a ROSC rate of 55.%. Overall survival to hospital discharge rates were 9.0% for all patients where resuscitation was attempted and 31.5% for those meeting the Utstein inclusion criteria. When early defibrillation was used 76.7% of patients were reported to have sustained ROSC to hospital and the overall survival to discharge rate was 58.6%. This high survival rate demonstrates the importance of early defibrillation. In London considerably more patients received bystander cardiopulmonary resuscitation (CPR) than ever before with 63.1% of patients receiving CPR prior to LAS arrival.

In Mid and West Wales, the remote and isolated nature of the communities means that whilst FRS resources are usually very quickly on the scene, there can be a considerable time delay before ambulance personnel are in attendance. This scheme helps to ensure that treatment can be delivered in the shortest possible time.

In Essex, the first responder scheme was a success with up to 100 medical emergencies attended to a year by Newport first responders.

Future

London

LAS are currently piloting a co-responding trial with the London Fire Brigade as part of a national pilot in four London boroughs (Merton, Wandsworth, Newham and Lambeth). LFB Co responding pilot data is encouraging, LFB have attended over 900 calls across 4 London boroughs with 24 successful ROSC (Return of Spontaneous Circulation). The results will be evaluated before further implementation.

Essex

Essex County Fire and Rescue Service (ECFRS) is now working more collaboratively with the EEAS and the two services have discussed the benefits of the FRS responding as First/Co-responders to medical incidents across the region.

Two full-time stations (Colchester and Basildon) and one on call station (Frinton-on-sea) started a six-month co-responder trial in April 2016, which is due to finish in September 2016. The pilot will then be evaluated before any decisions are made to roll out the scheme across the ECFRS.

Emergency First Response

- Humberside
- South Yorkshire

Background

The Emergency First Response (EFR) scheme was set up to improve clinical outcomes and cardiac arrest survival rates with a focus on servicing rural communities. The scheme involves utilising on-call fire-fighters to provide an EFR in collaboration with the ambulance service.

Rural areas pose significant challenges to the ambulance service when meeting the national eight minute response target, 75% of the time. The presence of on call fire stations in many of these areas means the FRS in an obvious emergency service partner for the ambulance service to collaborate with to improve response arrangements to time critical emergencies in local communities.

Implementation

Humberside

FRS, YAS, EMAS

After an initial trial, the EFR scheme has now been extended to a total of 17 fire stations across the Humberside Fire and Rescue Service (HFRS) area with more planned.

South Yorkshire

SYP, SYFR, YAS

The MoU between Yorkshire Ambulance Service and the four fire and rescue services in the Yorkshire and Humber region outlines the incidents in which EFR will provide non invasive treatment. Such incidents include: Cardiac arrest, respiratory arrest, central chest pain and collapse.

Benefits

Faster response times

- In Humberside, EFR performance in meeting the eight minute standard in 75% of incidents has been good to date and during some periods has been as high as 83%.
- HFRS attended almost 4000 EFR incidents in the past year and this figure is predicted to increase further as the capability is expanded.
- In South Yorkshire, EFRs were mobilised to 125 incidents between 1 November 2015 and 1 February 2016.

Enabling future collaboration

As a result of the improved cross service awareness of managers in both services additional opportunities for further collaboration are now also being explored.

Future

From a regional perspective, on-call stations in North Yorkshire, West Yorkshire and South Yorkshire are adopting the same design and operating principles. A Yorkshire regional working group has also been established, which includes YAS, to ensure consistency and the maintenance of the scheme within the region.

Community Safety Responders (Pilot)

- **County Durham and Darlington (May 2015 – March 2017)**

Background

Community Safety Responders (CSRs) are intended to improve the delivery of blue light services in and around the rural town of Stanhope. They will deliver community prevention and protection models and flexible emergency response arrangements during this pilot scheme.

CSRs will perform the joint roles of Police Community Support Officer (PCSO), Retained on-call Fire-fighter and an Emergency Medical Responder (EMR) trained to attend ambulance service Red 1 and 2 category calls from their base within the local fire and police stations in Stanhope.

The CSRs will undertake community safety initiatives incorporating elements from all three blue light services, which will deliver efficiency savings across the blue light services through the use of joint resources.

Implementation

The CSR roles were advertised internally within the police and FRS and two successful candidates were appointed in November 2015. Both candidates began their operational roles in February 2016.

Evaluation

Durham Constabulary will assume responsibility for evaluating the success of the project but will collect data from all three services on input/output/outcome measures and costs.

Benefits (Anticipated)

Improving the safety of communities in the Stanhope area

- Increased the assurance and confidence within communities in the blue light services through the provision of highly visible and approachable CSRs.

Advancement of joint blue light service strategic objectives

- Strategic intent to explore possibilities for co-working across blue light services.
- Combined training opportunities leading to a shared ethos, reduced bureaucracy and improved situational awareness.
- Increased sharing of intelligence between services to improve the quality of service delivered to local communities.
- Provide an enhanced collaborative contribution to the Safer Durham Partnership.

Telecare Response Service

- Gloucestershire (June 2015)

Background

Telecare equipment supports people to live safely and independently at home. Using special sensors Telecare can detect potential emergencies at home, for instance: Falls, wandering, medication mismanagement, fire, flooding, carbon monoxide and gas leaks.

Following a short pilot in North Cotswold between July and September 2015, Gloucestershire FRS became the first responders to all Telecare calls across the country using retained fire fighters.

Benefits

Enabling vulnerable individuals to remain at home

- The initial pilot in North Cotswold between mid-June to mid-Sept enabled 28 people to return home or remain in their own homes. The alternative for these people would have been either a short or long term placement in a care home.
- The pilot provided a significant social return on investment with care home placements, ambulance conveyances, emergency admissions and hospital stays, and police and fire and rescue service call outs being avoided.
- A conservative assumption for savings of the pilot would be £371,028 (full year effect). If this is this was applied across the County's six localities – this could turn an annual social return on investment in excess of £2.2 per annum.

Co-responding

- Thames Valley
- Devon and Cornwall

Background

Co Responders are able to carry out clinical care and basic life support whilst ambulance clinicians are en route to the incident.

Implementation

Thames Valley

Buckinghamshire, Hampshire, Oxfordshire and Royal Berkshire FRAs and SCAS

- Each of the four fire and rescue services within the South Central Ambulance Service (SCAS) area are undertaking co-responding or first responding schemes of one form or another.
- The project was co-ordinated by an officer from SCAS and an FRS station manager (the post was jointly funded by the four FRS involved).

Devon and Cornwall

Cornwall Fire Service and SWASFT

- Co-responder service for residents of the Lizard Peninsula. Co-responders are firefighters who are trained and assessed in basic life support procedures, including the use of AEDs and oxygen therapy. South Western Ambulance Service NHS Foundation Trust (SWASFT) identifies emergencies that are appropriate for co-responders to attend.
- A scheme extending this service to the Community of Poluran went live on 17th February 2016. The co-responding scheme was set up to address the problems associated with the geographical location where it is nearly impossible for the ambulance service to achieve the eight-minute response target set by the Government.

Benefits

Faster response

- SCAS has seen an improvement in their statutory response times, which in turn has provided greater patient outcomes and allowed ambulance resources to be used more effectively.
- The co-responding scheme allows fire-fighters with enhanced medical training to provide a faster response in medical emergencies in rural areas, ensuring residents have the best chance of survival.

Call demand

- Since 1 April 2015, the three Thames Valley FRSs have responded to just over 3000 calls alone, this number will dramatically increase as the future planned schemes come on line. Hampshire FRS on average responds to some 10,000 co-responding incidents annually. This clearly indicates the viability and positive benefits that co-responding brings to the communities served by the four FRSs.
- Co-Responders on the Lizard Peninsula attend on average 47 life-threatening and non-emergency calls per year.

Cost savings

The ambulance service is making cost savings due to the increase in response targets being met (reducing fines for not achieving targets). A reduction in private ambulance companies being hired also contributes to cost savings.

Consistency and Confidence

There is now a single medical response training package (Intermediate Emergency Care IEC) being rolled out across the SCAS region to the four FRSs. This has ensured consistency throughout the region and a confidence among crews, providing better care to casualties attended to by FRS personnel at all incidents.

Demand Management and Rationalisation

Demand management and the rationalisation of services reduces harm by improving the capability of services to deal with incidents. The services are able to mobilise a faster response to incidents and performance is enhanced by improved interoperability. Through deploying resources appropriately and effectively, the emergency services have greater capacity to deal with other incidents.

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Forced Entry and Missing People

- Essex
- Hampshire (Pilot)
- Lancashire
- Surrey/Sussex
- West Midlands

Background

There has historically been a high demand on the police for gaining entry to properties. This new initiative sees the fire services being deployed instead of the police to assist other responding agencies who require access to a property.

The Fire Service is also able to provide additional support and specialist equipment in cases involving missing people.

Implementation

Essex
(December 2015)
EEAS and ECFRS

- Requests from the Ambulance for collapsed behind doors go directly to the ECFRS Control room which then mobilise accordingly. ECFRS assist by using their expertise and complicated entry procedures and larger equipment (which is more readily available) to gain entry more effectively and efficiently than the Police.
- Additionally ECFRS provide support to police searches (such as high risk missing persons) where ECFRS provide additional personnel and specialist assets (USAR, thermal imaging, Cadaver dogs) to help with the search on the ground. In such cases the ILO in ECFRS is contacted who decided on the support available.

Hampshire
(December 2015 – Pilot)
HFRS, SCAS and Hampshire Police

A MoU has been drafted to cover scenarios such as managing security of the premises, boarding up, financial considerations etc. The pilot is ongoing and results are being reviewed by the three services on a regular basis.

Lancashire
(June 2015)
LFRS, NWAS and Lancashire Police

There is a MoU in place as standard practice. An evaluation of the period from June-October 2015 showed that 355 deployments in the first five months of the project.

Surrey and Sussex
(January 2014)
Surrey Police, Surrey FRS and SECAmb

This forms part of Surrey and Sussex's ESC programme and Joint Operational Response project which sees the six emergency services working together to co-design the way services are delivered.

West Midlands
West Midlands Police and WMFRS

WMFRS' Technical Resource Uni (TRU) provides support to High Risk Missing Person (Misper) searches – including search management, open area seatch and water search. TRU has an agreement based on trusted partner status, that they will provide support at the request of a PolSa.

Joint training exercises have been undertaken for Misper searches with TRU and the Association of Lowland Search and Rescue.

Benefits

Performance Improvement

In Surrey:

- In 2015, Surrey FRS attended 646 incidents at the request of SECAmb to gain entry and arrived within an average of 8 minutes and 46 seconds. The boarding up contract has only been called on in 48 instances of gaining entry, a significant reduction, and IECR skills were used on 43 occasions to provide care for the patient and assist ambulance crews.
- Specialist thermal imaging equipment belonging to the Fire Service facilitated the discovery of a missing child within minutes of the Fire Service being on the scene.

Financial Savings

- In Lancashire, the first 5 months saved 138 hours of police time.
- Fewer instances of damage caused as a result of forced entry, reducing costs for repair work to property or costs incurred from civil litigation.

Future

Bedfordshire Police and Bedfordshire Fire and Rescue Service are currently in talks to discuss the possibility of the Fire and Rescue Service responding to requests for forced entry from the Ambulance Service. They are also exploring the possibility of the Fire Service assisting the Police when searching for vulnerable missing persons.

Revised Policy on Sudden Deaths

- Hampshire (2013)
- Hampshire police and SCAS

Background

Hampshire Constabulary revised force policy around declaring life extinct at sudden deaths in 2013. Policy now allows officers to verify death where a person is 'obviously dead' and policy covers this in more detail. This can reduce police time in attendance at sudden deaths and keeps ambulance crews free to respond to other calls more promptly.

Implementation

- This represented a culture change for police offices and took time to embed. SCAS has been very clear, if there is any doubt whatsoever that a person is dead they will attend as a high priority. However, they will expect that the officer attending or member of the public is carrying out CPR/ emergency first aid.

Clinical support desk – Triaging calls

- Hampshire
- Greater Manchester
- London
- Merseyside
- Surrey and Sussex

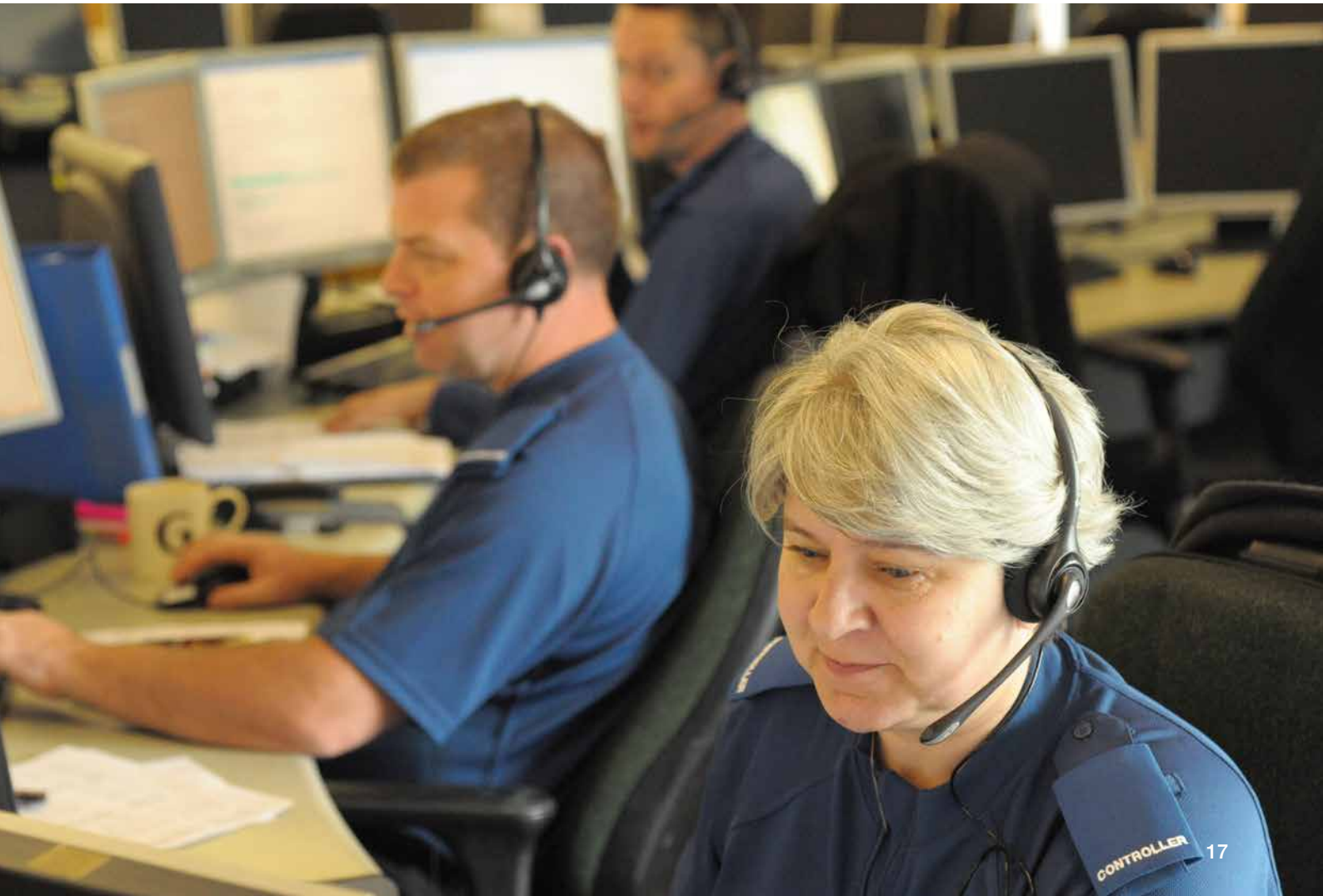
Background

Within the North West area, there is evidence to demonstrate that up to 45% of Police requests to the Trust for an ambulance are not conveyed to hospital or another care facility following assessment at scene. Clinical support desks assist personnel at the scene to determine the best course of action, often freeing up ambulance deployments for more serious incidents.

Implementation

Hampshire
Hampshire Police and SCAS

- SCAS launched their Clinical Support Desk around 7 years ago. Police use of this facility was piloted in one area around 4 years ago and can now be used by officers anywhere in the county. The ability for the patient and/or the officer to speak directly to a clinician in SCAS EOC can often negate the need for an ambulance to attend an in turn free up police resources.
- Experience has shown that police officers need to be reminded to use this service on a regular basis. Police officers tend to wish to err on the side of caution and default to requesting an ambulance.
- Force policy was revised in 2014 to account for the small number of occasions when a police vehicle is used to transport a patient to A&E. Use of the Clinical Support Desk forms part of risk assessment process to identify if it in the patient's interest to be transported by police or wait for an ambulance crew.



Greater Manchester (November 2015)
GMP and NWAS

There is an NWAS Urgent Care Desk located in GMP's Emergency Operations Centre which provides clinical advice to Police Officers on the ground.

London (October 2015)
MPS and LAS

- Instead of automatically sending an ambulance response to all police requests, a dedicated team in the control room review the cases that come in via control link (as opposed to those coming through the 999 system) to determine the patient's condition. This enables the most appropriate response to be given, which in some cases may be clinical advice given directly to the patient.
- Operating 24/7 since the end of October, the team aims to help up to 700 patients a week without the need for an ambulance response to be sent – that is 60% of all police requests.

Merseyside (April 2015)
Merseyside Police and NWAS

- A paramedic is based with the Police in the Joint Command Centre from 10.00-00.00 Monday to Saturday and 11.00-00.00 on Sunday. The NWAS triage allows the patient to be spoken to via the 'hear and treat' process, whilst still in company of the Police Officer.
- Merseyside Police in partnership with Merseycare and 5 boroughs Health Care Trusts have worked together to secure funding for Mental Health Triage Schemes. Mental Health Practitioners (MHP) based at the JCC provide advice to the officer over the phone and make relevant referrals for follow-up. However where the MHP is required at the scene, the Mental Health Triage Car (consisting of a MHP and PO) will attend incidents to provide an assessment, advice and support to assist with resolution and the outcome of the incident. This service operates 7 days a week 16.00-00.00.

Surrey and Sussex (December 2014)
Surrey and Borders Partnership NHS Foundation Trust, Surrey Police and Sussex Police

- Surrey Police in collaboration with Surrey and Borders Partnership NHS foundation trust have implemented a 'Hear and solve' programme which allows a desk based team to provide advice on certain types of incidents without the need for attendance. This follows a pilot placing mental health practitioners from Surrey and Borders Partnership NHS foundation trust into the Surrey Police Contact centre two evenings a week.
- Mental health practitioner posts have now been established to cover all late shifts 7 days a week.
- Sussex police are now actively progressing the same model and both forces are sharing materials and experience.

Benefits

Efficiency

- In Merseyside, an initial review of the scheme showed that 42% of police requests for ambulance were dealt with via hear and treat as opposed to an ambulance deployment. In Greater Manchester,
- In Surrey, for the evaluation of the 'Hear and solve' pilot 88 calls were evaluated. Of these, 71 incidents involved a person already known to Surrey and Borders Partnership and at least 22 avoided police deployment because of mental health support at the point of report.

Future

In Merseyside, work is currently being undertaken to consider extending these schemes to MFRS.

Joint Response Unit (JRU)

- London (2011)
- Metropolitan Police Service and London Ambulance Service

Background

A London Ambulance Service fast response vehicle with one paramedic responds solely to police requests for medical assistance (except Red 1 calls).

JRU aims to provide on-scene triage, assessment and treatment of patients. JRU is able to discharge the patient on-scene and cancel LAS ambulances, resulting in a higher number of ambulances available for other calls.

The Metropolitan Police Service (MPS) is one of the highest volume generators of calls to the LAS (100,000 calls a year), but responses to these calls are often delayed due to higher category calls. This significantly ties up resources and can lead to officers transporting casualties to Hospital themselves.

Implementation

- The JRU was initially piloted in Hackney in 2011. It's now been successfully rolled out in 12 London boroughs and has the potential to operate across London.
- JRUs are additional to normal LAS deployments and are ring fenced for police calls during the busiest period (18:30 – 06:30 Thursday to Saturday).

Benefits

- Provides the ability to give advice over the MPS radio and ability to hear when police units arrive on scene at incidents (bypassing RVP).
- Police officers are released from incidents significantly earlier and there is increased availability to boroughs during peak times.
- Large alcohol/assault related call volume dealt with.
- Police custody/front office also covered.
- Paramedics integrate with teams and join parades.

Figures (Nov 2012 – Dec 2015)

- **21,187** activations by JRUs.
- **16,694** incidents attended.
- **13,217** incidents where they were the only vehicle on scene.
- **5 minute** average response time.
- **79.3%** of JRU attendances did not require a full ambulance deployment.
- Deployment against LAS target for a Cat A8 incident has improved from 60% within target time before the JRU to 82.3%
- The number of incidents where the MPS have had an issue with LAS attendance have fallen by 86% over the same period.
- Reduction in officers transporting a casualty to hospital from 196 before the introduction of the JRU to 29 following 5 months of operation.

PCSOs employed as RDS Firefighters (Pilot)

- West Mercia (August 2015)
- Hereford and Worcester FRS, Shropshire FRS and West Mercia Police

Background

A move to closer joint working in a number of areas between WMP and the two FRSs within its boundaries has sought to explore a wide range of options to share resources and work more effectively. As well as a number of co-location opportunities (which includes proposed new build joint fire and police stations), a joint mobilising and control function and shared HQ, the opportunity to utilise WMP PCSOs being employed as RDS Fire-fighters was proposed.

Implementation

- Delivery of the project was undertaken by Shropshire FRS.
- A Working Group was established made up of representatives from WMP, all FRSs and Unison (PCSOs Trade Union). A concept was developed and parameters and agreements on how the one year pilot scheme would work were reached. This has resulted in seven PCSOs being employed as RDS Fire-fighters who commenced FRS training on 25th January 2016.

Benefits

At the end of the pilot we will evaluate and measure how much effective RDS cover the PCSOs were able to provide and establish how they contributed to the improved availability of a fire engine and enhanced crewing levels.

- Improved joint understanding and information sharing at a local level.
- The pilot scheme may be expanded to other areas and provides a basis for the consideration of potential joint PCSO/RDS Firefighter funded roles, thereby offering better FRS RDS fire cover and increased PCSOs in selected areas through effective joint funding.
- Future employment of more PCSOs especially in remote rural areas.
- Potential integration of the FRS Community Safety role into the existing PCSO role.

Rural Intervention Vehicles

- Northamptonshire (February 2016)
- Northamptonshire Police and Northamptonshire FRS

Background

In March 2014, the Interoperability Board supported the proposal to scope the trial of a jointly crewed Fire/Police response vehicle (operated by a Police Constable and a Watch Manager) which would be responsible for providing greater visibility in rural areas and focus more broadly on community safety issues than just traditional areas of Police and Fire business.

The RIVs have been mobilised to incidents such as suspicious circumstances, missing person searches, road traffic collisions, breakdowns, reassurance visits and conducting shared intelligence and investigations. The operatives also responded to a stabbing incident, an incident involving an unexploded grenade and an attempted suicide.

Implementation

- The two Rural Intervention Vehicles carried out a total of 315 local engagement activities ranging from school visits, recruitment events, home-fire safety checks, crime prevention, farm watch and road watch engagement activities.
- On the response side, the RIV operatives were given the freedom to determine which incidents they thought that they should be capable of responding to. After six months of carrying on the pilot it was greed that both operatives could be mobilised to road traffic collisions, breakdowns, suspicious circumstances, missing person searches, welfare checks, assurance visits and joint intelligence and risk gathering exercises. The two RIVS responded to a total of 219 such incidents over a period of twelve months.

Benefits

- The RIVs have increased the visibility of the emergency services in rural locations.
- The Community Safety Manager in South Northants believes this has helped to increase public confidence in the emergency services and community safety from 51% to 60% in the period it has been in operation.
- The RIVs quite often arrive at a scene faster than other resources and have been able to stand down other resources, before they arrive, meaning a reduction in fuel costs of larger appliances and road risk.
- The operatives have demonstrated that when deployed in preventative situations, the RIVs can save lives.
- Initial concerns about brand, perceptions, role and identity have failed to materialise.
- Other partners have bought into the concept and are keen to assist in the pilot's future development in their localities.

Shared Estates and Assets

Shared estates and assets facilitate closer dialogue between the services. Savings are generated through the removal of duplication of property costs, sharing utilities and the possibility of sale or re-sale of existing sites and properties. Costs are also reduced due to diminished travel time.

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Shared HQ

- Cheshire
- Derbyshire
- Hampshire

There are currently ongoing projects in Cheshire, Derbyshire and Hampshire to build shared HQs for the Police and Fire and Rescue Services.

In Hampshire, a key driver for sharing estates across the Strategic Headquarters function is the budget pressures and funding cuts affecting both organisations. Through the development of a joint estate partnership, buildings can be shared in order to reduce overall running costs, produce revenue savings and increase estate utilisation. The Joint Strategic HQ will therefore allow partner agencies to do more for less.

Implementation

Derbyshire
(July 2013 – full occupation exp. Nov 2016)
Derbyshire Police and Fire Service

- Both services are pooling their resources to build a new joint headquarters on the constabulary site at Ripley, to co-locate core police and fire services in one HQ.
- DCLG provided funding of £1.5m towards the Fire Service share of the project in 2014. Police submitted a bid for the innovation fund in 2015 for the project but this was rejected.
- The two estates teams have worked together to deliver the project, with the Police taking the lead.
- A Limited Liability Partnership has been established to own the joint HQ which allows the Fire Service an asset for their investment and may facilitate further joint building projects (i.e. a Joint Training Centre).
- A joint board (co-chaired by the PCC and Chair of the Fire Authority with a Chief Constable/ Chief Fire Officer representative) is supported by a management board and project groups which has been established to implement the project and manage the building once it has been completed.

Issues with implementing the project:

- IS present a major challenge in view of the heightened PSN police security standards which DFRS are not subject to and their systems do not achieve.
- It has been necessary for the police and fire services to implement different networks which carries an extra cost and adds to complications of managing the HQ.
- The two organisations have had to adopt different telephony solutions and are currently exploring the potential to have a joint Wi-Fi arrangement or again whether separate arrangements are needed.
- Delivering some of the benefits from the joint HQ will be more difficult due to the inconsistency in the network and telecoms arrangements.
- Logistical problems of vetting 200 fire staff in line with police security standards.

Cheshire
(June 2014 – 2018)
Cheshire Constabulary and Cheshire Fire and Rescue Service

A shared Headquarters for police and fire will be established at the existing police Headquarters site by 2018 providing single integrated transactional and professional support functions to both the police and fire and rescue services under the employment of the Chief Constable. It is estimated that the move will produce combined annual savings of over £1.5 million.

Hampshire
(February 2015)
Hampshire Constabulary and HFRS

In 2014 Hampshire constabulary and HFRS agreed the plans for a Joint Strategic HQ. A Strategic Command Centre is also being constructed which will facilitate joint agency responses and the ability of both organisations to support single agency led incidents in both a strategic and tactical capacity. The flexible space can also be utilised for meetings and training.

Benefits

Savings

- In Derbyshire, it is estimated that there will be £1.5m of on going savings over the next 10 years due to closer savings working.
- In Hampshire the HFRA will receive revenue contribution of up to £580000 p.a. from the police by sharing of HFRS space. The relocation of police teams contributes towards reducing the Police estates budget by up to £1.490m.
- In Hampshire the Strategic Control Centre will directly reduce travel costs and time wasted when working on joint agency responses for example the Adverse Weather Centre during the recent floods in Hampshire.

Closer working

- Derbyshire Police and Fire Services are now developing a project for a joint training centre and Firearms range.
- Derbyshire Police and Fire Services are also looking at opportunities to work together to rationalise their estate with shared premises across the country.
- The Hampshire Joint Strategic HQ houses senior teams in close proximity. This increases contact between the senior teams and enables already productive relationships to flourish in the same way which has been witnessed in the operational teams in Southampton which are already co-located at Redbridge fire station.

Future

Norfolk

Agreement has been reached for a total relocation of Fire Headquarters to Police OCC at Wymondham. The Principle Officer Group has moved into an area shared with the Police Chief Officer Team to enable closer working and decision making.

Joint Vehicle Workshop

- Cheshire
- Humberside

In Humberside, prior to the current arrangement, HFRS had vehicle and equipment maintenance workshops in three separate locations. Partly due to the age of the premises, this arrangement was inefficient and did not provide a good modern working environment. The equipment workshop was geographically remote from vehicle workshops which caused additional vehicle movement and prevented the efficient deployment of personnel.

Implementation

Humberside (November 2013)

Humberside Police fleet services and HFRS vehicle and equipment maintenance function

- The possibility of Yorkshire Ambulance Service partaking in the project was explored however they chose not to join due to the incompatibility of the geographical location with that of their service area.
- To establish the Joint Venture Company – Emergency Services Fleet Management (Humberside) Ltd (ESFM), a two-phase (delivery and operational) approach was undertaken.

The delivery phase

- Three groups were instrumental in the project's delivery: The Strategic Steering Group (SSG), The Project Delivery Team and the Shadow Governance Board.
- The SSG set the parameters for the Project Delivery Team to work to and ultimately reported to the PCC and HFA. They also agreed costs for the project, tenure arrangements and maintenance of the relevant risk registers.
- The Project Delivery Team was responsible for areas such as technical specifications and utilisation of facilities, all personnel issues and setting project milestones. This was overseen by the SSG who in turn had

their governance arrangements tested by the Shadow Governance Board. The board additionally developed a joint constitution and a set of key performance indicators as well as agreeing the composition of the ESFM Management team.

The operational phase

- This phase is managed by the ESFM Board who receives reports from the Management Team. They are also responsible for budget setting and agreeing strategic priorities, they report to the PCC and the HFA. Sitting under the Board is the ESFM Management Team who deal with the day to day running of the ESFM such as workloads, recruitment, management, budgets and performance measurement.

Cheshire (November 2015)

Cheshire Constabulary and Cheshire Fire and Rescue Service

As part of Cheshire's Blue Light Collaboration Programme, plans were made by the Executive Board to create a joint vehicle workshop and associated parking.

The proposals to redevelop the vehicle maintenance facilities will create an extra 621m2 which leaves 1,915m2 which will be required to be made available from within space currently utilised by Cheshire Police departments, this represents 11% of the current NIA.

The functions to be moved on to the Police HQ site are in all cases highly comparable with the functions already operated from the site and the amount of building works for most of the proposals is relatively modest. The exception to this is that there will need to be a major extension of the vehicle workshops

to accommodate both the additional number of vehicles and also the higher proportion of HGVs and their ancillary equipment. The cost to extend the vehicle maintenance facilities is the largest single implementation cost.

Benefits

Savings

- In Humberside the collaboration produces significant capital and annual revenue savings for HFRS. There has been a significant saving in capital outlay for HFRS when compared to a solo project as well as some year on year revenue savings.
- In-house MOT testing can be offered outside the partnership; reduced overtime and building maintenance costs; the servicing of specialist appliances and procurement efficiencies.

Closer working

- The project has facilitated transfer of skills and knowledge between Humberside Police Fleet Management and HFRS Fleet and Equipment Maintenance personnel.
- The Humberside project is seen as encouraging future joint working and partnerships with other emergency services in Humberside and beyond.

Shared Training Centre

- County Durham and Darlington
- Cumbria
- Derbyshire

The blue light services share many requirements for specialist training facility provision (i.e. working at heights platforms, building search, hazardous area response, fast roads environments, building entry and extraction) which are costly and by their very nature, underutilised.

Joint training facilities provide long term financial efficiencies for each organisation and support the JESIP principle of "Ensuring that the blue light services are trained and exercised to work together as effectively as possible at all levels of command in response to major or complex incidents so that as many lives as possible can be saved".

In County Durham and Darlington, the previous CDDFRS HQ had reached the end of its economic life and required significant investment or replacement to retain its functionality and as a result they are building a new training centre in collaboration with Durham Police.

Derbyshire police and Derbyshire Fire and Rescue are currently working together to build a training centre and firearms range.

Implementation

County Durham and Darlington (August 2010 – August 2015)
CDDFRS and Durham police

- The project was initiated to create a new training centre for CDDFRAS and shared command training facilities with Durham police.
- The new centre has consolidated several different training locations into one central venue with 'state of the art' purpose built facilities and the shared command training suite enables immersive learning using the latest computer simulation software.

- The agreement between Durham police and CDDFRS allows 70 days for the delivery of Police related development with the remainder of the year allocated for fire service incident command training.

Cumbria (2015)

Cumbria Constabulary and Cumbria Fire and Rescue Service

- At present a Fire Behaviour Training facility exists at Penrith which is shared by Cumbria police for public order training.
- The services are currently in talks to discuss expanding the training facilities to develop a larger training facility to be used by both police and fire staff.

Derbyshire (Winter/Spring 2018)

Derbyshire Constabulary and DFRS

- Due to the combined needs of Derbyshire Police to replace its firearms range and Derbyshire Fire and Rescue service need to replace their training provision, the services have embarked on a joint project to build a training centre and firearms range.
- The centre will entail-
  - A new Firearms Range that meets all current accreditation standard
  - Fire specific emergency services training (fire house, water rescues, etc)
  - Classroom based training for fire and police officers
- Derbyshire Police is also in discussion with another police force to look at the potential for them to use the firearms range to ensure maximum use of it.
- The project will be jointly procured and delivered through the LLP (established to own the joint HQ which allows the Fire Service an asset for their investment).

Benefits

Effectiveness

- In Cumbria, expansion of the facility will enable BA training in hot and realistic conditions. This will assist in recruitment and ongoing BA training to comply with both Operational Training Guidance Breathing Apparatus and Operational Guidance Breathing Apparatus.

Savings

- Reduced running costs have provided Durham police with estimated annual savings in excess of £38,000.
- In Derbyshire, the joint facility was deemed to be the best and most cost effective option for both organisations when replacing their existing out of date facilities.

Closer working

- In County Durham and Darlington, the shared command training suite supports collaboration between the CDDFRS and Durham Police through a greater respective understanding of the operating protocols and command of emergency incidents. The joint command training delivered will also develop the shared situational awareness between category one and two emergency responders.
- In Derbyshire, the training centre and firearms range will provide an environment for multiple agencies to train and work together, furthering the JESIP programme, in preparation for critical and major incidents and civil emergencies.

Tri-Service Hub

- Devon and Cornwall and Cumbria

Implementation

Devon and Cornwall (2015)

Cornwall Fire and Rescue Service, DSFRS, SWASFT and Devon and Cornwall Police

- Hayle Emergency Services Community Station is the first in the UK to have been designed and built for three Service's needs. The station became operational in March 2015 and is home to England's first Tri-Safety officer who covers Cornwall Fire and Rescue Service (CFRS), Devon and Cornwall Police and South Western Ambulance Service in Hayle. The officer's duties involve youth engagement and tackling anti-social behaviour, health promotion and prevention and addressing home fire safety.
- The Liskeard tri service hub is the primary project in Cornwall and is being developed on evaluation of the Hayle station.
- Both Cranbrook and Sherford New Towns have s106 land allocated for Police Stations to be built. Devon and Cornwall Police are working with DFRS and the Ambulance Service to provide tri blue light facilities upon these sites providing a more cost effective holistic approach to emergency services provision.

Cumbria (June 2014 – Dec 2016)

Cumbria County Council Fire and Rescue Service, Cumbria Police, NWAS and Cumbria County Council

- Following a successful bid for £4.68 million from DCLG Fire Transformation Fund 2015/2016, CCCFRS were able to take steps to establish a tri-service hub in Furness – the Furness Peninsula Blue Light Hub (FPBLH).
- The hub will provide office accommodation and a shared training facility to enable joint learning and development.
- In January 2015, a project manager was appointed from the Cumbria County Council Strategic Investment& Property Unit.
- In February 2015, an inaugural project meeting took place and the FPBLH stakeholders group was established. After submission from each stakeholder, special planning commenced and an architect was appointed.
- At the time of writing, planning permission has been granted but construction has not yet commenced.

Benefits

Closer working

- The tri-service hub in Cornwall realises improved collaboration across emergency services achieved by a purpose built new facility with integration and cohabitation at the heart of its design, and unique Emergency Tri-Service Officer role.
- The tri-service hub in Cornwall encourages cultural change, exploding myths around integrated working and will enable Cornwall's communities to experience, comment on and help shape future Blue Light Tri-Service projects.

Public Safety

- The tri-service hub in Cornwall prioritises community safety through the delivery of intelligence led, customer focused services, coordinated by the Tri-Service Officer.
- The introduction of the tri-service officer role has proven to be highly successful, providing a highly visible presence and offering a unique approach in dealing with public safety and prevention.
- Regular day to day collaboration facilitated by FPBLH will enable the services to share information and resources to identify and reduce risk to the most vulnerable in the community along with effective targeted prevention interventions.
- Enhanced community facilities in FPBLH will also support community youth activities such as the young fire-fighter scheme.

Future

In South Wales, the largest single Tri-Service Centre in Wales is being established. Works on the South Wales Police HQ site are progressing well. The Fire Service is being co-located and the WAST 111 service locacted thereafter.

Joint Facilities

- Dorset
- Hertfordshire
- London
- Merseyside
- South Yorkshire
- Thames Valley
- Norfolk
- Devon and Cornwall

Shared facilities can provide significant capital and revenue savings to all organisations involved through the effective sharing of resources.

In South Yorkshire, the co-location of the Fire Service to Maltby Police station will ensure savings due to shared running costs of the existing police station, sale of the fire station and avoid the six-figure investment for building improvements on the existing fire station.

Shared facilities can also enable better co-operation through joint and closer working between services, allowing services to share knowledge more easily. In South Yorkshire it will allow the Police and Fire and Rescue Services to formulate a joint approach to tackling community safety and anti-social behaviour issues.

Implementation

Dorset (2003)

Dorset Police and Dorset Fire and Rescue Service

- Dorset has a long history of estates collaboration with the FRS, the first being the provision of the joint facility in Lyme Regis in 2003.
- Now Dorset has five shared facilities with plans to go further.

Hertfordshire (2016)

Hertfordshire Constabulary, Hertfordshire Fire and Rescue Service, East of England Ambulance Service NHS Trust and district councils

Police share premises with district councils at three of the county's community safety partnerships: Three Rivers since 2012, St Alban's since January 2014 and Hertsmere since mid-2014. Agencies are sharing data better than ever before (e.g. Safety Net), which encourages the sharing of resources and back office functions. The partnership between the county council, fire and rescue and police has been further strengthened with Hertfordshire Constabulary regularly using Hertfordshire Fire and Rescue Services' Training Centre for rehearsing emergency joint response to road traffic collisions, CBRNe incidents, protester removal and pass out parades for police recruits.In relation to co-location with ambulance services, 18 of the 29 fire stations in Hertfordshire have East of England Ambulance assets co-located on site.

London (2016)

The Metropolitan Police Service (MPS), London Ambulance Service (LAS) and London Fire Brigade (LFB)

- The London Ambulance Service Information Management and Technology Department, moved into London Fire Brigade HQ in 2014, this move has been a success and has allowed closer working between LFB and LAS departments.
- Barnet Fire Station has successfully collocated LAS Ambulances for a number of years. Stratford Fire Station has recently accommodates the LAS Cycle Paramedic Team, this change of location will allow the LAS Paramedic Cycle Team to attend and reach a significantly increased number of patients.
- The Metropolitan Police Service Islington Safer Neighbourhood Teams are collocated at Holloway Fire Station.
- Work is continuing in aligning the Estates strategy across all three London blue light organisations, and discussions are continuing regarding the collocation of LAS and LFB Emergency Control Rooms at Merton, which could provide significant savings to the public purse.

Merseyside (2016)

Merseyside Police and Merseyside Fire and Rescue Service

- Planning approval has been granted and work is due to commence on the building of a jointly funded fire and police station.
- The new building will enable the closure of two fire stations and very old out-dated police station. It provides both a capital receipt and reduction in running costs. It will also facilitate new and more efficient staffing models for both organisations.
- A number of other potential projects for shared estates and co-location for the three emergency services have also been identified which are currently being developed in more detail.

South Yorkshire (March – August 2016)

South Yorkshire Police and South Yorkshire Fire and Rescue Service

- The project entails the co-location of police and fire resources to a shared building in the Maltby area of Rotherham. Fire service resources will be accommodated within the existing under-occupied Maltby Police station which is less than a mile away.
- The project stems from the initiative of the two Chief Officers and a successful bid to the Fire Transformation Fund for £560,000. This award contributed to the station's total cost of £1.2 million.
- The project received planning permission in January 2016 and design work is currently being carried out with construction due to begin mid-September. It is anticipated that the site will become operational from February/March 2017.

Thames Valley (2015)

Thames Valley Police, Buckinghamshire and Milton Keynes Fire Authority, Oxfordshire County Council and Royal Berkshire Fire Authority

- Thames Valley Police and the three Fire and Rescue services are committed to exploring opportunities for property sharing and co-locating services. This has resulted in a MoU formally endorsed by all parties, expressing commitment to preparing and delivering a programme.
- In Broughton, a five desk Neighbourhood Policing Office is collocated with the Fire Service funded by section 106 developer money built by the Fire and Rescue Authority.
- The Buckinghamshire Fire and Rescue Public Safety Plan 2015-2020 includes a proposal to review the number and location of fire services across Buckinghamshire and Milton Keynes. A recent successful bid by Buckinghamshire Fire and Rescue Service and Thames Valley Police for Central Government funding to build a new joint fire station with Police accommodation in Milton Keynes is an example of such collaborative work. Under this plan, two existing fire stations at Bletchley and Great Holm fire stations are being relocated into a single new hub along with a Neighbourhood Police base. Further collaboration opportunities with all three Fire Services are also being developed.

Norfolk (2012)

Norfolk Constabulary and Norfolk Fire and Rescue Service

NC and NFRS have expressed a firm commitment to examining shared estates where practicable. This has resulted in several projects that have reduced costs and/or enabled closer working. A shared 20/20 vision is being explored as the partnership develops.

- In 2012 a shared police and fire station was opened in Sheringham, this accommodated a number of emergency service teams: local ambulance crews, retained fire fighters, neighbourhood policing teams and the coastguard.
- 14 other premises have already been identified as potential shared premises. Plans are well developed for a joint Fire and Police station at Attleborough to be provided on the existing Fire Station site.
- In 2015 the Fire Service Integrated Risk Management team (IRMT) co-located with the Police Joint Performance and Analysis department at Police Operations and Communications Centre in Wymondham. In

order to provide the accommodation, Police training was moved pit of Police OCC to Wymondham Fire Station.
- The Fire Service has made available to Police their premises including 42 stations across the country as s well as a training centre in Bowthorpe, a number of these locations are in regular use by the police for meetings and training.
- Spare workshops at Kings Lynn North Fire Station have been refurbished for police occupation enabling police vehicles to be services and repaired in the west of the county. Similarly, Fire and Rescue Service staff service and maintain some police vehicles and in return police specialists fit warning systems to Fire and Rescue Service cars in the form of blue lights and two tones. In addition, agreement has been reached in anticipation of joint fitting of new radio equipment for ESCMP.

Devon and Cornwall (2016)

South Western Ambulance Service, Cornwall Fire, Rescue and Community Safety (CFRCS) service and Devon & Cornwall Police

- There is a strong collaborative history between the ambulance service and FRS in Cornwall with the Tri Service Hub and Safety Officer the latest innovation in 2015.
- The Truro Emergency Service Community Station has opened in July 16 with Cornwall Fire, Rescue and Community Safety (CFRCS) service sharing a site with SWASFT.
- Current ongoing work regarding another Tri Service community station in Minehead with Devon & Somerset Fire, Devon & Cornwall Police and South Western Ambulance

Benefits

Public Safety

- In South Yorkshire, the re-location of the Fire Service to Maltby will provide enhanced protection to local communities due to its closer proximity to higher risk areas in east Rotherham. Research into past incidents (over 2010-2013) suggests that emergency responses within the eight minute timeframe will be improved by the following due to the move –

  – **54** dwelling fires instead of 36
  – **94** total 'life risk' incidents instead of 76
  – **951** total incidents instead of 808
  – **17,829** residential addresses instead of 11,667

Savings

- In Dorset the provision of the joint facility resulted in a net capital receipt of over £400,000 through the disposal of old facilities.
- The work on estate rationalisation has significantly contributed to a reduction in the total floor area of the force estate by over 30% as the new facilities have enabled the release of older, larger, inefficient buildings.
- South Yorkshire will benefit from a one-off capital receipt for the sale of Maltby fire station which is estimated to be around £100,000.
- An avoidance of future running and maintenance costs for Maltby station will also provide an estimated £40,000 of savings in the area of rates, cleaning, refuse and utilities.
- Backlog maintenance and upgrading of Maltby fire station is no longer required – an estimated saving of around £16,000 per year.
- The establishment of the 5 desk Neighbourhood Policing office has enabled cost savings where the Neighbourhood Police Team was previously in leased premises.
- In Norfolk the utilisation of spare workshops will reduce vehicle downtime, mileage costs and carbon footprint.
- Norfolk's Sheringham site is already generating the following savings:

  Revenue – Building Running Cost savings: £14,000 per annum

  Revenue – Planned Maintenance savings: £250,000

  Capital – Receipt in from sale of old site: £451,000

Closer working

- In South Yorkshire, the Maltby station will provide immediate improvements to the ability to share knowledge on community safety issues.
- Some individual issues have already been identified:
  - Detecting patterns of arson and agreeing ways to tackle the problem.
  - Improving joint response to domestic, safeguarding or troubled families related issues.
  - Improved police officer understanding of fire hazards.

- In Norfolk, the co-location of the Fire Service's IRMT with the Police Joint Performance and Analysis Department in Wymondham has enabled the daily interaction of tactical analysis and response options, as well as development of joint strategic plans.

Future

Bedfordshire have identified seven locations within the area where police and fire services could be co-located. If agreed, this could lead to the sale of Bedfordshire Police Estate currently valued at £5.3m.

In support of the Northumbria Police estates rationalisation programme. NP officers are now co-located with Tyne and Wear FRS at four sites and with Northumberland FRS at 4 others, an arrangement which has had enormous benefits in sharing assets and improving outcomes for the public, especially around prevention activity and intelligence sharing. **Work is progressing to co-locate a fifth site with TWFRS.**

Dynamic Activation Posts (DAPs)

- Essex

The aim of dynamic deployment is to increase patient care and response times through the placement of resources in areas of predicted high demand.

DAPs help ensure that EEAS meets its target of reaching 75% of all life threatening emergencies within 8 minutes.

Implementation

Essex (January 2015)

EEAS and Essex Fire and Rescue Service

- DAPs are locations the NHS Service has identified as being ones which will have a direct effect on their ability to respond to calls in a shorter time period than would otherwise have been achieved.
- Essex Fire and Rescue Service has worked closely with the East of England Ambulance Service to identify the key areas across Essex which would benefit the communities by NHS resources operating from local Fire Stations as their new DAP points.
- The services first initiated a three-month pilot in Frinton and Old Harlow Fire Stations. (Identified by EEAS as high demand areas).

Benefits

- Faster response times to emergency calls.
- Better working environment for the EEAS crews: toilet facilities, rest aresas and light refreshments available.
- Better relationships between the EEAS and EFRS.
- Improved JESIP protocols on the incident ground.

FUTURE: Fleet Procurement

- Cleveland

Cleveland Police and Cleveland Fire and Rescue Service

- Cleveland Police and Cleveland Fire and Rescue Service are currently scoping the development of a fully immersed fleet procurement and management service.
- The potential savings are significant and estimated to be in the region of 250k.

Joint Control Rooms

Joint Control Rooms (JCC)

- Greater Manchester
- Kent
- Merseyside
- Hampshire

Joint Control Rooms provide great opportunities for increased collaboration and closer working which can enable faster and more effective responses to incidents.

In Kent the project has opened the door for collaboration, not only in mobilising resources to an emergency incident but further a-field and it has acted as a catalyst for working in partnership in other areas.

Implementation

Greater Manchester
GMP and NWAS

- Advanced/senior paramedics work in Police Command Centres (specifically, in times of exceptional demand) which has resulted in an anecdotal evidence of (on occasion) up to 90% of calls (with 'clinical' implications) being addressed/diverted by NWAS staff on-site, thereby reducing demand on both police and conveying ambulance resources. There is currently a joint bid in place with the aim of developing a permanent function.

Kent (2011)
Kent and Medway Fire and Rescue Authority and the Kent Police

- This project delivered the first fully integrated multi-agency fire and police control centre.
- Kent and Medway Fire and Rescue Authority and Kent Police's control teams operate from one location sharing the same control and command function.
- The project was initiated in reaction to the abandonment of the Government plan to regionalise the fire and rescue control centres
- The project was completed in two phases:
  - In March 2012, the Fire and Rescue Authority relocated its control room staff and equipment to a joint police and fire control room at Kent Police HQ.
  - In February 2013, KFRS started a procurement process and chose to replace its outdated mobilisation system with the same system used by Kent Police. This also included the replacement of telephony systems, enhanced radio voice and data communications, call recording and the use of automatic vehicle location so that the nearest fire engine is always sent to the incident, whether it is at a station or en-route from another incident.
- This innovative solution, developed by both services in conjunction with a software developer went live in July 2015. Both services now share up to 17 systems on Kent Police's network.
- The concept of call-scripting is being developed and although in its infancy, the ambition is shared by both services.

Hampshire (February 2015)
Hampshire Constabulary and SCAS

Since 2014, SCAS and Hampshire Constabulary have facilitated attachments for new and existing staff to spend time in each other's control rooms. SCAS and police operating practices, call taking procedures and culture differ significantly. This has been hugely beneficial in understanding each other's needs in terms of information requirements, risk assessments and incident prioritisation.

Merseyside (November 2014)
Merseyside Fire and Rescue Service, NWAS and Merseyside Police

- £6.6m Joint Command and Control centre built at the existing Fire and Rescue HQ site.
- Jointly funded on a 40/60 basis through capital investment from both organisations and all running costs are similarly apportioned.

- Both MFRS and Merseyside Police relocated their call handling and dispatch facilities to the JCC which also houses a purpose built strategic and tactical command suite facility that service the communities of Merseyside.
- The Operational Planning functions from MFRS, Merseyside Police, NWAS and Merseyside Resilience Forum are also integrated into the JCC which has enabled staff to share their expertise and improve capacity between the teams.

Benefits

Quicker response times

- The new system in Kent has facilitated a move towards dynamic mobilising. This allows a dispatcher to send resources based on predicted journey time.
- Additionally, the Kent system also incorporates an integrated mapping system which means that they can track the journey by GPS. The constantly updating visual and textural picture of the County's resources allows KFRS to make quick and informed decisions and adjust fire and rescue cover as required.
- A shared system facilitates a 'common language', which ensures that when one service requests the assistance of another, they are immediately aware of the location and any confusion (often previously the case) is avoided.

Savings

- Kent's joint control room is expected to deliver an estimated £1.7m of savings by 2021.

Closer working

- In Kent, the FRS also relocated its senior managers and NILO officers now remotely observe major incidents in Kent Police's Gold Command Room which is situated on the floor immediately above the JCC.
- The Kent JCC has forged effective working relationships, and allowed the services to share cross service insight and essential information – since relocating KFRS has gained access to the countywide CCTV network.
- Enables the services to share best practice and learn from each other's ways of working.
- Facilitates a better understanding of each other's capabilities and builds trust between the organisations.
- Kent FRA and Kent Police's services are intrinsically linked through the emergency response they provide to calls for help and assistance, alongside exercise information and major incident planning.
- Promotes further exploration of collaboration as to:

  – Fleet maintenance
  – Responding to technical/specialist incidents requiring a rescue function
  – On the scene management of incidents
  – Sharing premises
  – Inter-agency information transfer
  – Working on community safety initiatives

- In Kent, the JCC has acted as a catalyst for further collaboration and Kent now has an on-going programme of up to 40 different collaboration strands between the FRA and Police.

Future

Norfolk

Co-location and integration of police and fire control rooms is a high priority for Norfolk Constabulary and Norfolk Fire and Rescue Service. Funding for this initiative (circa £150m) is being explored. From initial point of contact threat, risk and harm will be able to be assessed and the most appropriate resource deployed. This initiative will build on the current close working and information sharing between the organisations and deliver a fully integrated contact and control room.

London

Discussions are continuing regarding the collocation of LAS and LFB Emergency Control Rooms at Merton, which could provide significant savings to the public purse.

Strategic Alliances and Partnerships

There are clear benefits to the strategic alliances and partnerships approach. However, due to the differences in local context, organisational and governance structures, there is no one-size-fits-all solution. All areas should be encouraged to put in place local strategic alliances as appropriate.

Strategic Alliances and Partnerships

- Cambridgeshire
- Cheshire
- Cleveland
- Avon and Somerset
- Devon and Cornwall
- Lincolnshire
- Dorset
- Merseyside
- Northamptonshire
- North Wales
- Hertfordshire
- Surrey and Sussex
- South West Region
- London

There are many examples of force leaders collaborating on strategy and direction of emergency services collaboration. Where collaboration is developing at pace, strategic partnerships and alliances are bringing the key strategic leaders together to driver greater collaboration and efficiencies.

Partnerships and benefits

Cambridgeshire
SAFER PETERBOROUGH PARTNERSHIP
Cambridgeshire Constabulary and Cambridgeshire Fire and Rescue Service

The SPP is a multiagency partnership delivering initiatives throughout Peterborough:

- One of the Neighbourhood Teams ("CanDo") is based at Dogsthorpe Fire Station. This provides the station with extra security, facilitates closer working relationships in police and greater capacity in an under-utilised building. The constabulary gains a base in a high demand area of the city and benefits from minimal travel costs, as officers can now walk into the neighbourhood area.
- Fire and rescue crews have been given Google ChromeBooks (funded by the SPP), which allows them to view and update their activity on neighbourhood priorities. The SPP holds a daily management meeting every weekday where they task the fire and rescue crews on issues such as burglary patrols, Op Dunstead checks (local CT response), low level ASB patrols etc.
- Junior Firestarters is an initiative where partner agencies highlight youths who have a fascination with fire to the CFRS. Fire officers attend the young person's address and deliver preventative messaging.
- The SPP is a cross fertilisation of management from different organisations. There is a fire officer of equivalent rank to a police Chief Inspector who manages all of the community teams at no cost to the Constabulary. This is funded by the CFRS holding back on the £18k funding previously allocated to the SPP Pool budget and £10k from the council.

Cheshire
(2014)
CHESHIRE BLUE LIGHT COLLABORATION
Cheshire Constabulary, CFRS, The PCC for Cheshire and the NWAS

The three blue light services operating in Cheshire have committed to;

- Maintain and prioritise front-line emergency services through the most efficient use of combined resources by moving beyond collaboration.
- Use the strong Cheshire brand to deliver an excellent and seamless service to the public, by drawing upon each other's strengths.
- Improve the outcomes for the communities of Cheshire by working more effectively to tackle the services our shared issues at the earliest opportunity.

A Blue Light Executive Board was established to oversee and shape the collaboration, building on the existing and strong relationships between the Fire and Rescue Authority Chair and the Police and Crime Commissioner.

The following aspiration was agreed by the Blue Light Executive Board in relation to Cheshire Constabulary and CFRS:

> **"By April 2018 Cheshire Constabulary and Cheshire Fire and Rescue Serve will have shared back office support functions delivered from a single shared headquarters site."**

A blue light collaboration (BLC) programme and business case (developed jointly between Cheshire Police and Cheshire Fire and Rescue Service) has been in development since 2014 and focuses on:

- Relocation of Cheshire Fire and Rescue HQ functions to the current police HQ in Clemonds Hey.
- Creation of a joint vehicle workshop and associated parking.
- Cheshire Fire and Rescue joining the existing Multi Force Shared Service.
- The creation of joint back office departments delivering functions to both organisations.
- The identification and agreement of opportunities for co-location across the operational estate.

The intention is to complete the BLC programme by April 2018.

Benefits?

The business case identified resultant savings of £1.058m relating to Phase 1 (representing a 4% reduction from the Phase 1 – related fire and police budgets). If a 4% resultant saving is achieved in Phase 2, approximately £0.28m additional savings may be accrued. However, it is believed that this figure could be doubled to £0.58m.

Cleveland
JOINT STRATEGIC GOVERNANCE GROUP
Cleveland Fire and Rescue Service and Cleveland Police

The services have developed a very real commitment to harness the potential that collaboration can deliver for the communities, organisations and staff. A memorandum of understanding has been signed that commits both organisations to joint working in order to develop collaborative opportunities that will deliver efficiencies and improve the effectiveness of their core role of making communities safer and helping them to become stronger. A joint strategic governance group has been established to oversee progress; a dedicated assets delivery group and operational delivery group are working to develop proposals and deliver the outcomes sought.

Devon and Cornwall (November 2014)
BLUE LIGHT INTEGRATION BOARD
Cornwall Fire and Rescue Service, SWAAST, DSFRS and Devon and Cornwall Police

As part of the 'One Public Estate' programme, a Blue Light Integration Board has been set up, which is looking to expand co-location and where appropriate, amalgamation of service delivery using estate solutions as a catalyst for transformational change.

Devon and Cornwall and Avon and Somerset (November 2015)
EMERGENCY SERVICES FORUM
PCC and CC for Devon and Cornwall Constabulary, PCC for Avon and Somerset Constabulary, Avon FRS, Devon and Somerset FRS and Cornwall FRS and SWASFT

Within the South West, the concept of formal collaboration between, police and fire and rescue services is complicated by the lack of coterminous boundaries between the individual services. In order to drive further collaboration between the emergency services, the Chief Fire Office (CFO) of Devon and Somerset FRS, supported by the Chairman, invited emergency service leaders in the Devon and Somerset area to the Emergency Services Forum.

The ESF have held several meetings to date where services discussed their current demands and strategic objectives.

- The collaboration activity underway was mapped across all emergency services represented.
- Common causes of demand pressure and the potential to align resources and preventative approaches were also discussed.

- The potential to collaborate on the management of the combined estate in order to maximise value was also highlighted in some detail.

Future work will focus on:

- Exploring how effective back offices (enabling services) are and considering opportunities for the future.
- Focus on prevention and learning from each other as to what has worked to date and why.
- Consider how the services might become even better in responding to operational demand by working together.

Devon and Cornwall and Dorset (December 2013) 'STRATEGIC ALLIANCE'

Devon and Cornwall Police, Dorset Police, Devon and Somerset FRA

In December 2013, the PCC for Devon and Cornwall and PCC for Dorset supported the creation of a joint programme team to scope out the feasibility of a strategic alliance which would allow the organisations to pursue a set of objectives whilst retaining separate identities.

In late 2014 it was agreed that options should be explored to enable DSFRS to participate in the partnership. DSFRA approved an option to support full participation in the Strategic Alliance. It is recognised that the FRA may well lead in some areas where there is the expertise and skills to do so and would bring its spend and resources in scope to generate a greater critical mass than would otherwise have been presented by the police forces working alone.

It is recognised that DSFRA offers a strong record in innovation in areas such as collaborative procurement (at a national level), training and commercial expertise through having established a commercial training company and estate expertise and advanced market engagement.

Benefits?

- The potential to generate significant cost savings in excess of £12m, while improving standards and resilience.
- Delivery of transformational change by aligning and improving business processes and other ways of working.
- Accommodation on over 90 sites covering the two geographical counties of Devon and Somerset also provides a wide geographical footprint and with Devon and Cornwall Police HQ only three miles from the fire and rescue service HQ only three miles from Fire Service HQ, opportunities to consider co-location and shared estates are an obvious example of a potential area for further development.

Lincolnshire (April 2015) THE BLUE LIGHT COLLABORATION PROGRAMME

Lincolnshire Police, Lincolnshire Fire and Rescue Service, Lincolnshire PCCO, Lincolnshire County Council and EMAS

After a successful bid to the Police Innovation Fund, Lincolnshire is delivering a Blue Light Collaboration Programme which will implement four key elements, with the single thread of integrated working running through them:

1. A shared Lincolnshire Police and Lincolnshire Fire & Rescue HQ
2. A shared control room.
3. A Blue light Campus (major tri-service integrated operational station).
4. Co-location of up to 16 operational locations between all emergency services.

The bid was the result of a business case developed by the Steering Group made up of the strategic leads for the Police, Fire and Rescue Service, PCCO, County Council and Ambulance service.

Benefits?

- Optimising savings and reducing revenue costs: Lincolnshire has predicted projected capital receipts of £2.9m and cashable savings of £430,000 per year as a consequence of the reduction and merging of estate. Previous financial modelling demonstrated that retaining the pre existing estate and model would have increased the financial cost to the taxpayer in the long term.

- Potential efficiency savings, which would be subject to the appropriate local political approval, would realise approx. £899,000 from year 3 if efficiency savings become cashable.

Merseyside (September 2015) EMERGENCY SERVICES COLLABROATION PROGRAMME

Merseyside FRA, Merseyside Police, Merseyside PCC, NWAS

At the beginning of September 2015, MFRA and Merseyside PCC established a joint committee to oversee a programme of work to consider collaboration across all three emergency services. A four month assessment was then undertaken to identify opportunities for collaboration across a number of different work streams. Progress is reported to a Programme Board consisting of the Deputy Chief Fire Officer, Director of Operations for NWAS and Deputy Chief Constable. In January 2016 the Programme Board approved the development of outline business cases in the following areas:

- Operational planning – To create a joint operational board.
- Training – To develop joint training modules, share trainers and facilities across a number of training areas including driver training, leadership, first aid, health and safety, virtual and e-learning, method of entry, rope access, loft access, CBRN, working at height, and search training.
- Joint Capabilities and Procedures – Specialist Teams from Merseyside Fire and Rescue Service, NWAS and Merseyside Police already work closely together. However a number of areas have been identified where specialist capabilities and procedures can be further shared to improve the operational response including the joint use of equipment and vehicles.
- Community Risk Management – To create joint central and locally based Community Safety Teams.

Northamptonshire (February 2016) INTEROPERABILITY PROGRAMME

Northamptonshire Police and Northamptonshire Fire and Rescue Service

For some time, Northamptonshire Police and Northamptonshire Fire and Rescue Service have been working together within the field of Community Safety, Prevention and Protection. In December 2013, at an Interoperability Board meeting, a proposal was put forward and formally agreed to proceed with development of plans to work towards implementing a single Community Safety Department within the two organisations, now renamed the Prevention and Community Protection Department.

Prevention and Community Protection Department

- Centralised and integrated team with the ability to commission or directly support frontline delivery to achieve demand reduction prevention activity.
- A 12 month phased approach to delivery was adopted and the department was established in April 2015.
- The department's remit includes: crime prevention, community protection, community safety, anti-social behaviour and road safety, amongst other areas.

Joint Operations Team (JOT)

The project approach was broadly similar to the implementation plan for the P&CP department; however the co-location of the team was planned prior to the implementation of a joint management structure.

- The JOT project was launched in February 2014 following proposal approval from the Interoperability Board, with an anticipated 18 month timescale for the team to be fully established in accordance with the project plan and objectives.
- There has been a successful integration of the police's Emergency Preparedness Unit and FRS's Operation Department into a single department and operational unit.

RE FIRE & RESCUE
GET IT...
INSTALL IT...

- MIAT (Multi-agency Incident Assessment Team) has been developed, bringing together the operational expertise of all emergency services utilising a specially customised MIAT vehicle. The vehicle has combined branding and carries kit including thermal imaging cameras, hazmat detectors, communications and IT equipment.
- The procurement and implementation of a fully combined Joint Command Unit is underway and is expected to be in place by Autumn 2016.

Benefits

- The introduction of the P&CP department, along with the removal of a Chief Inspector post and establishment of a single head of department, resulted in specific financial savings (approx £55k) through post reduction. Similarly, the restructuring for the JOT has resulted in departmental savings of approximately £100k per annum.
- Through co-locating police and fire, their cross-fertilisation of skills and learning from each other has improved, which has allowed a more integrated approach and a broader skills base for those working in the team.
- The co-location of the P&CP team and JOT has also reduced the estates footprint across the two organisations.
- Shared information and intelligence has enabled better planning and decision making, reduced duplication, improved communication and relationships across the services.
- The integrated JOT will result in the unique capability of shared deployment and the ability to manage a wider, more targeted and focussed response.
- The JOT have implemented a combined risk and hazard assessment process which will remove duplication and shared information will lead to better decision making, planning and response.

North Wales Emergency Services Collaboration Programme

North Wales Fire and Resource Service (NWFRS), North Wales Police (NWP), Welsh Ambulance Services NHS Trust (North) (WAST)

Work in the area of ESC is mature and existing arrangements see NWP manage NWFRS estates and facilities matters. Work with WASR has more recently focused upon front-line demand reduction, and the link with deployment and dispatching resources via police force control rooms.. Traditional periods of high demand, such as Christmas, see triage procedures and joint patrols working to reduce alcohol related violent crime.

Operational groups under the partnership working umbrella have been improving working practices, improving operational responses and reducing demand across NWP, NWFRS and WAST for a number of years with significant success.

In order to develop, assess and widen existing work and to consider and take account of other national best practice, a framework to manage this programme of work was developed across the agencies involved during 2015.

Implementation

The programme is designed to be inclusive and does not preclude other agencies from joining the programme. As the work develops and cross organisational benefits are identified, Betsi Cadwaladr University Health Board, Local Authority professionals and any other professional body may participate, where agreed.

The ESCP encompasses the following projects:

1. **Integrated Service Delivery – Prevent and Respond (led by NWFRS)**
   (Phase 1: TBC, Phase 2: TBC)
2. **Multi-organisational Control Room (led by WAST)**
   (Phase 1: Oct 15 – April 16, Phase 2: Oct 15 – September 17)
3. **Integrated Service Delivery – Support Services (led by NWP)**
   (Phase 1: Oct 15 – April 17, Phase 2: TBC)

A joint ESC Board (the Programmed Board) has been established with the role of chair being rotated between the three organisations, represented as follows:

- Assistant CC Richard Debicki, NWP
- Assistant CFO Richard Fairhead, NWFRS
- Head of Operations Sonia Thompson, WAST

All projects are supported by terms of reference, a project brief and a series of strategies detailing communication management, issue and risk management, and stakeholder engagement.

Each project is implementing a two-phase approach. Within each of the respective projects , the development of the plans to deliver the work, especially with regard to developing and proposing project approaches, governance structures and roles and responsibilities within each organisation will develop prior to the next governance board.

Benefits

The projects will progress any financial cross-organisational opportunities to reduce demand and work more efficiently. It will identify areas of collaborative working and deliver business process changes and technology which can achieve the aims of the ESC Board.

Potential areas to be explored in the projects' development include:

- Fleet collaboration (repair, maintenance and recovery)
- Joint training in language services
- Co-location of estates
- Procurement
- Joint command and control system
- Jointly operated switchboard
- Community First Responders/ Co-responders (Pilot initially)
- Potential technology integration

Hertfordshire

Hertfordshire County Council, Fire and Rescue Service and Police

Strategic coordination between the county council, fire and rescue and police has also been strengthened and developed with the Chief Fire Officer and Director of Community Protection Roy Wilsher, also holding the position of Chief Executive for the Office of the Police Crime Commissioner (OPCC) of Hertfordshire. Not only has this assisted with collaborative working, it has also saved money as the OPCC has not yet had to employ an additional Chief Executive.

David Lloyd, Police Crime Commissioner for Hertfordshire is helping to provide the foundations on behalf of the Association of Police and Crime Commissioners (APCC) to drive forward collaboration and help forces/ services learn what can be possible. David has played a leading role through his chairmanship of the ESCWG and Hertfordshire now sits in a good position to examine its options for taking forward collaboration across public services in the context of the wider agenda around devolution. That is all part of a longer-term vision which seels to provide a better and more coordinated service to the public that is value for money.

Hertfordshire County Council, through the formation of the Community Protection Directorate under the leadership of Chief Fire Officer Roy Wilsher, brings together Hertfordshire Fire and Rescue Service, Trading Standards, Resilience and the County Community Safety Unit. The formation of the directorate in April 2011 has enabled agencies to co-locate and work together in a more effective way to make Hertfordshire a safer place to live, work and visit.

Surrey and Sussex (January 2014) EMERGENCY SERVICES COLLABROATION PROGRAMME (ESCP)

Surrey Constabulary, Sussex Constabulary, SECamb, Surrey FRS, East Sussex, West Sussex

The ESCP is ambitious and wide ranging. There is a range of long term, complex projects under development with the aims of:

- Improving services delivered to the public
- Reducing costs and increasing resilience
- Removing overlaps in service provision and
- Increasing the ability of the emergency services to align resources to meet demand

The programme includes:

- A Joint Control and Dispatch Project – see **Information Sharing (page XX)**
- Joint Operational Response – see **Demand management/Rationalisation (page XX)**

South West Region (November 2015) EMERGENCY SERVICES FORUM

PCC and CC for Devon and Cornwall Constabulary, PCC for Avon and Somerset Constabulary, Avon FRS, Devon and Somerset FRS and Cornwall FRS and SWAS

In order to drive further collaboration between the emergency services, the CFO of Devon and Somerset FRS, supported by the Chairman, invited emergency service leaders in the Devon and Somerset area to the Emergency Services Forum.

The ESF have held several meetings to date where services discussed their current demands and strategic objectives. The ESF has now evolved into the South West Emergency Services Forum with all the regions Fire, Police and Ambulance CFOs, CCs, PCCs, CEOs and Chairs participating. This has led to the formation of the SWES Collaboration Programme with the same membership with a chief officer's tri service providing direction and governance for the programme board programme management team who support the collaboration working group.

South Western Ambulance Service appointed a Tri Service Development manager to work with the regions other emergency services on collaboration and service transformation.

- The collaboration activity underway was mapped across all emergency services represented.
- Common causes of demand pressure and the potential to align resources and preventative approaches was also discussed.
- The potential to collaborate on the management of the combined estate in order to maximise value was also highlighted in some detail.

Future work will focus on:

- Exploring how effective back offices (enabling services) are and considering opportunities for the future.
  - Focus on prevention and learning from each other as to what has worked to date and why.
- Consider how the services might become even better in responding to operational demand by working together.

London (October 2015) THE BLUE LIGHT COLLABORATION PROGRAMME

London Fire Brigade, the Metropolitan Police Service and the London Ambulance Service

In October 2015 the London Fire Brigade, the Metropolitan Police Service and the London Ambulance Service agreed a strategic intent setting out our combined vision in "Making London the Safest Global City" through a commitment to partnership, collaboration, innovation and cooperation.

The multi-agency London Blue Light Collaboration Team formed in 2015 consists of five full time members of staff across all three services.

The team is building on existing collaboration in a number of critical areas to ensure a lasting legacy can be implemented over the next

5-10 years to deliver a world class emergency service to the people of London. Initially they are focusing on the following areas:

- Emergency Services Control Rooms
- Prevention Activities
- Response Activities
- Support Services
- Estates and Information Technology

A multi agency blue light collaboration steering group has been established which provides clear leadership and is underpinned by robust internal governance arrangements within the three organisations.

As a principle, where circumstances permit, the three services will always strive to maintain a balance on financial burden, where no party in the collaboration would seek to gain financially at the expense of others. The net aim for all three services will always be to make an overall saving to the public purse.

All three emergency services have made a commitment to ensure that collaboration and prevention is at the heart of everything they do.

Information Sharing

In this section

[Community Safety – Operation Insight]

[Information Sharing Protocol and Operational Learning]

[Embedded Fire Officer into the North West Counter Terrorism Unit and Civil Contingencies Resilience Unit]

[Embedded Fire Officers to support CONTEST strategy in London]

Community Safety – Operation Insight

- Essex

Background

Operation insight uses predictive analysis to help direct fluorescent coat professionals to where they can have the greatest impact on burglary. Intelligence analysis identifies where future burglaries are most likely to occur and we then use a range of tactics to prevent them from happening.

Implementation

Essex County Fire and Rescue Service and Essex Police (August 2015)

- The approach of Op insight is based on a behavioural characteristic known as 'optimal foraging' – that criminals will operate in a locality which they know very well and where they have successfully committed crime before. This analysis is used to plot circles on a map which represent the greatest risk of where a burglary will occur.
  - If an offence was committed in the previous week, the circle is red.. If an offence was committed the week before, the circle is in orange.
  - Where red and yellow zones cross, orange zones are created. Deployments are concentrated in the orange hyper-risk areas and red higher-risk areas.
- ECFRS was already an accepted member of regular police briefings that share intelligence of criminal and unsafe activity in our communities.
- Op Insight was set up to use the information from these briefing to help direct Fire safety and Fire prevention activity locally based on red and orange areas. The information is also shared with Operational teams if it might impact on risk or safety.
- ECFRS are made aware of any hot spots and crews are asked when returning from an incident to drive back though the identified areas. The activity should be not more than a 10 minute diversion.
- This is being expanded to include Fire Safety Officers when attending or returning from their Fire Safety Inspections.

Benefits

- **Harm and risk reduction:** displacement deterrent for criminal activity in specified areas.
- **Performance improvement:** Reduced incidents of burglary – Since its inception there has been a **29% reduction in burglary across Essex**, some of which can confidently be attributed to Op Insight.
- **Financial savings:** reduced need for uniformed patrols from marked police vehicles.

Information Sharing Protocol and Operational Learning

- Hampshire

Background

In Hampshire, call management staff often took requests for police assistance from SCAS which were based on dated or incomplete risk information which l ed to unnecessary deployments.

IT systems on both sides were not equipped to designed to capture operational issues and staff from each organisation did not understand each other's working practices. Dynamic resolution of issues was variable and underling issues were not being identified or managed.

Implementation

Information Sharing Protocol
Hampshire Constabulary, Thames Valley police and SCAS

- SCAS leaders gave clear direction to crew and Emergency Operations Centre (EOC) staff that crews should approach incidents and conduct a dynamic risk assessment. If a threat is presented, crews should work to the police 'Stay Safe' principles; think about their own/public safety, see, tell, act and request police assistance.
- This work led to the development of an Information Sharing Protocol between the three services. This enables SCAS to contact the relevant force and ask for any additional information which may help inform their risk assessment. The police will supply information they consider relevant to ambulance crew safety.

Operational Learning
Hampshire Constabulary and SCAS

- Force IT systems within command and control are not designed to capture operational learning, so a process had to be devised using existing IT which was quick, simple and encouraged staff to adopt it.
- Hampshire creates a daily 'ambulance issues log' within out command and control system. Call Management staff are asked to note the relevant incident number, the SCAS Incident number and not a couple of lines about a specific issue. This reflects existing operational practice for control desks managing day to day issues and so was quickly adopted.
- These daily issues are collated by police SPOC who categorise them in to one of 4 areas:

  – Police transport of patient to Accident and Emergency
  – Police transport of person detained under s 136 MHA to a s 136 suite.
  – Operational learning

- Call management staff receive a regular briefing from SPOC which includes a monthly summary report on the issues log and the learning derived from them.
- It also serves to remind staff to follow procedures to follow and new initiatives.
- The police SPOC attends SCAS Control Manager's meetings regularly to discuss findings and explore long term solutions to the issues identified.

Benefits

- Information sharing between the services in relation to risk is particularly useful in multi-occupancy premises or locations with a transient population and often negates the need for police attendance to support ambulance crews.
- Operational learning has allowed common issues to be identified and trends mapped.

Embedded Fire Officer into the North West Counter Terrorism Unit and Civil Contingencies Resilience Unit

- Greater Manchester (May 2013)
- Greater Manchester Fire and Rescue Service, Greater Manchester Police

Background

The project was set up to enable GMFRS to contribute to the prevent and prepare strands of the counter terrorism strategy and to facilitate closer integration with the North West Counter Terrorism Unit to access key information and intelligence in order to promote the development of a cohesive risk based planning strategy and subsequent 'fit for purpose' contingency plans.

Implementation

- Following analysis of key recommendations from various incidents and exercises, a business case was developed for a dedicated fire officer (National Inter-agency Liaison Officer) to be embedded in the NWCTU and also the Civil Contingency Resilience Unit (CCRU), which are both located at GMP HQ.
- Consultation took place with the key strategic stakeholders from each of the respective organisations and the internal Corporate Leadership Team in GMFRS in order to acquire the appropriate funding to support the post and include in the organisational establishment.
- Facilities were established at a GMP HQ to enable this officer to work at that location to promote instantly access to colleagues in the NWCTU and CCRY. This was a significant development that enabled the relationships, particularly colleagues in the NWCTU to mature. To further support this relationship, the officer has also undergone the Developed Vetting security clearance process which enables access to information categorised as secret where applicable.

Benefits

Key benefits that have arisen as a resulting this roles and the relationship with multi – agency partners that have subsequently developed are:

- The relationship with NWCTU enables unfettered access to secure information i.e. the Secret version of the National Risk Register that has influenced organisational risk assessments and the corporate planning process. Under the supervision of NWCTU officers Principal Managers from GMFRS have also had access to this document.
- Due to the interaction with the CCRU access to the Secret version of the National Risk Register also influences the multiagency contingency planning strategy and work streams of the GM Resilience Forum.
- The mature and trusted partner relationship between GMP and GMFRS has enabled a number of initiatives to be implemented to the benefit of the public and tax payer. The GMP have never pursued the requirement to develop and maintain their own Detection, Identification and Monitoring (DIM) capability and rely solely on GMFRS, using the capability provided through National Resilience. Greater Manchester are one of the only counties in the UK to adopt this approach and have developed robust multi-agency procedures (Multi Agency Initial Assessment Teams) fro high profile events including political conferences and visits by VVIPs including heads of state (Chinese Presidential visit in 2014).
- GMFRS has recently delivered a training package to NWCTU forensic officers in order to respond into a CBRN (E) environment. Reciprocal training has been given to GMFRS DIM advisers to adopt a forensic approach to scene management which aims to prevent contamination and compromise of a crime scene at significant incidents.

Embedding LFB Fire Officers to support CONTEST strategy

- London Fire Brigade (LFB) and the Metropolitan Police Service (MPS)

Background

The London Fire Brigade (LFB) has been at the forefront of collaborative working in relation to the UK's intelligence services in support of the Government's CONTEST strategy. Since c2002 LFB has provided the Metropolitan Police Service (MPS) Counter Terrorism Command (SO15) unit, the Centre for Protection of National Infrastructure (CPNI) and more recently the National Counter Terrorism Policing Headquarters team (NCTPHQ) with a series of embedded specialist trained senior officers. These arrangements have supported two particular strands of CONTEST namely PROTECT & PREPARE. The rationale developed to identify the most appropriate specialist officers for the roles lead LFB to recommend the use of LFB's National Inter Agency Liaison Officer (NILO) as the person with the correct skill set.

Implementation

LFB's corporate management board continues to support the close working relationship that they have engendered throughout the years. Key strategic members of the respective organisations also continue to bestow the virtues of such a partnership. These endorsements underpin the business case for securing the appropriate funding streams. Extensive facilities are provided by the host organisations enabling the officers to share workspaces at strategic locations thus enhancing the concept and subsequent access to counterparts. In order to work effectively in these environments our Officers have all had to undergo the necessary security vetting process which ensures they remain trusted partners when handling sensitive intelligence documents.

Benefits

The relationship within SO15, CPNI & NCTPHQ has provided many benefits to LFB including endorsing the corporate aim of making London a safer city, making our staff safer and ultimately the people we serve. The role gives unrestricted access to secure information both verbally and in document form e.g. JTAC reports, which has in turn been utilised to shape LFB's planning and risk assessments for core business.

LFB officers also act as subject matter experts for the organisations, travelling across the country and Europe in multi-agency teams to provide advice in areas of security and matters that effect the Fire Rescue Service. LFB support, through their embedded officers, pre-planned operations which impact on the UK and London by facilitating the use of our specialist equipment and other resources.

Future

In Surrey and Sussex, the emergency services are delivering a programme which will seek to explore bringing contact and control functions closer together.

Joint Control and Dispatch Service

The JCCD theme within the overall ESCP is a key enabler for deliver the design principles, involving technology integration changes to working practices and potentially to roles and sites from which some partner's JCCD functions operate.

The Multi Agency Incidence Transfer (MAIT) project under the JCCD theme – focuses on creating a single operating picture across services replacing the phone call currently required to notify another service with an electronic link connecting existing command and control systems.

An electronic 'point to point' information link was piloted in early 2015, to allow for the first time fast direct information transfer between Surrey Police and Surrey FRS contact centres to ensure the right information was transferred between services faster. After recurring IT problems, a new strategy devised for the Multi Agency Transfer Hub (MAIT) is being looked at by Deloitte.

Wider Collaboration

Collaboration between the services on community projects is well developed. Current projects involve community engagement with young people and families, addressing housing issues and developing civil contingency units. There is lots of potential for collaboration in this area to increase and for future projects to engage with criminal justice, trading standards and other avenues.

In this section

[Community Engagement](#)

[Housing](#)

[Local Resilience Forums](#)

Community Engagement

- Greater Manchester
- Kent
- Leicestershire
- Northumbria
- Essex
- Hertfordshire

Community Risk Intervention Team (2011)
CRIT

GMFRS, NWAS, GMP and some local authorities

- Run by Greater Manchester Fire and Rescue Service in collaboration with the other services and local authorities.
- The service provides risk prevention and reduction activities across Greater Manchester in relation to fire, crimes, falls and other health issues.

Benefits

Financial savings

The overall fiscal cost to benefit ratio is 1:1.6. An (annualised) £820,152 investment by GMFRS generates an (annualised) £1,356,589 in fiscal benefits to a multitude of agencies, including those involved in crime and disorder, healthcare and fire and rescue services. Indeed, CRIT is financially viable balanced purely against the benefits which it generates for partners in GMP, NWAS and the NHS alone.

Fiscal benefits generated by CRIT are broad in their spread cross multiple agencies. While the £820,152 annual cost of CIRT to GMFRS is not offset by benefit captured by anyone particular external partner, the accumulation of fiscal benefit by partners more than justifies the investment.

Looking purely at benefits accrued by GMP, the NHS (including NWAS) and MCC, ignoring benefits accrued by GMFRS itself, there is a cost: benefit ratio of 1:1.3. This means that for every £1 spent on CRIT by GMFRS, £1.30 is saved by non-FRS partners as a collective.

Salford Integrated Prevention Hub (June 2016)

Youth Workers, GMP and GMFRS

- The project addresses the needs of 11-25 year old kids and their families who fall within the 'Complex Dependency' cohort.
- Integrated teams deliver multi-disciplinary safety education encompassing all Emergency Services' requirements and those of the Local Authority, to young people both in and out of a school environment.
- Integrated 'response teams' based on a key worker outreach model, utilising assertive and persistent approaches, framed within a contract and a balance of support and sanction.
- Three main categories of support/ interventions are provided; assessment, direct support (issue based 1:1/group sessions, detached outreach and family conferencing) and liaison/advocacy with other services. Outcomes from these sessions included; crisis management, stabilising a family and achieving transformative change (through 'soft' and 'hard' elements e.g. improved confidence and educational attainment).

Implementation

- A Project Management Board was set up in January 2015 consisting of GMFRS, SCC and GMP staff as well as other organisations such as the Greater Manchester and Cheshire East Community Rehabilitation Company.
- Project management and project sponsorship is provided by GMFRS with the project board agreeing that the SIPH should be set up as a virtual entity to which all staff will be seconded. The SIPH is governed by all partners via the Project Board.
- Funding for the project was received 1st April 2015 and after recruitment, induction and setting up the hubs, the project was started on the 1st June 2015.
- Locations of the four hubs are: Eccles Fire Station, Swinton Police Station, Little Hulton Children's Centre and the Beacon Centre (Salford Central).

Benefits

Tackling crime and anti-social behaviour in young people

Reports and reviews by young people of their experiences with the SIPH service have been highly positive and reflect their views that they have benefited from working with the SIPH team. SIPH has also recorded a range of specific examples and outcomes that demonstrate the positive impact of the SIPH in preventing drug abuse, child sexual exploitation and truancy.

Financial savings

The Cost Benefit Analysis (CBA) carried out by New Economy using the data provided by partners and after 6 months of delivery, estimated the fiscal cost: benefit ration as 1:1.8. It is anticipated SIPH will show a greater impact in the second six months due to improved reporting and improved team working across the partnership.

Supporting commitments of Public Sector Reform

The project is helping people become more self-reliant, tackling crime and anti-social behaviour in young people, helping troubled families, beating unemployment, giving children the best start and making services easier to access.

Kent Community Safety Team (2014)

Kent Fire and Rescue Service (KFRS), Kent Police (KP), Kent County Council (KCC)

- In early 2014, a steering group was formed to explore the joint community safety team further. Various groups, including District Council Chief Executives, District Community Safety Managers, Medway Council, Probation Service, the PCC and Public Health England engaged in discussion about the formation of a joint Kent Community Safety Team (KCST). Feedback provided was considered as part of the scoping of this collaboration.
- Extensive scoping, discussions, activity mapping and option appraisals enabled the Steering Group to draw together proposals for greater integration. It is proposed that the integration would be undertaken in two phases. It was also agreed that the purpose of the integration was to promote closer working between the three organisations and to improve efficiency in the delivery of community safety activity.
- The initial phase created a co-located KCST which was made up of staff from each of the three organisations. The team is located at a KFRS site at Loose Road, Maidstone, where staff remain under the management and control of their organisation.
- Initially the team focused on joint working in the following areas:

  – Supporting the completion of strategic assessments to enable and support the production of District community safety plans.
  – Undertaking an annual review of the current County Community Safety Agreement and produce a new agreement as appropriate.
  – Implementing the recommendations of the review of schools education activity.
  – Managing and providing administrative support to any domestic homicide reviews that may be requested.
  – Promoting the work of the joint team amongst other county partners such as health and offender management.
  – To improve service to the district CSP's and CSU's and provide a single POC for enquiries. This would include collation and sharing of effective practice.

- KFRS provides the accommodation for KSCT. KSCT personnel are provided access to the premises as appropriate to fulfil their duties. This included access at all times of the day. KSCT members are provided with KFRS photographic identification cards to show they are permitted to access and use the premises.
- With regards to IT and information sharing, the three organisations have worked together and KFRS have supplied wireless access to the internet for partners to access their own information systems to ensure a fully integrated unit.

Benefits

Kent Police are expected to benefit from savings in the following areas:

- Shared office support.
- Reduction in Kent Police estate as a result of moving staff to the KCST office.
- Reduction of staff travel time and associated meeting costs.
- Improved efficiencies of project delivery in both delivery length and resource hours.
- Improved access to other partner's resources.

Braunstone Blues Project (2015)

Leicestershire Fire and Rescue Service, Leicestershire Police, East Midlands Ambulance Service, Leicester City Clinical Commissioning Group, Leicester City Council

The community of Braunstone Park places the highest demand for response on all three emergency services in Leicester, Leicestershire and Rutland (LLR). It also places high demand on other public services.

The Braunstone Blues Project (BBP) engages with residents in the areas to reduce demand on the emergency services, city council and the health services. It improves their abilities, knowledge and understanding with regards to emergency and other public services by:

- Targeting resources to people, households and other places that are identified as attracting high service demand.
- Delivering 'Healthy, Safe, Secure' visits to individual households.
- Establishing a Citizens Academy to recruit and train local residents to become 'Expert citizens' and so encouraging greater community cohesion and sustainability.
- Mapping the available support services provided by partners in the area and signposting people in need.
- Working with community groups.
- A full time team is in place and over 200 home visits have already been conducted. Staff from Police, Fire and Emergency Ambulance Services have been in place since May 2015.

- The team operates from two local schools: Caldecote Community Primary School and Ellesmere College. This provides excellent access to residents and places the team at the heart of the community.
- Task force members are committed to work solely on the BBP, they are not reassigned to contribute to other work at any time. The only exception to this may be occasional training within their organisation to maintain essential skills.

The BBP was awarded £314,000 from the Strategic Partnership Development Fund and Leicestershire Fire and Rescue Service and Leicestershire Police are both funding all or some staffing costs from within their own budgets. All partner agencies are also allocating significant time to be spent by Project Team and Project Board members to work on the project. This is calculated at 10% of time for Project Board members and 15% for Project Team members.

Benefits

Anecdotal evidence provided through case studies suggests that the work is already having a dramatic impact on the lives of individual householders.

- Dramatically improving people's ability to help themselves.
- Educating residents about when to call upon public services.
- Reducing demand on public services.
- Support public services by having expert residents as their eyes and ears in communities.

Safety Works 2015

Tyne and Wear Fire and Rescue Service, Northumbria Police, Northumberland Fires and Rescue Service, Nexus, Local Authorities, St John's Ambulance, Environment Agency, Sainsbury's and Youth Offending teams

Background

SafetyWorks is an innovative, multi-agency safety centre providing realistic, interactive learning experiences to promote personal and community safety and harm reduction. Visitors participate safely in realistic situations illustrating everyday hazards and how to prevent them. SafetyWorks has 14 scenarios including a police station, A&E room, house burning room, burnt-out room, dark alley, Metro station, busy road, park/open water area and shop.

Implementation

In 2015, SafetyWorks secured over £430k as a result of a joint bid to the Home Office Police Innovation Fund (PIF). The funding has enabled a refresh of the centre and facilitated enhanced collaborative working between partners. It has enabled the centre to broaden its remit and reach (increasing visitor numbers and diversity) and to specifically respond to Child Sexual Exploitation issues raised through Operations Sanctuary (Northumbria Police's Investigation into crimes of a sexual nature against vulnerable women and girls).

Benefits

Following guidance from the Home Office (in relation to the PIF evaluation), we consulted with the CoP and academics from Newcastle University Psychology Dept to develop and evaluation plan. As a result, work is currently ongoing to measure the productivity of the facility and the learning experience of its visitors. Anecdotal evidence and qualitative feedback from visitors to date has been very positive.

Community Safety – Joint Education Team (December 2015)

ECFRS, Essex Police

ECFRS and Essex Police both deliver education programmes to children throughout Essex. Both education teams deliver a variety of safety awareness programmes to young people across the county. However, ECFRS have four education officers engaging with (in 2015/2016) 125,000 pupils; a 20% rise on the previous year. Essex Police have 21 Education Officers delivering messages to the same schoolchildren but this not formally measure or monitored so lacks the robustness of the ECFRS activity but is accepted as being considerably less.

It was recognised that ECFRS have a more effective and efficient process for delivering a variety of fire safety awareness programmes to schools across Essex compared to Essex Police. The proposal therefore is to act on best practice and combine the teams to save costs; increase the number of children who receive safety messages and expand the programme to include awareness of other forms of harm.

Implementation

Essex Police are funding two additional education officers and half an admin post within ECFRS. This will allow Essex Police to disband their education team and reduce the number of posts by 19.

Benefits

All benefits are tracked and monitored using benefits realisation methodology, The expected benefits are:

- Harm and risk reduction
- Performance improvement
- Financial Savings

County Community Safety Unit

Hertfordshire County Council, Fire and Rescue Service, Police, Probation and Trading Standards

The CCSU sees County Council, Fire, Police, Probation and Trading Standards staff co-locate at council premises, where they work together to tackle domestic violence, anti-social behaviour, alcohol and drug abuse. The police and fire and rescue service also operate community volunteer schemes and opportunities exist for sharing governance arrangements, best practice administration and closer joint working in order to deliver joint community safety initiatives. Both services also facilitate cadet programmes, with the latter operating very successful youth diversion and engagement schemes.

Housing

- Derbyshire
- Hertfordshire
- Essex
- Gloucestershire
- Thames Valley
- Northumbria

Houses in Multiple Occupation (HMO) taskforce (January 2016)

Derbyshire Fire protection and prevention officers, Police and LA Housing

- The development of the Brooke Park Estate at Shirebrook and the subsequent increase of workers in this area have resulted in a rapid and unexpected growth in the local population. Many of these new residents speak little to no English.
- The successful prosecution of a landlord of a HMO and concerns raised by partner agencies have highlighted the significant increase in the number of Houses in Multiple Occupations (HMOs) throughout Derbyshire but particularly within the North East of the County. It was estimated that there were up to 50 HMO's in the area, the concern being that the housing standards and the fire safety arrangements were not adequate. Concerns were also raised by partner agencies in regards to people trafficking and modern say slavery.

Implementation

- Fire Protection and Prevention officers, Police, Local Authority Housing teams and Polish interpreter carried out joint inspections on 30 properties. A number of prohibitions/ restrictions were served with further enforcement notices on others.
- Prevention teams fitted 42 smoke alarms (which had not been provided by private landlords) and advice, with the support of the interpreter was given to occupants.
- Article 27(request for further information) letters have been sent out to known landlords to identify further properties that may need visiting.

Benefits

Sharing intelligence

The multi-agency approach allowed intelligence to be gathered to ensure on-going compliance by private landlords sending out a clear message that poor housing standards will not be tolerated by any agency.

Closer working

It has consolidated multi agency working and cross sector understanding.

Hertfordshire Home Safety Service (HHSS)

Police, Fire and County Council

Residents of Hertfordshire benefit from a range of free and low cost services, which use the proceeds of crime monies (POCA) to help people feel safe and secure in their own homes.

The HHSS work includes

- Conducting fire safety checks: Giving fire safety advice, installing smoke alarms where none are fitted, or checking those already in place.
- Working on falls prevention: providing advice, and offering to make minor safety improvements and fit small equipment to prevent falls on assessment by a HHSS technician.

Benefits

- Reduce fear of crime, especially in reaction to burglary, domestic violence and racial harassment.
- Reducing opportunity for burglary.
- Improving home safety and security, particularly for older and vulnerable people.
- Reducing the risk of accident and injury at home.
- Reducing the risk of harm or damage from fire.

Home Safety
Parish Safety Volunteers

Essex County Fire and Rescue Service, Essex Police Community Safety Departments and Essex County Council Strengthening Communities Board

'Parish Safety Volunteers' is a joint initiative which aims to deliver a volunteer programme that places trained volunteers within their local community, to deliver home fire safety and low level crime reduction advice, with the objective to reduce the number of opportunist burglary and ADF's.

Implementation

The initiative was given a grant from the Transformation Challenge Award (July 2015) of £77,544 for 2 years. The pilot will aim to deliver the programme across 36 parishes in Essex, evaluating the impact of it over 2 years.

Volunteer recruitment was launched in early December 2015. The recruitment aim is for 72 volunteers within 2 years.
A key activity has been around the branding for the PSV project and what would be on the publicity material and uniform.

An evaluation focussing on the service that PSV provide will be conducted and also relate to their ability to signpost individuals to other organisations and the impact that this service has on those who receive a visit.

Benefits

All benefits are tracked and monitored using benefits realisation methodology, The expected benefits are:

- Performance improvement – reduction of demand on services in areas served by Parish Safety Volunteers.
- Harm and risk reduction – increased awareness of Fire Safety, Home Safety and security in identified premises. Residents feel safer in their local communities.

Specialist Dementia fire safety resources and visits (July 2015)

Gloucestershire Fire and Rescue Service, NHS Gloucestershire Clinical Commissioning Group

Dementia is one of the Fire Service's biggest risks. It is estimated that by 2015 in Gloucestershire, there will be 12,000 people living with Dementia costing the local economy an estimated £345 million a year.

Age is another risk facing the Fire Service 50% of fire deaths are amongst the over 65 cohort. People over the age of 80 are three times more likely to die in a dwelling fire than people of 'all ages'. According to the Office for National Statistics (ONS) 2010 – based projections, Gloucestershire will have 78,300 more residents aged 65 and over in 2035 than in 2010, an increase of just over 70%. Over 65s will account for well over a quarter (28.4%) of the County's population at 2035.

As a result of recognising the ineffectiveness of the fire service's current impact, a project aiming to enhance the Service's understanding of dementia was launched.

Implementation

- All operational staff have had Dementia awareness training.
- All control staff have had Dementia awareness training.
- Two watches have undertaken more in depth training and are Community Dementia Link Workers.
- All CSAs will be trained so that they can become Community Dementia Link Workers.
- The new fire safety resources have been re-written and developed in conjunction with the focus groups so that they are dementia friendly.
- As a new project, no evaluation has yet been carried out but a plan to undertake an evaluation is in place with a formal report to be produced in November 2016.
- Quarter reports will be written capturing number of referrals and packs used.

Benefits

- Reduction of fires, deaths and injuries.
- Reduce the number of repeat call outs.
- All staff have an understanding of Dementia and the effect of living with the condition.
- All staff are better placed to communicate effectively with people with Dementia.
- Staff are able to identify those people who may have the onset of Dementia but do not yet have a diagnosis and signpost to GPs and memory clinics.
- Work with the service user focus groups (people living with Dementia) have enabled us to completely start again with the resources we us during our visit so that they are more effective.

Joint Collaborative Prevention and Protection Activity

All three FRS, Safer Neighbourhood Teams, Thames Valley Police

Shared Support Function: Thames Valley Arson Reduction and Investigation Forum

Fire investigation in Thames Valley is the subject of a Memorandum of Understanding between Thames Valley Police and the Fire and Rescue Services of Buckinghamshire and Milton Keynes, Royal Berkshire and Oxfordshire. The MoU assists in formulating a combined strategy to help share resources and information, minimize duplication of effort and to help deliver a reduction in the number of accidental and deliberate fires.

One example of this collaborative working is the Thames Valley Arson and Reduction & Investigation Forum. This is a partnership group that brings together police and the three FRS. Within this forum the fire services jointly fund an arson reduction officer who analyses arson and liaises with fire and rescues, police and community safety partnerships to improve the sharing of information and develop strategic and local initiatives to address arson. The three fire services covering TVP have previously jointly fund the Fire Reduction officer who is line managed by the police. Buckinghamshire and Berkshire Fire Authorities now continue to joint fund the post.

Fire setter scheme

Fire setter schemes are designed to prevent offending. They focus on children and young people who have been identified as being at any early stage of offending behaviour, and refer them to a trained Fire Setter Advisor. Consent of the offender's parent to participate in the scheme must be obtained.

Fire setter schemes are run by all three fire and rescue services in Thames Valley and referrals are made to them directly by Safer Neighbourhood Teams and partners. The fire setter

Joint PCSO/Fire Officer role

Some exploratory joint work has also been initiated between Thames Valley Police and Oxfordshire County Council Fire Service in support of visibility, community engagement, prevention, problem solving and building community resilience. Led by the Deputy Chief Fire Officer and Chief Superintendent Neighbourhood Policing and Partnerships, a working party is exploring the opportunity for a shared role that could perform PCSO and Fire Officer duties. This work is focused upon the safety aspect of the police and Fire Service roles rather than the emergency responder role.

Whilst in its early stages a provisional job description is being developed based on the current PCSO role and additional fire officer functions. Unsurprisingly there are a great number of overlapping components. The work is consistent within Thames Valley police and Oxfordshire County Councils strategic aims and objectives.

Benefits

- The collaborative work between Thames Valley police and the three Fire and Rescue Services not only aim to reduce the costs of maintaining buildings which satisfy operational requirements and the needs if the community, but also to take advantage of greater integrated working as a result of property sharing and co-location.

Council
Community
ATER MANCHESTER
RESCUE SERVICE
Salford
Community
Risk
Intervention
Team
GREATER MANCHESTER
FIRE AND RESCUE SERVICE

Operation Dragoon (March 2014)

Northumbria Police, NEAS, Northumberland FRS, Tyne and Wear FRS and Local Authorities

Operation Dragoon is a partnership of services and authorities in Northumbria to make the roads as safe as possible. It focuses upon education, engagement and enforcement. In partnership, they seek new and innovative ways to embed road safety education into the everyday lives of everyone who uses the roads and to identify opportunities to engage with all communities to spread the road safety message.

Implementation

- The joint approach is visible in the 'Road Sense Common Sense' young driver presentation where the stage is shared by operational Northumbria Police motor patrols fire and ambulance personnel who present a human side to the work. The joint inputs have now been delivered to over 900 people including a high school, college and University Students, cadets and military service personnel.
- During the period of March 2014 – December 2016, Dragoon officers arrested 140 targets, produced 251 summons, seized 122 vehicles and banned the most dangerous drivers from the roads for a combined period of 11 years, Additionally a a result of their hard work over 31 years of imprisonment sentences for road traffic and insurance fraud offences were handed down.

Benefits

- Reponses to the young driver presentations have been very positive – in a recent evaluation 98% of participants rated the event highly with 78% saying they would change their driving habits as a result.
- The significance of Operation Dragoon has been recognised internationally. Northumbria Police recently presented a the Police Federation Roads Policing Conference and have been invited to provide inputs to other conferences and forces –as far afield as Hong Kong – interested in adopting the model. The partnership has also received a letter from the TISPOL General Secretary stating that she thinks that the operation is 'outstanding' and have been invited to give the presentation at the forthcoming TISPOL Road Policing Conference. The conference will focus on reducing the criminal risk on the roads of Europe and delegates will be senior leading police officers from the 30 European TISPOL member countries who, it is believed, would benefit from the presentation and may use the information in their road policing tasks in Europe.

Local Resilience Forums

- Dorset, Cleveland, London

Dorset Civil Contingency Unit (CCU) (August 2013-2015)

DFRS, Dorset Police, Bournemouth Borough Council, Dorset County Council, Borough of Poole

The Dorset Local Resilience Forum (LRF) is made up of Category 1 and 2 responders within the area covered by Dorset Police. They have common statutory duties placed on them by the Civil Contingencies Act 2004, as well as a range of emergency planning, response and business continuity responsibilities based around their respective statutory functions.

The Dorset LRF Executive Group was keen to look at options for improving the efficiency and the effectiveness of emergency planning in Dorset. This was especially in light of the lessons learnt from the successful coordination of emergency planning arrangements that supported the delivery of the Olympic sailing events which took place in Weymouth in 2012.

The original project mandate identified the following issues to be addressed:

- Development of multi-agencies plans taking a considerable length of time (often several months) that continually missed deadlines.
- Duplicated activities in several responder agencies in isolation, e.g. training an briefing that could be delivered on a multi-agency rather than single agency basis.
- Conflicting priorities that often resulted in them not being treated as a priority.
- Conflict between individuals and organisations regarding agreement of LRF plans, processes and priorities.

The CCU provides specialist Civil Contingencies support to the Dorset LRF and the local Health Resilience Partnership to enable collective and individual alignment with the statutory duties outlined in the Civil Contingencies Act 2004. The unit is funded by the Emergency Services, Local Authorities and NHS organisations that have statutory duties for civil contingencies throughout Bournemouth, Dorset and Poole.

Implementation

- Steering Group formed to consider options for possible arrangements and to oversee the delivery of the project, several options were considered to improve the Emergency Planning in Dorset and these options were bought into focus by examples of LRF co-operation in Staffordshire and Wales.
- The Executive Group agreed that Category 1 responders would form a Civil Contingency Unit (CCU) commencing with pilot arrangements.
- PILOT – In August 2013 the CCU programme manager was appointed and the pilot unit was launched a month later at Police HQ. A pilot ran from August 2013 – March 2014 and during this time the business case for the substantive was developed. The business case was agreed in March 2014 and the first phase of the project was the formation of a dedicated CCU which included staff consultation and the development of a Shared Service Agreement.
- In October the unit formally commenced ad the unit has been fully operational since March 2015.

Benefits

- Significant output of the Dorset LRF through improved business planning.
- Improved focus on building capability to respond and recover from emergencies.
- More effective processes for learning lessons from incidents and exercises.
- Delivery of a substantial training and exercising programme across LRF.
- Active management of the collective partnership against the Statutory Duties of the Civil Contingencies Act

- Overhaul of the LRF risk management process to create a robust process for ensuing work and activity is proportionate to risk.
- Improved coordination – creation of a forum for the sharing of best practice.
- Creation of a significant role based training programme across the LRF.
- Improved preparation for emergencies and potential incidents and the creation of a testing programme to ensure that processes do not let organisation down at the point of an incident or emergency.
- There have also been financial efficiencies that have been realised across the organisations who contribute to the CCU however these are difficult to quantify as resources have often been redeployed into other business areas.

Cleveland Emergency Planning Unit

Cleveland Police, Cleveland Fire Brigade, NEAS and four respective Local Authorities

The organisations have an agreement via the Cleveland Local Resilience Forum (Chief Officer Group), which sees emergency and operational planning functions working and co-located together within the Stockton Police Station Annex.

The Joint Unit referred to above as a collectives called the Cleveland Emergency Planning Unity and is an entity responsible for planning and exercising on an integrated basis against the provisions of the Civil Contingencies Act, the 'PREPARE', strand of CONTEST and both the National Risk Assessment and local Community Risk Register. Planning also embraces industrial risk given that the area had approximated 10 'low tier' and 35 'top tier' sites defined buy the provisions of the Control of Major Accident Hazard Sites Legislation (COMAH) and wider planning including events e.g. music, firework, military and VIP funerals, football, industrial action etc.

London Local Resilience Forum

The London Local Resilience Forum (LRF) is a long-standing exemplar of collaboration between the emergency services and other organisations with common statutory duties under the Civil Contingencies Act (2004). The London Resilience Partnership is formed of over 170 statutory partners working together with a wide range of non-statutory partners.

In 2016 a new Civil Contingencies Group (known as London Resilience) was formed to work on behalf of the LRF in discharging collective duties of statutory members under the Act. London Resilience was formed primarily through the merging of extant teams that worked on behalf of the London Fire & Emergency Planning Authority, the Greater London Authority and the 33 London Local Authorities. London Resilience is jointly funded by LFEPA, the GLA and London LA's, and is hosted by the London Fire Brigade on behalf of the Partnership. At its core is a multi-agency team which also encompasses secondees and advisors from a wider range of partner organisations including the Metropolitan Police Service, London Ambulance Service, NHS England, and the Environment Agency.

The creation of London Resilience has realised significant efficiencies and improved effectiveness including:

- A sustainable structure and staff group to support the Partnership, particularly in the response to an emergency.
- Enhanced collaborative governance and assurance arrangements.
- Co-location and closer interaction leading to enhanced information sharing (day-to-day business) and improved shared situational awareness (during emergency response).
- Enhanced collaboration and building on best practice within the Partnership.
- Streamlining of processes previously undertaken by separate teams.

There will be numerous other future efficiencies and improvements from the creation of London Resilience including; more effective multi-agency risk management, development of emergency response capabilities, training and exercise programmes, and learning and implementing lessons from incidents and exercises.

NPCC/CFOA National Overview of Police and Fire Collaboration

Introduction

In April 2016, Deputy Chief Constable Andy Frost and Chief Fire Office Dave Etheridge were appointed as the national leads for Police/ Fire Collaboration for their respective national associations, the National Police Chiefs' Council (NPCC) and the Chief Fire Officers Association (CFOA) respectively.

Background

The Government are currently proposing a number of potential changes to the way Fire and Rescue Services are run as a result of the Police and Crime Bill (2016-17) currently before Parliament. This will enable PCCs to take on responsibility for Fire and Rescue Services in their locality subject to a local business case being made. The Bill also proposes a new duty to collaborate between the emergency services and potentially a new single organisational structure between policing and fire.

Their Role

The role of DCC Andy Frost and CFO Dave Etheridge is to enable closer collaborative working between Police and Fire at a national level. It is not their role to determine what collaboration Chief Constables, Chief Fire Officers and PCCs wish to do locally.

The Programme

They have developed a programme of work which covers five work streams

1. Mobilisation and Crisis Management

- To review the possibility of Police and Fire sharing the National Police Coordination Centre (NPoCC).
- To review the way the two services deal with crisis management
- Review briefing mechanisms and support to COBRA

2. Procurement

- To identify opportunities for joint procurement between the two services

3. Headquarters support to CFOA and NPCC

- The current reform of CFOA as an organisation will create synergies with NPCC
- This programme of work aims to establish what is needed in terms of presidential support to both NPCC and CFOA and identify synergies.

4. Review of coordinating committees between NPCC and CFOA

- There are some potential synergies between NPCC and CFOA Committee Structures
- A mapping exercise is taking place to identify those synergies with a view to identifying shared committees, or cross sector working between CFOA and NPCC.

5. Colleges, Leadership and Professional Development

- To identify what is needed from the leadership of Police and Fire in the future
- To consider what skills and attributes are needed to lead a single organisational structure between the two services in the future.

Contact Details

NPCC National Police Chiefs' Council

Andy.Frost@northants.pnn.police.uk

CFOA Chief Fire Officers Association

Dave.Etheridge@oxfordshire.gov.uk

Consensus Statement
on Improving Health and Wellbeing

Public Health England | Local Government Association | age UK Love later life | CFOA Chief Fire Officers Association | NHS England

Consensus Statement on Improving Health and Wellbeing between NHS England, Public Health England, Local Government Association Chief Fire Officers Association and Age UK

This consensus statement describes our intent to work together to encourage joint strategies for intelligence-led early intervention and prevention; ensuring people with complex needs get the personalised, integrated care and support they need to live full lives, sustain their independence for longer and in doing so reduce preventable hospital admissions and avoidable winter pressures/deaths.

Headline consensus statement

We will work together to use our collective capabilities and resources more effectively to enhance the lives of the people we work with and we will support and encourage our local networks to do the same in their communities.

Introduction

Demand for health and social care is rising as a result of an increase in the numbers of children and adults with long term conditions, alongside an ageing population. The NHS Five Year Forward View highlights the need for an increased focus on integration and prevention so that resources are utilised more effectively, outcomes are improved and demand is reduced. It also recognises the need to broaden and deepen the involvement of the third sector in developing solutions. At the same time the number of fires has decreased due to preventative work by Fire and Rescue Services (FRS) and regulatory measures. This has resulted in new opportunities for the FRSs to complement and further support the health and social care sector.

Representatives from NHS England, Public Health England (PHE), the Local Government Association (LGA), Age UK and Chief Fire Officers Association (CFOA) met on 14 April 2015 to agree to develop a new working relationship with the shared aim of identifying and improving the quality of life of those who could benefit the most from early engagement with local services; for example, older people and people with multiple long term conditions and complex needs. This consensus statement represents a joined-up multi-agency approach to put into practice the national commitment to more integrated care, closer to people's home. Its emphasis is on local initiatives to deliver preventive interventions to our people who would benefit most in their own homes and supports local action to deliver better health and well-being outcomes.

Shared purpose

There are common underlying risk factors which increase demands on both fire and health services, such as the number of long-term conditions, cognitive impairment, smoking, drugs or substance misuse, physical inactivity, poor diet, obesity, loneliness and/or social isolation, cold homes and frailty. By identifying people with these risk factors and taking a whole system approach to interventions which are centred on peoples' needs, we intend to make every contact count, irrespective of which service it is from.

Our individual and collective strengths

FRS: The 670,000 home visits carried out by the FRS in England provide an opportunity to deliver improved proactive support that delivers improved integrated care between the relevant organisations.

NHS, Public Health and local government: Equally health and local government staff have opportunities to identify households with complex conditions/needs and who are at an increased risk of fire

Age UK: with and through our network of 165 independent local Age UKs we provide, coordinate and signpost to a range of services for individuals, their families and carers, and with groups of older people in their own homes and in the community to help them to manage their long-term conditions, while improving their health and wellbeing.

Collectively we can offer an integrated approach to targeting through the better co-ordination, prevention and early intervention that has been demonstrated to increase the reach and impact of all services. For instance, in areas of best practice, health services have commissioned the fire and rescue service in collaboration with Age UK (and other voluntary sector organisations) to make interventions in people's homes that have resulted in improved health and reduced risk. Early results have been positive, with a measurable significant impact on improving outcomes. This work could be expanded with the fire and rescue service working with a number of local commissioners.

Supporting local action and flexibility

We encourage local organisations to work together more effectively in partnership and to consider seeking greater integration of services where possible, while supporting meaningful local flexibility in the way this happens. FRSs, by working in an integrated way as part of a whole systems approach, can add even greater value and resilience to communities by understanding and responding to local needs and drivers.

Local areas, and the organisations we represent, are too diverse for a 'one size fits all approach'. However, there are some key actions which we will take nationally to support local action.

- Producing this consensus statement between NHS England, CFOA, PHE, Age UK and LGA that sets out how health, public health, the fire and rescue service and the Age UK can work together to encourage local action to prevent and minimise service demand and improve the quality of life of older people and children and adults with long term conditions.
- Developing the design principles for a Safe and Well Visit that is informed by existing good practice within the FRS and Age UK network. The visit aims to identify and tackle risk factors that impact on health and wellbeing and which can lead to an increase in demand for health and local authority services. Wider health impacts are also addressed during the visit, such as the identification of frailty, promotion and support of healthy aging, help to avoid trips and falls; and signposting to relevant services through making every contact count and sources of help.
- Identifying and exploring opportunities to improve local services, making them more efficient and effective by working more closely together and where appropriate integrating services through measures such as better information sharing, the promotion of existing guidance and initiatives, access to inclusion to improvement support programmes and joint communications.
- Investigating the opportunities for more effective and appropriate information sharing across NHS England, PHE, Age UK and FRS.
- Developing shared communications for our collective networks, the public, professionals, partners and other stakeholders to raise awareness of the benefits of a more connected approach and to provide reassurance about skills and knowledge, appropriate information sharing and joined up pathways.
- Promoting and encouraging local collaboration through Health and Wellbeing Boards, Joint Strategic Needs Assessments, System Resilience Groups as well as through the commissioning of collaborative approaches.

Consensus Statement

on Saving Lives and Improving Health and Wellbeing between AACE and CFOA – May 2016

1. This consensus statement describes our intent to work together nationally to encourage local joint strategies for evidence-led partnership working to improve patient outcomes from out of hospital cardiac arrests; other responses related to medical conditions and longer term health and wellbeing.

Headline consensus statement

2. Our organisations exist to respond to the populations' needs in times of crisis and to support the protection and improvement of their health and wellbeing.

3. We will work together locally and nationally to use our collective capabilities and resources to enhance the lives of the people in our communities and increase efficiency through:

   - Robust governance of standards and competencies
   - Effective Co-responder schemes
   - Co-location and shared infrastructure
   - Innovative programmes to improve health and wellbeing
   - Looking for opportunities to improve efficiency and effectiveness and reduce waste

Introduction

4. Ambulance Services and Fire and Rescue Services share a long history of effective collaborative working and, more recently, we have identified greater synergies to improve our ability to collectively respond to major incidents, including terrorist incidents and large scale flooding. This improved interoperability is reflected through the work of the Joint Emergency Services Interoperability Programme (JESIP) and tested through more challenging multi-agency exercises, such as Amber Exercises, co-ordinated by the National Ambulance Resilience Unit (NARU).

5. Demand for the Ambulance Service to respond to 999 calls continues to rise steadily year on year; ambulance trusts in England received over 9 million 999 calls in 2014-15 (up by over 6% on the previous year) resulting in 6.47 million incidents. A recent academic review commissioned by AACE identified an ageing population, an increase in the number of people living with long-term conditions and co-morbidities, social deprivation and population density among the key factors driving demand.

6. At the same time the number of fires has decreased significantly, largely due to the success of preventative work by Fire and Rescue Services. In 2014-15 Fire Services in England responded to 495,400 incidents; down by 6% compared to the previous year and a reduction of 42% compared to 10 years ago. This has created new opportunities for the Fire and Rescue Service to support the health and social care sector in general and the Ambulance Service in particular. The NHS Five Year Forward View highlights the need for an increased focus on integration and prevention so that resources are utilised more effectively, outcomes are improved and demand is reduced. This consensus statement builds on that premise.

Shared purpose

7. There are common underlying risk factors which increase demands on both Ambulance and Fire and Rescue Services, such as long-term conditions, cognitive impairment, smoking, drugs or substance misuse, physical inactivity, poor diet, obesity, loneliness and/or social isolation, cold homes and frailty. By identifying people with these risk factors and taking a whole system approach to interventions which are centred on peoples' needs, we intend to make every

contact count, irrespective of which service it is from.

8. Co-responder schemes to improve outcomes from out of hospital cardiac arrests have been introduced in various forms across the country. Other initiatives involving responding to those with minor conditions e.g. falls in the home, have also been introduced. Our two associations will work together at a national level to identify best practice within the UK and internationally in order to enhance the current provision.

Supporting local action and flexibility

9. We will encourage and support local organisations to work together more effectively in partnership and to improve collaboration between our two Services where possible, while supporting meaningful local flexibility in the way this happens. We will do this by;

- Producing this consensus statement setting out our ambition to work together and encouraging local action to provide more effective responses; developing strategies to reduce demand and improving quality of life outcomes.
- Identifying and exploiting opportunities to work together and improve synergies such as; more effective use of information across organisations, promoting use of existing guidance and best practice; and shared communication.
- Where appropriate to local conditions, and where such arrangements do not denude essential fire cover, seeking to maximise the effectiveness of co-responding schemes.
- Supporting the development of new initiatives and guidance that improve community and individual outcomes.
- Looking at the opportunity for more effective data use across the Ambulance and Fire and Rescue Service.
- Linking our collaborative work to that of others aimed at reducing demand and improving the health and wellbeing of our communities.
- Looking for opportunities to release financial savings such as co-location of estates, shared control room facilities and control room functionality and joint procurement

Signed by:

Martin Flaherty OBE, AACE Managing Director

Peter O'Reilly, Chief Fire Officer, Greater Manchester Fire & Rescue Service & CFOA Strategic Health Lead

Managing inter-service demand

between Police Forces and Ambulance Trusts – 22 July 2015

Introduction

Police forces and ambulance trusts have a long history of working collaboratively to serve the needs of the general public. Joint working arrangements in respect of emergency preparedness, resilience and major incident response are among the best in the world. This is made possible by close joint working at a local level supported by a well-developed strategic partnership at the national level through the National Police Chiefs' Council (NPCC) and the Association of Ambulance Chief Executives (AACE).

Joint working between police officers and ambulance staff is a matter of daily routine. Data from ambulance trusts indicate that police officers are also on scene for approximately 10% of the incidents that ambulance staff respond to. Requests from police forces for an ambulance attendance account for between 2%-8% of all ambulance demand amounting to approximately 500,000 calls per year resulting in 350,000 on scene responses.

Data indicates that speed of ambulance response to life-threatening incidents generated by the police is in most cases as good as or better than when the request originates from the general public. However the majority of police requests for an ambulance response relate to minor, non-life-threatening conditions which do not require a fast response. These lower priority calls have no national response time target (targets are set locally by Clinical Commissioning Groups) and hence the ambulance response is much slower than for life-threatening conditions. Although for these incidents the speed of response is clinically appropriate there are concerns from police forces about the time spent on scene by police officers waiting for an ambulance.

Data also indicates that the majority of incidents generated by the police can be dealt with through telephone advice or through discharge on the scene and that ambulance staff are far less likely to need to convey anybody to hospital when the call originates from the police. There is clear potential to jointly manage these lower priority incidents in a different way. If alternative methods can be found to deal with this demand (including taking steps to reduce demand through education) then there are clear efficiency gains to be made for police forces and ambulance trusts in terms of time spent on scene. In addition there will be clear benefits to the general public who will receive a more appropriate, more joined-up resolution to their problem.

There are numerous other examples where a critical review of existing practices could result in a reduction of inappropriate inter-service demand, a consequent reduction in time spent on scene by either or both partners whilst still maintaining (or even improving) high levels of service to the general public. These examples include, but are not limited to the management of:

- road traffic collisions
- firearms incidents
- requests to attend high risk addresses
- people experiencing mental health crisis
- the night time economy

The best practice guide has been jointly produced by the AACE and the NPCC in order to:

- establish a shared understanding of the problem
- outline shared governance arrangements to monitor inter-service demand
- provide police forces and ambulance trusts with examples of tried and tested initiatives already being used in some areas.

The aim is to encourage the broader adoption of successful schemes in order to:

- improve efficiency
- improve inter-service communications, liaison and issue resolution
- improve the service provided to the public at incidents requiring a joint response
- reduce wasted time spent on scene for both police forces and ambulance trusts
- release operational resources to deal with more serious incidents

National Governance

The NPCC and the AACE agree to maintain national oversight of this guidance and the issues related to it through quarterly meetings of an Inter-Service Demand Management Group. This best practice document will be refreshed and reissued as working practices develop. The NPCC and the AACE will review internal developments as a standing item on their respective management meetings on a quarterly basis.

The Home Office Managing Demand Group has been reconvened in order to improve government oversight. The group will meet on a quarterly basis and includes representation from the AACE, the NPCC, the College of Policing (COP) and the Department of Health (DH).

The Mental Health Crisis Care Concordat Steering Group meets on a six monthly basis to monitor progress against the national action plan. This group comprises over 20 organisations including the AACE, the ACPO, the DH, NHS England and other interested parties.

Local Governance

Service Level Agreements (SLAs) and Memorandums of Understanding (MOUs):

AACE and NPCC will encourage ambulance trusts and police forces to establish local governance arrangements to focus on better managing inter-service demand through developing appropriate local action plans and adoption of emerging best practice. SLAs and MOUs already feature in a number of areas. They set out clear expectations in respect of police forces and ambulance trusts responding in support of one another. Agreements often focus on reduction of inappropriate demand, improving operational communications and monitoring compliance with and the effectiveness of arrangements.

Service Information

Avon and Somerset

Leaders

PCC	Sue Mountstevens (Ind)
Chief Constable	Andy Marsh
Fire and Rescue Authorities	Avon; Devon and Somerset
Chief Fire Officers	Kevin Pearson (Avon); Lee Howell (Devon & Somerset)
Ambulance	South Western Ambulance Service
Chief Executive	Ken Wenman

Bedfordshire

Leaders

PCC	Kathryn Holloway (Cons)
Chief Constable	Jon Boutcher
Fire and Rescue Authority	Bedfordshire
Chief Fire Officer	Paul Fuller
Ambulance	East of England Ambulance Service
Chief Executive	Robert Morton

Cambridgeshire

Leaders

PCC	Jason Ablewhite (Cons)
Chief Constable	Alec Wood
Fire and Rescue Authorities	Cambridgeshire
Chief Fire Officer	Chris Strickland
Ambulance	East of England Ambulance Service
Chief Executive	Robert Morton

Cheshire

Leaders

PCC	David Keane (Lab)
Chief Constable	Simon Byrne
Fire and Rescue Authority	Cheshire
Chief Fire Officer	Paul Hancock
Ambulance	North West Ambulance Service
Chief Executive	Derek Cartwright

Cleveland

Leaders

PCC	Barry Coppinger (Lab)
Chief Constable	Iain Spittal
Fire and Rescue Authority	Cleveland
Chief Fire Officer	Ian Hayton
Ambulance	North East Ambulance Service
Chief Executive	Yvonne Ormston

Cumbria

Leaders

PCC	Peter McCall (Cons)
Chief Constable	Jeremy Graham
Fire and Rescue Authority	Cumbria
Chief Fire Officer	Adrian Buckle
Ambulance	North West Ambulance Service
Chief Executive	Derek Cartwright

Derbyshire

Leaders

PCC	Hardyal Singh Dhindsa (Lab)
Chief Constable	Mick Creedon
Fire and Rescue Authority	Derbyshire
Chief Fire Officer	Terry McDermott
Ambulance	East Midlands Ambulance Service
Chief Executive	Richard Henderson (Acting)

Devon and Cornwall

Leaders

PCC	Alison Hernandez (Cons)
Chief Constable	Shaun Sawyer
Fire and Rescue Authorities	Devon and Somerset; Cornwall
Chief Fire Officer	Lee Howell (Devon and Somerset); Paul Walker (Cornwall)
Ambulance	South Western Ambulance Service
Chief Executive	Ken Wenman

Dorset

Leaders

PCC	Martyn Underhill (Ind)
Chief Constable	Debbie Simpson
Fire and Rescue Authority	Dorset and Wiltshire
Chief Fire Officer	Darran Gunter
Ambulance	South Western Ambulance Service
Chief Executive	Ken Wenman

County Durham and Darlington

Leaders

PCC	Ron Hogg (Lab)
Chief Constable	Mike Barton
Fire and Rescue Authority	Durham and Darlington
Chief Fire Officer	Stuart Errington
Ambulance	North East Ambulance Service
Chief Executive	Yvonne Ormston

Essex

Leaders

PCC	Roger Hirst (Cons)
Chief Constable	Steven Kavanagh
Fire and Rescue Authority	Essex
Chief Fire Officer	Adam Eckley
Ambulance	East of England Ambulance Service
Chief Executive	Robert Morton

Gloucestershire

Leaders

PCC	Martin Surl (Ind)
Chief Constable	Suzette Davenport
Fire and Rescue Authority	Gloucestershire
Chief Fire Officer	Stewart Edgar
Ambulance	South Western Ambulance Service
Chief Executive	Ken Wenman

Greater Manchester

Leaders

PCC	Tony Lloyd (Lab)
Chief Constable	Ian Hopkins
Fire and Rescue Authority	Greater Manchester (Metropolitan)
Chief Fire Officer	Peter O'Reilly
Ambulance	North West Ambulance Service
Chief Executive	Derek Cartwright

Hampshire

Leaders

PCC	Michael Lane (Cons)
Chief Constable	Olivia Pinkney
Fire and Rescue Authorities	Hampshire; Isle of Wight
Chief Fire Officer	Dave Curry
Ambulance	South Central Ambulance Service
Chief Executive	Will Hancock

Hertfordshire

Leaders

PCC	David Lloyd (Cons)
Chief Constable	Charlie Hall
Fire and Rescue	Hertfordshire
Chief Fire Officer	Roy Wilsher (Also Chief Exec of PCC's Office)
Ambulance	East of England Ambulance Service
Chief Executive	Robert Morton

Humberside

Leaders

PCC	Keith Hunter (Lab)
Chief Constable	Justine Curran
Fire and Rescue Authority	Humberside
Chief Fire Officer	Dene Sanders
Ambulance	Yorkshire Ambulance Service
Chief Executive	Rod Barnes (Yorkshire)

Kent

Leaders

PCC	Matthew Scott (Cons)
Chief Constable	Alan Pughsley
Fire and Rescue Authority	Kent and Medway
Chief Executive	Ann Millington
Ambulance	South East Coast Ambulance Service
Chief Executive	Geraint Davies (Acting)

Lancashire

Leaders

PCC	Clive Grunshaw (Lab)
Chief Constable	Steve Finnigan
Fire and Rescue Authority	Lancashire
Chief Fire Officer	Chris Kenny
Ambulance	North West Ambulance Service
Chief Executive	Derek Cartwright

Leicestershire

Leaders

PCC	Lord Bach (Lab)
Chief Constable	Simon Cole
Fire and Rescue Authority	Leicestershire
Chief Fire Officer	Steve Lunn (Acting)
Ambulance	East Midlands Ambulance Service
Chief Executive	Richard Henderson (Acting)

Lincolnshire

Leaders

PCC	Marc Jones (Cons)
Chief Constable	Neil Rhodes
Fire and Rescue Authority	Lincolnshire
Chief Fire Officer	Nick Borrill
Ambulance	East Midlands Ambulance Service
Chief Executive	Richard Henderson (Acting)

London

Leaders

PCC/Mayor	Sadiq Khan (Lab)
Commissioner	Bernard Hogan-Howe (London Metropolitan); Ian Dyson (City of London)
Fire and Rescue Authority	London Fire and Emergency Planning Authority (LFEPA)
Chief Fire Officer	Ron Dobson
Ambulance	London Ambulance Service
Chief Executive	Fionna Moore

Merseyside

Leaders

PCC/Mayor	Jane Kennedy (Lab)
Chief Constable	Andy Cooke
Fire and Rescue Authority	Merseyside
Chief Fire Officer	Dan Stephens
Ambulance	North West Ambulance Service
Chief Executive	Derek Cartwright

Norfolk

Leaders

PCC/Mayor	Lorne Green (Cons)
Chief Constable	Simon Bailey
Fire and Rescue Authority	Norfolk
Chief Fire Officer	Roy Harold
Ambulance	East of England Ambulance Service
Chief Executive	Robert Morton

North Yorkshire

Leaders

PCC/Mayor	Julia Mulligan(Cons)
Chief Constable	Tim Madgwick (Acting)
Fire and Rescue Authority	North Yorkshire
Chief Fire Officer	Nigel Hutchinson
Ambulance	Yorkshire Ambulance Service
Chief Executive	Rod Barnes

Northamptonshire

Leaders

PCC/Mayor	Stephen Mold (Cons)
Chief Constable	Simon Edens
Fire and Rescue Authority	Northamptonshire
Chief Fire Officer	Darren Dovey
Ambulance	East Midlands Ambulance Service
Chief Executive	Richard Henderson (Acting)

Northumbria

Leaders

PCC/Mayor	Vera Baird (Lab)
Chief Constable	Steve Ashman
Fire and Rescue Authorities	Northumberland; Tyne and Wear
Chief Fire Officer	Paul Hedley (Northumberland); Tom Capeling (Tyne and Wear)
Ambulance	North East Ambulance Service
Chief Executive	Yvonne Ormston

South Yorkshire

Leaders

PCC/Mayor	Alan Billings (Lab)
Chief Constable	Dave Jones (Temporary)
Fire and Rescue Authority	South Yorkshire
Chief Fire Officer	Jamie Courtney
Ambulance	Yorkshire Ambulance Service
Chief Executive	Rod Barnes

Suffolk

Leaders

PCC/Mayor	Tim Passmore (Cons)
Chief Constable	Gareth Wilson
Fire and Rescue Authority	Suffolk
Chief Fire Officer	Mark Hardingham
Ambulance	East of England Ambulance Service
Chief Executive	Robert Morton

Surrey

Leaders

PCC/Mayor	Dave Munro (Cons)
Chief Constable	Nick Ephgrave
Fire and Rescue Authority	Surrey
Chief Fire Officer	Russell Pearson
Ambulance	South East Coast Ambulance Service
Chief Executive	Geraint Davies (Acting)

Sussex

Leaders

PCC/Mayor	Dave Munro (Cons)
Chief Constable	Nick Ephgrave
Fire and Rescue Authority	East Sussex, West Sussx
Chief Fire Officer	Gary Walsh (East Sussex), Sean Ruth (West Sussex)
Ambulance	South East Coast Ambulance Service
Chief Executive	Geraint Davies (Acting)

Thames Valley

Leaders

PCC/Mayor	Anthony Stansfeld (Cons)
Chief Constable	Francis Habgood
Fire and Rescue Authorities	Royal Berkshire; Buckinghamshire and Milton Keynes; Oxfordshire
Chief Fire Officer	Andy Fry (Royal Berkshire); Jason Thelwell (Buckinghamshire and Milton Keynes); Dave Etheridge (Oxfordshire)
Ambulance	South Central Ambulance Service
Chief Executive	Will Hancock

Wales (North)

Leaders

PCC/Mayor	Arfon Jones (Plaid Cymru)
Chief Constable	Mark Polin
Fire and Rescue Authority	North Wales
Chief Fire Officer	Simon Smith
Ambulance	Welsh Ambulance Service
Chief Executive	Tracy Myhill

Wales (Mid and West)

Leaders

PCC/Mayor	Dafydd Llywelyn (Plaid Cymru)
Chief Constable	Simon Prince
Fire and Rescue Authority	Mid and West Wales
Chief Fire Officer	Chris Davies
Ambulance	Welsh Ambulance Service
Chief Executive	Tracy Myhill

Wales (South)

Leaders

PCC/Mayor	Alun Michael (Lab) – South Wales; Jeff Cuthbert (Lab) – Gwent
Chief Constable	Peter Vaughan – South Wales; Jeff Farrar – Gwent
Fire and Rescue Authorities	Mid and West Wales; South Wales
Chief Fire Officer	Chris Davies (Mid and West Wales); Huw Jakeway (South Wales)
Ambulance	Welsh Ambulance Service
Chief Executive	Tracy Myhill

West Mercia

Leaders

PCC/Mayor	John Campion (Cons)
Chief Constable	Anthony Bangham
Fire and Rescue Authority	Shropshire; Hereford and Worcester
Chief Fire Officer	Rod Hammerton (Shropshire); Nathan Travis (Hereford and Worcester)
Ambulance	West Midlands Ambulance Service
Chief Executive	Anthony Marsh

West Midlands

Leaders

PCC/Mayor	David Jamieson (Lab)
Chief Constable	Dave Thompson
Fire and Rescue Authority	West Midlands
Chief Fire Officer	Phil Loach
Ambulance	West Midlands Ambulance Service
Chief Executive	Anthony Marsh

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