

Emergency Services Collaboration

The Current Picture

(An overview of collaboration in England and Wales)



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Foreword by the Emergency Services Collaboration Working Group

The Emergency Services Collaboration Working group warmly welcomes the examples of collaboration between the emergency services highlighted in this overview. The overview provides some great examples of organisations coming together to improve the services they deliver to their communities, and in many instances, saving money in the process.

With an increasing demand for some of our services, coupled with the current and expected restrictions on funding, collaboration provides opportunities to truly innovate and save money, as can be seen in the overview.

During the summer of 2014, central government asked ambulance trusts, fire and rescue authorities and police forces across England and Wales to provide examples of collaboration they were engaged in and their future plans. The overview therefore provides a snapshot in time of where collaboration is currently occurring between the blue light emergency services and we are confident that this will continue to develop and expand.

Going forward, the overview will provide a baseline for the Emergency Services Collaboration Working Group to commission research into those areas of collaboration that appear to provide the most potential for improving services. This research will provide a firm evidence base for those services wishing to pursue their own transformational projects and for future policy development.

About the Emergency Services Collaboration Working Group

The Emergency Services Collaboration Working Group was formed in September 2014. By providing strategic leadership, coordination and an overview across England and Wales, the group aims to improve emergency service collaboration.

The working group comprises of senior leaders from the Association of Ambulance Chief Executives (AAACE), Association of Chief Police Officers (ACPO), Association of Police and Crime Commissioners (APCC), College of Policing, Chief Fire Officers Association (CFOA) and the Local Government Association (LGA) on behalf of Fire Authorities.



Headlines

Cheshire

Poynton Emergency Services Hub opened in January 2014 and offers the police a modern facility and central location alongside Cheshire Fire and Rescue Service and the North West Ambulance Service.

Durham

A neighbourhood policing team has been re-housed from a decommissioned police station to the fire station in the centre of Newton Aycliffe, making the police more accessible to the public. A new combined police and fire and rescue training centre is being established in County Durham.

North Wales

The joint police and fire communications centre in St Asaph was opened for the police in 2006 and became a joint centre with the fire and rescue service in 2008. Construction of two new joint police and fire stations, at Nefyn and Tywyn, will commence during 2014 and a joint £10m fire and ambulance station is planned for Wrexham.

Humberside

A joint police and fire vehicle workshop is being built in Melton and will open in December 2014. This new facility will help the two services to deliver savings of £200,000 per year.

Northamptonshire

The PCC's Office, the Chief Fire Officer and the Chief Constable share Wootton Hall HQ. A joint operational police and fire station at Thrapston opened in August 2013, and a fully integrated Police, Fire Prevention and Community Protection Team launched in February 2014.

Norfolk and Suffolk

Suffolk has four combined fire and police stations, while Norfolk opened a shared station in 2012 housing police, fire, ambulance crews and the coastguard.

Devon and Cornwall

Cornwall County Council plans to build a new tri-service station in Hayle with space for all three emergency services, which will allow an additional 6,500 people in Hayle to be reached within the critical ten minute response time.

Hampshire

Hampshire shares HR, occupational health, finance, payroll, procurement and property services between police, fire and the county council.

Surrey with Sussex

Surrey is piloting the Multi-agency Information Transfer (MAIT) programme, an integrated IT solution which reduces the call transfer time between emergency services from four minutes to a few seconds.

How Was This Overview Collated?

Information was gathered by the Home Office from 39 police forces, via force visits (to 10 forces), telephone interviews (using a questionnaire to ensure a semi-structured, consistent approach) and email updates. The Department of Health provided information regarding ambulance service trusts and the Department for Communities and Local Government obtained examples of fire and rescue service collaboration from fire and rescue authorities.

What Makes Collaboration Successful?

From speaking with strategic leads and programme managers across the country, it was determined that the following characteristics feature in successful collaboration projects:

- 'We can pick up the phone': strong, open and honest relationships between the services' chief officers.
- 'Clarity together from the outset': agreement of a strategic vision that aligns tightly with all the collaborating services' strategic goals.
- 'We've got our best person': highly skilled and motivated programme manager from each service, with a balance of skills relevant to change management across the working group.
- 'Tell them how it is': open, consistent communication and consultation with staff from the very earliest opportunity.
- 'Fail fast': willingness to abandon opportunities if politics or operational interests do not align, to avoid losing momentum or jeopardising relationships.
- 'Give not take': an agreement that all parties will not seek to profit from one another; every service cannot benefit in every instance; if collaborative relationships are strong and improved public service remains the priority, savings will follow.

Emergency Service Collaboration Network

In order to share good practise and innovation across the emergency services, the Emergency Services Collaboration Working Group has established a peer-to-peer knowledge network. Emergency services staff can learn more about the network, the projects outlined in this overview and make direct contact with project leaders by emailing info@999collaboration.org.uk. Alternatively practitioners can join the online collaboration network at www.cfoa.org.uk/11444 to discuss ideas and formulate further opportunities for cross service collaboration.

Government Funding



Department for Communities and local Government

DCLG is supporting blue light collaboration through the Transformation Challenge Award and the Fire and Rescue Transformation Fund. The £45m of capital and £30m of resource spending in 2015-16 has been allocated on a bid-for basis.

Home Office

At the 2013 Spending Round the Government announced the establishment of a Police Innovation Fund. So far, £9.2 million has been awarded to support 12 projects across 10 force areas.

Suffolk

£413,250 from the Home Office to open a police/fire station in Woodbridge. **£60,000** from DCLG to support plans for six shared fire/police stations. Total savings over 10 years estimated to be £1.8m.

Dyfed Powys

£95,500 from the Home Office in 2014/15 for the development of the Multi-Agency Information Transfer programme for the force in conjunction with other blue light services.

Durham

£592,000 from the Home Office to build a new joint police and fire training centre and a further **£45,000** to open an operational police station within an existing fire station in Newton Aycliffe.

Dorset

£150,400 from the Home Office for a cloud-based platform to create an effective way of working between blue light/local authority partners. Virtual meetings estimated to offer savings of 15-20%.

North Yorkshire

£20,000 from the Home Office to finance a shared support services delivery model for the PCC, Chief Constable and fire service. Funding will develop a model for full police/fire integration in the future.

Warwickshire & West Mercia

£1.6m from the Home Office for a single contact management facility for police. A further £216,000 in 2014/15 to scope plans for a single company to manage the public sector estate.

Cornwall

£100,000 from DCLG to support co-location and integration of the three blue light services. The funding will support recruitment, training and initial deployment between blue light services.

Northamptonshire

£3.8m from the Home Office and **£500,000** from DCLG to support rationalisation of police/fire estates and a new operating model. The police will save £21m and fire £2m over the next four years.

Lincolnshire

£491,000 from DCLG to run a 12-month pilot between fire and ambulance. Firefighters will be trained to offer care and transport to certain patients. Funding will cover training and wages.

Hampshire

£1.3m from the Home Office for the integration of shared services for the county council, fire and police. A further **£73,000** in 2014/15 for the force's chief officers to relocate to fire headquarters.

Surrey

£750,000 from the Home Office for development of the MAIT programme between fire and police command centres. **£750,000** from DCLG to expand on existing shared services.

Fire Transformation Fund Awards 2014 - update

Since the submissions of examples of emergency service collaboration were provided, the Fire Minister Penny Mordaunt has announced the successful bids for the Fire Transformation Award. In total, 37 projects from across England will get funding of £75 million aimed at improving front line services and saving money with 29 of the 37 projects having at least one emergency partner

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National Collaboration Between Emergency Services



JESIP

The Joint Emergency Services Interoperability Programme (JESIP) was a two-year national programme that ran until September 2014. It aimed to ensure 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 in a more co-ordinated, effective and efficient manner. With Government support, it was run by the blue light services for the blue light services and is a prime example of collaboration at a national and local level. The programme published the first ever Joint Doctrine: the Interoperability Framework, which includes a Joint Decision Model and other key principles which provide an integrated and standardised approach to the joint management of incidents. A tri-service training programme has been rolled out nationally during 2014 to over 10,000 personnel and the JESIP legacy will now focus on the continuation of this training, joint testing and exercising and the implementation of joint organisational learning.



ESN

The new Emergency Services Network (ESN) will replace Airwave, the current voice communications system, with an integrated voice and broadband data communications service. ESN will be cheaper than the current system, and will aim to improve public safety by enabling the emergency services to work more effectively and efficiently.

A modernised communications network is vital to help the Emergency Services protect the public and save lives, and the programme is on track to deliver this critical part of the national infrastructure by 2017. The new service has been developed in close collaboration with the three emergency services. From 2017 the blue light services and other public safety users will be able to benefit from a modern communications network built to global technology standards.



Police demand for ambulance services is being reviewed, after a collaborative approach was taken by the Association of Ambulance Chief Executives, ACPO, the College of Policing and the Home Office. The parties identified opportunities for improvements in service and efficiency, particularly in how services manage their demands of one another. Local collaborative practices are being highlighted to other force areas, from innovative changes to the management of police calls for ambulances (London) to Police Support Cards to assist officers requesting ambulances (Northumbria). A national approach is encouraging operational collaboration between services locally.

Mental Health

The Home Office and Department of Health is working with a range of national partners to improve the response to people experiencing mental health crises. They have worked closely with the Association of Ambulance Chief Executives to develop national ambulance policy on mental health, including a national s136 transportation protocol for responding to mental health cases which has been in place from April 2014. Majority-funded by the NHS, Kent Police has permanently adopted joint response vehicles (police officers alongside mental health specialists) between 6pm and 4am every day.

Avon and Somerset

Current Collaboration

Avon and Somerset Police are exploring potential opportunities for collaboration with all public sector partners. The force signed up to 'SouthWestOne' (SW1) in 2008, a programme run by IBM for the delivery of shared services to the force and two councils. With less than four years to run on the contract, all the partners are exploring post-SW1 collaboration options. They have a firm commitment to an integrated services programme and hosted an event for all potential partners in October 2013. Follow-up Chief Executives' meetings were held in February and July 2014.

The force's commitment to collaboration goes beyond working with other blue light services: it is collaborating more broadly with public agencies, namely local authorities and criminal justice partners, and has a shared local authority and police facility in North Somerset. The intention is to realise improvements in service and resilience that benefit the public and secure savings. Areas under consideration include collaborative approaches to estates, support services, public contact and operational activity, such as enforcement and patrols.

Leaders

PCC: Sue Mountstevens (Ind)

Chief Constable: Nick Gargan.
(John Long currently Acting Chief Constable)

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

Future Plans

Despite Devon and Somerset Fire Authority extending beyond force boundaries, strong relations with both the Chief Fire Officers teams are founded on a desire to make progress and shared mutual interests. The force is pursuing an estates strategy to find co-location solutions with local authorities in order to reduce the estate footprint and cost by at least 35%.

Two specific forms of collaboration being explored are the co-location of police and fire and the accreditation of fire service personnel with police community support officer powers. Three locations in Somerset are under consideration for co-location between the force and the Devon and Somerset Fire and Rescue Service (two of which could involve South Western Ambulance Service). Regional collaborative work with other police forces in the South West remains a key element of the integrated services strategy.

Cambridgeshire

Current Collaboration

Cambridge Fire and Rescue Service (CFRS) has worked in collaboration with the police for a number of years to reduce the risk of arson and, more recently, the impact of overcrowded domestic premises on fire safety and exploitation. CFRS and Cambridgeshire Police established a joint arson task force in 2006, and this has evolved over the years to create joint working and information-sharing across the county which, in part, has been responsible for a reduction in arson-related incidents.

Issues relating to overcrowded domestic premises are approached by a multi-disciplinary action team consisting of police, fire and trading standards, and has reduced the risk in around 85 premises across the county since it was formed in 2012.

The police currently share Wisbech Fire Station with CFRS. They are also collaborating with a view to sharing a further site on another station. Currently there are formal arrangements to share two other stations with fire and ambulance, and less formalised arrangements at a number of other Fire Stations.

CFRS has successfully collaborated with Suffolk FRS to form a fully integrated combined control for the two counties.

Leaders

PCC: Sir Graham Bright

Chief Constable: Simon Parr

Fire and Rescue Authority:
Cambridgeshire & Peterborough

Chief Fire Officer: Graham Stagg

Ambulance: East of England
Ambulance Service

Chief Executive: Anthony Marsh

Future Plans

Having successfully collaborated with Suffolk FRS to form a fully integrated combined fire control room for the two counties, CFRS and Cambridgeshire Police are now exploring further potential collaboration in this area.

Negotiations are on going between the East of England Ambulance Service and CFRS to undertake co-responding at the more remote fire stations. This would help to alleviate the call despatch times for ambulances and allow the fire service to retain on call staff at these quieter stations. CFRS are also in discussion with East England Ambulance Service about several other locations, particularly those that are being considered for rebuilding.

Following the recent flooding, CFRS have been approached to provide the Local Resilience Forum Silver Operations Room for the County, with the Gold Room remaining with, the police.

Cheshire

Current Collaboration

Poynton Emergency Services Hub, which opened in January 2014, offers police a modern facility and central location alongside the Cheshire Fire and Rescue Service and the North West Ambulance Service. It has enabled professional boundaries to be broken through collaborative working.

Co-responder and co-location: Cheshire Fire and Rescue Service and the North West Ambulance Service (NWAS) operate a co-responder scheme from the fire station in Nantwich.

The North West Ambulance Service (NWAS) co-locates its staff within a number of Cheshire Fire and Rescue Service properties, sharing facilities and enabling staff to learn from one another.

Blacon Police Station has been a shared facility since 2012: an ambulance crew have been allocated space at the station and granted the use of police facilities. The North West Ambulance Service has similar agreements at a number of fire stations around the county. The three services are currently looking into further co-location opportunities across Cheshire.

In January 2014 a fleet services partnership was agreed in order for technicians from Cheshire Police to assist with ambulance maintenance. Within Cheshire, police and fire also deliver joint road safety engagement programmes and are working with local partners, including health and local authorities, as part of a sub-regional programme to transform community safety.

Integrated Early Support (IES) Model: The most significant achievement from the Community Budgets pilot in West Cheshire and Chester was the development of an Integrated Early Support model to provide support for troubled families.

Building on the success of the IES Model, in 2013 the Cheshire and Warrington Sub-Region was successful in obtaining £420,000 of Transformation Challenge Funding for the development of a collaborative approach to community safety between the emergency services and other partners. The programme is helping to establish a 'Do it Once Model', with the right services in the right place, focused on early intervention and demand reduction. It is focused on a number of key areas, including alcohol

Leaders

PCC: John Dwyer (Cons)

Chief Constable: Simon Byrne

Fire and Rescue Authority: Cheshire

Chief Fire Officer: Paul Hancock

Ambulance: North West Ambulance Service

Chief Executive: Bob Williams

Future Plans

Through the leadership of the Police and Crime Commissioner (PCC) and Chair of Cheshire Fire Authority, in collaboration with the North West Ambulance Service (NWAS), a major programme is being developed to encourage closer work between Cheshire's emergency responders in a number of key areas.

The programme includes the integration of transactional services and areas including ICT, finance and HR/payroll systems, as well as transformation in several areas of service delivery, such as community safety and prevention, fleet and estates.

Cleveland

Current Collaboration

Cleveland Fire Authority, Cleveland Fire Brigade, Cleveland Police and the Police and Crime Commissioner, are committed to working collaboratively to protect and strengthen future services on Teesside. As such they have issued a joint position statement, which sets out the vision and strategic intent for collaborative working.

A shared police and fire station is located in Saltburn to accommodate retained firefighters and neighbourhood policing teams. This has secured efficiencies through the reduction of utility and facilities management costs. Further exploration of opportunities for fire and police co-locating in buildings across Teesside is currently underway.

Within Teesside, Police, Fire, Ambulance and other key statutory partners deliver joint road safety preventative programmes to teach young people about the dangers of unsafe driving.

Retained firefighters in East Cleveland co-respond to medical emergencies in partnership with the North East Ambulance Service

Teesside's Joint Emergency Planning service is delivered in partnership by Cleveland Fire, Cleveland Police, constituent Borough Councils and the Emergency Planning Unit

Cleveland Fire Brigade maintains Cleveland Police vehicle radio equipment.

Leaders

PCC: Barry Coppinger (Lab)

Chief Constable: Jacqui Cheer

Fire and Rescue Authority: Cleveland

Chief Fire Officer: Ian Hayton

Ambulance Trust: North East
Ambulance Service

Chief Executive: Yvonne Ormston

Future Plans

A joint learning and development facility for Cleveland Fire and Cleveland Police is to be located at the Brigade's new Queen's Meadow Technical and Training Hub in Hartlepool. Also planned is a Police Community Safety Hub at Middlesbrough with a view to exploring the use of common assets and looking at areas where collaboration could drive greater value.

Cumbria

Current Collaboration

A shared training facility for Cumbria Constabulary and Cumbria Fire and Rescue Service is located at the force's headquarters in Penrith and has been in use since 2012. It has brought down training costs for both organisations and facilitates the joint training of police officers and firefighters.

Since 2013, the headquarters of Cumbria Constabulary and Cumbria Fire and Rescue Service have been co-located on adjoining sites in Penrith.

Leaders

PCC: Richard Rhodes (Cons)

Chief Constable: Jeremy Graham

Fire and Rescue Authority: Cumbria

Chief Fire Officer: Ian Cartwright

Ambulance: North West Ambulance Service

Chief Executive: Bob Williams

Future Plans

Cumbria Fire and Rescue Service is leading a project to develop a blue-light centre in Ulverston which will incorporate all three emergency services. The constabulary and the fire and rescue service are also actively exploring potential opportunities for joint working under the umbrella of wider collaborative discussions that are taking place between the Force and the County Council.

Derbyshire

Current Collaboration

Collaboration between the emergency services is part of Derbyshire's strategy to improve public services and efficiency. Police and fire are keen to identify and deliver innovative approaches to service delivery, and a recent community consultation recommended that the Fire and Rescue Service should move towards greater collaboration.

Police and fire both currently have dated and costly headquarters, so have agreed to share a new headquarters; this new building is in the post-planning stages of design, and will be built on the site of Derbyshire Police Headquarters at Ripley. The services are seeking central funding to support the project. Importantly, the building will not be divided into police and fire departments, but will be designed around the common functions of both organisations, creating a fully integrated headquarters. The police and fire estates teams have already co-located to deliver this project and will facilitate a more effective and efficient planning process by identifying opportunities for generating further efficiencies and economies of scale.

Leaders

PCC: Alan Charles (Lab)

Chief Constable: Mick Creedon

Fire Authority: Derbyshire

Fire and Rescue Chief Executive: Joy Smith

Ambulance Trust: East Midlands Ambulance Service

Chief Executive: Sue Noyes

Police and fire have agreed the following five principles for closer working at the new headquarters:

1. Developing a culture of joint working between fire and police staff;
2. Ensuring that there are similar expectations of all staff;
3. Ensuring that all staff receive consistent messages;
4. Ensuring that the new building is a catalyst for delivering cost savings;
5. Making the best use of technology to enable effective working.

The success of the shared headquarters will be the first measure of collaboration and will inform future projects and opportunities for collaboration between the emergency services in Derbyshire.

East Midlands Ambulance Service have agreed the following:

1. To share existing buildings or land where appropriate to meet deployment needs and to optimise response times.
2. Secure planning consent for each location.
3. To pay costs appropriate to use.
4. To undertake an on going review to determine the suitability of additional sites.

Future Plans

Police and fire are also developing a joint learning and development facility, to be built on a redundant police vehicle maintenance and driver-training site. The Chief Constable and the Chief Executive of Derbyshire Fire and Rescue Service (DFRS) have held exploratory talks about the possibility of using common assets and are looking at areas where collaboration could drive greater value. Discussions are at an early stage, and firm proposals to put before the PCC and the fire and rescue authority have yet to be developed.

DFRS are also working with East Midlands Ambulance Service (EMAS) to host eight new community ambulance rest and welfare facilities on sites as an initial trial, and will be looking to support future joint plans where assets can be shared to meet the needs of their communities. Discussions are also ongoing with EMAS for plans to co-respond to medical emergencies.

Preliminary discussions are also due to take place between DFRS and the North West Ambulance Service regarding future possible shared sites.



Devon and Cornwall

Current Collaboration

Cornwall County Council plan to build a new tri-service station in Hayle to accommodate its fire and rescue service, the police and the South Western Ambulance Service. The new station in Hayle, which is due to open in 2015, will enable an additional 6,500 people in Hayle to be reached by the fire service within the critical ten minute response time. The co-location project is expected to deliver savings of £100,000 per year and a return of more than £2 million on the investment over its lifespan.

Since 1999, Cornwall Fire and Rescue Service has provided a co-responder service to the community on the Lizard Peninsula. These fire service personnel attend on average 25 life-threatening and non-emergency calls per year, and are raising the profile of the fire and rescue service in rural areas. A faster response to medical emergencies by firefighters, with enhanced medical training, is a clear demonstration of an effective partnership with the ambulance trust.

Regular day-to-day collaboration includes the Street Safe project in Plymouth, under which the police actively work with the ambulance service to treat minor injuries and to take care of people who are drunk, reducing pressure on both hospital beds and police cells. The blue light services also share intelligence to assist in the formulation and assessment of risk and threats (for example in relation to arson and anti-social behaviour). A range of estates collaboration is in place; for example, the police lease land and office space from the fire service in St Columb, Lynton, Plymstock and Axminster. The force has leased space to the South Western Ambulance Service in Looe.

Leaders

PCC: Tony Hogg (Cons)

Chief Constable: Shaun Sawyer

Fire and Rescue Authorities: Devon and Somerset; Cornwall

Chief Fire Officer: Lee Howell (Devon and Somerset); Des Tidbury (Cornwall)

Ambulance: South Western Ambulance Service

Chief Executive: Ken Wenman

Government Supported Projects

Cornwall was successful with a £100,000 bid to DCLG's Transformational Challenge Fund for funding for a tri-service station in Hayle which will accommodate all three blue light services.

Future Plans

Work is currently underway to explore the scope for other towns in the peninsula to adopt integrated neighbourhood teams. Since 2013, the PCC has backed the delivery of the 'Community Capacity Building' initiative, whereby each community has 'go-to' community volunteers, such as a first aider, snow warden, health advocate or special constable, who provide specialist skills. The initiative believes that in an emergency, communities will be more resilient and help to reduce the demand on services. In the longer-term, Cornwall Fire and Rescue Authority hopes to develop a community safety role that will incorporate aspects of the police community support officer and the retained firefighter roles to improve joined-up community safety delivery.

Dorset

Current Collaboration

The Dorset Emergency Services Partnership Initiative was launched in 2007 to modernise the estates of the county's police and fire services. Dorset have one combined fire and police station in Poole, which opened in 2009. Dorset Police and Dorset Fire and Rescue Service work together on joint community safety initiatives known as 'Streetwise' and 'Safewise', which are delivered through a charity and focus on road, fire and health safety from both organisations' perspectives.

A stronger partnership between the emergency services in Dorset is a legacy of the 2012 Olympics. The Local Resilience Forum was especially effective during the recent floods in 2014.

A joint Civil Contingencies Unit is now in place and operating to support the coordination and management of community risk for category 1 and 2 responders across Dorset.

Dorset Fire and Rescue Service operate a co-responding scheme in partnership with the South Western Ambulance Service out of Lyme Regis and Beaminster fire stations which attends around 500 emergency medical calls each year. Following the signing of a revised memorandum of understanding, the potential for further expansion of the co-responder scheme across Dorset is currently being jointly investigated. Collaboration between fire and ambulance is also underway to establish a number of 'facilitated stand-by points' for ambulance crews at fire stations in key areas. Fire station facilities are also shared with the police at a number of locations across the county, including on the island of Portland.

Leaders

PCC: Martyn Underhill (Ind)

Chief Constable: Debbie Simpson

Fire and Rescue Authority: Dorset

Chief Fire Officer: Darran Gunter

Ambulance: South Western
Ambulance Service

Chief Executive: Ken Wenman

Government Supported Projects

Dorset secured £80,400 from the 2013/14 Police Innovation Fund to create a cloud-based platform to establish a transparent, effective and efficient way of working between blue light and local authority partners. This virtual collaboration will enable blue light services to respond to civil emergencies more effectively and share learning experiences in a way that has not been possible with traditional methods.

An estimated 2,000 multi-agency crime, community safety and justice-focused meetings take place in Dorset every year, equating to up to 90,000 working hours, not including travel time or expenses.

Moving to a cloud-based platform and initiating virtual meetings is estimated to offer savings of 15-20%.

Future Plans

Since the most recent spending review, there is a renewed focus on savings through collaboration. The preference is to develop collaboration between police forces due to limited alignment in service delivery with other blue light services and because this is where the most significant savings can be realised. Dorset is exploring a strategic alliance with Devon and Cornwall Police and strengthening its ongoing commitment to collaboration with South West forces.



Durham

Current Collaboration

Durham Police has excellent relations with Durham and Darlington Fire and Rescue Service. Based on a tradition of joint working (critical incident and leadership training), the PCC and fire and rescue authority seek to develop staged opportunities for collaboration to improve quality and efficiency.

In December 2013 a Neighbourhood Policing Team was re-housed from a decommissioned police station to the fire station at Newton Aycliffe (opening pictured) in the centre of the town, which made them more accessible to the public.

Work is also underway to build a new combined police and fire and rescue training centre in County Durham. The training centre will be innovative and will potentially be the first of its kind in the UK, helping to develop a greater understanding of the roles, responsibilities and capabilities of each service at all levels.



Future Plans

Building on these initial steps, the police are reviewing their estates in conjunction with the fire and rescue service to identify further opportunities for collaborative savings.

Leaders

PCC: Ron Hogg (Labour)

Chief Constable: Mike Barton

Fire and Rescue Authority: Durham & Darlington

Chief Executive: Susan Johnson

Ambulance: North East Ambulance Service

Chief Executive: Yvonne Ormston

Government Supported Projects

Durham received funding for two projects through the 2013/14 Precursor Police Innovation Fund.

Durham received almost £600,000 for the establishment of a new combined police and fire and rescue training centre in County Durham. The training centre will be innovative and potentially the first of its kind in the UK. It will develop a greater understanding of the roles, responsibilities and capabilities of each service at all levels.

Durham were also awarded £45,000 to open an operational police station within an existing operational fire station in Newton Aycliffe, County Durham. It facilitates the front counter staff of response officers, neighbourhood officers, PCSOs, crime and justice officers. Revenue savings for the police amount to £78,000 p/a, and the new station is expected to pay for itself within one year.

Current Collaboration

The focus of collaboration between Essex Police and Essex Fire and Rescue Service (EFRS) has been on locating local neighbourhood policing teams at local fire stations.

This has been successfully implemented at four locations: Tiptree, West Mersea, Wivenhoe and Brightlingsea. Essex Police has already received £410,000 from the sale of one building and will save up to £50,000 per annum in reduced maintenance and repair costs from the disposal of the four buildings.

The foundation of this initiative is a strong working relationship between the Chief Officer teams. A shared governance structure and clear strategic intent enabled both executive teams to move swiftly to progress the property sharing.

An early decision was made to accept the costs where they initially fell and to rectify any inequality as the project progressed, which increased the speed of implementation. There was initially some cultural resistance between the two services, but this was quickly addressed by management and the teams soon adapted.

A number of operational collaborative initiatives are also currently in place:

- Cruiser events (Road Safety): an EFRS demo sports car used for engagement to reduce KSIs
- CBRN assessment team have been trained to use Fire Service Breathing Apparatus and have been jointly deployed on chemical suicide and CBRN assessments
- South Woodham Ferrers Fire Station could be shared with the Local Authority as a joint community engagement and intelligence hub in relation to reducing road traffic collisions

Future Plans

Chief Officers are in the earliest stages of scoping other opportunities for collaboration between fire and police, including; greater shared estate, increased joint training, joint control room, public access, transport servicing and business support.

Leaders

PCC: Nick Alston (Cons)

Chief Constable: Steven Kavanagh

Fire and Rescue Authority: Essex

Chief Fire Officer / Chief Executive:
Adam Eckley

Ambulance: East of England
Ambulance Service

Chief Executive: Anthony Marsh

Gloucestershire

Current Collaboration

For over a decade, the tri-service building next to Gloucestershire Police headquarters has housed a control centre and staff from Gloucestershire Police, Gloucestershire Fire and Rescue Service and South Western Ambulance Service. Because the services' duty officers work alongside one another in the same building, this arrangement facilitates better communication and more effective and efficient resource deployment decisions.

In addition to a joint control centre, a joint fleet workshop was constructed nearby to accommodate fire and police technicians alongside one another. These specialist teams work separately but share the building as they maintain their respective fleets.

A road safety partnership has been established between police and fire, with staff being co-located there are also joint approaches to training.

These projects are part of a long-term collaborative estates plan and an ambition to increase joint service provision. They have reduced overheads, improved communication and encouraged closer working.

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

Future Plans

The emergency services are always looking for further opportunities to share services and estates.

Greater Manchester

Current Collaboration

The Civil Contingencies and Resilience Units of Greater Manchester Police (GMP), ten local authorities and representatives of the Fire Service (GMFRS), Ambulance Service (NWS) and the NHS Resilience Team are co-located at the GMP HQ. This places key expert advisers together and adjacent to the primary Command and Control facility, and promotes better and more integrated approaches to collaboration.

A multi-agency Strategic Command Centre is located at GMP HQ, with hard-wired broadband that allows all partners to access their agency IT systems.

GMP's partner agencies have common access to incident command logging systems (CLIO) to increase common situational awareness in managing incidents and jointly planned operations. Led by GMFRS, established Community Risk Intervention Teams deliver prevention services on behalf of all the blue light services and respond to high volume but low priority calls on behalf of the police and ambulance service.

GMP, Mental Health Trusts and other partners have established initiatives across Greater Manchester to provide a better and more joined-up response to people with mental health problems, to ensure they are supported by the most appropriate agency and that recourse to police services is reduced. GMP and NWS have established a joint protocol for the transportation of detained people who have mental health issues.

GMFRS and NWS are routinely embedded in GMP control rooms for major and other joint operations.

Leaders

PCC: Tony Lloyd (Lab)

Chief Constable: Peter Fahy

Fire and Rescue Authority: Greater Manchester (Metropolitan)

Chief Fire Officer / Chief Executive: Steve McGuirk

Ambulance: North West Ambulance Service

Chief Executive: Bob Williams



Irlam Combined Station

There is an ambitious programme of public service reform and joint operational work across GMP, local authorities, other emergency services and other agencies to tackle organised crime, crime families, troubled families and complex dependency.

Joint operations are routinely mounted across Greater Manchester to tackle seasonal spikes in incidents such as antisocial behaviour, arson, domestic abuse and drink-driving.

Stretford ambulance crews are co-located with the GMP and, since summer 2014, Irlam Police, Fire and Ambulance Station has housed all three services. GMFRS provides a base for GMP officers at Whitehill and a GMP detective is seconded to the GMFRS Fire Investigation Team. There is strong regional collaboration between police services in counter-terrorism, protective services and organised crime as well as a joint underwater search team.

There are referral pathways for GPs and NWAS to refer people and places to GMFRS for home safety and fire prevention work.

GMFRS boat teams and NWAS swift water paramedics are trained to work together.

Future Plans

New delivery models, including integrated neighbourhood management, are being developed between GMP, local authorities and others for frontline service delivery, building on foundations for public service reform that are already in place. Joint work addressing troubled families is being expanded and broadened to tackle other complex problems and a broader range of issues.

GMFRS is leading a Transformation Fund 2015/16 bid for all three emergency services to build a shared training facility.

There are plans to embed ambulance control room staff into the GMP control room during Night Time Economy periods to triage the need for ambulance attendance and, where appropriate, to signpost patients to alternative treatment.

Hampshire

Current Collaboration

Hampshire is committed to collaboration through innovation to improve services and performance. On 1st February 2014, the 'H3' legal partnership came into force to share corporate resources (staff and funding) for mutual benefit in delivering support functions for the police, fire and county council.

Functions include an integrated business centre (IBC), which will provide transactional services, procurement, occupational health, property services and facilities management. As part of H3, occupational health was relocated to the fire estate at Eastleigh in August 2014, and many other services will be relocated to the county council estate in due course. The intention is to increase savings and efficiency, improve the quality of services and increase both resilience and capacity. It is estimated that H3 will see combined savings of approximately £4 million per year from reduced duplication and sharing of systems, supervision, accommodation and general economies of scale.

Separate to H3 and as part of the PCC's estates strategy, there is shared occupation of the fire headquarters site through a joint police and fire task force operating to reduce arson. There are also shared facilities at Alresford, Stockbridge and Redbridge fire stations. Two of these locations are also used as ambulance standby points, making them emergency service 'blue light hubs', which successfully promotes joint community engagement and improved partnership working, as well as reducing costs for all partners.

Leaders

PCC: Simon Hayes (Ind)

Chief Constable: Andy Marsh

Fire and Rescue Authorities:
Hampshire; Isle of Wight.

Chief Fire Officer: John Bonney

Ambulance: South Central Ambulance
Service

Chief Executive: Will Hancock

Government Supported Projects

Hampshire Constabulary has received £1.3 million from the Home Office and £500,000 from DCLG to support the H3 project. Hampshire was also successful with a bid of £73,500 to the Home Office in 2014/15 to support the relocation of the force's chief officers to the fire service headquarters.

Future Plans

The fire service joined the IBC in August 2014 and the police will follow in November to complete the fully integrated service. By design, other agencies are able to join H3, and Oxford County Council will join in July 2015. Following a review of the fire estate, plans are in development to convert four more fire stations into joint fire and police bases.

Eight potential 'response hubs' have been identified that could potentially accommodate both police and fire personnel and resources.

Hertfordshire

Current Collaboration

Police and fire have collaborated very effectively at an operational level for many years. The County Community Safety Unit sees police, fire, probation, trading standards and county council staff co-located 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 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.

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.

Leaders

PCC: David Lloyd (Cons)

Chief Constable: Andy Bliss

Fire and Rescue Authority:
Hertfordshire

Chief Fire Officer: Roy Wilsher (also
Chief Executive of PCC's office)

Ambulance: East of England
Ambulance Service

Chief Executive: Anthony Marsh

Future Plans

Police and fire command teams are committed to reviewing and identifying opportunities for further collaboration to maintain the high levels of local service with fewer resources. Areas for consideration include a review of activities to reduce duplication across the emergency services, particularly for repeat, high-risk and vulnerable individuals; continuing partnership working between fire, police and the county council to deliver road safety messages; the development of co-location to maximise estates across the services; and closer collaboration on training facilities and joint agency training.

Opportunities, from simply enabling employees to work from each other's properties through to longer term strategic planning around combining police, fire and ambulance premises, are currently being explored around the use of the police and fire estate.

Roy Wilsher: A Dual Role in Police and Fire

Since April 2013, Hertfordshire's Chief Fire Officer, Roy Wilsher, has been employed as the PCC's Chief Executive. This is the first time that a Chief Fire Officer has worked for a PCC and the county council (which oversees the fire service). It is estimated that the move will have saved £100,000 as the PCC has not had to employ another Chief Executive. It is hoped that the changes will be an important step in bringing the organisations closer together.

Humberside

Current Collaboration

Humberside Police are committed to collaboration with partner organisations to realise improvements in service, to build resilience and to achieve efficiency. Humberside Police has a natural affinity with Humberside Fire and Rescue Service because they share the same boundaries and have a strong operational relationship.

Strong community safety and cultural parallels exist between the two organisations, which has resulted in them working more closely in various ways, including the creation of a 158-strong team of joint police and fire volunteers who deliver a range of services.

Humberside Fire Service supports Yorkshire Ambulance Service by providing Community Medical Aid. Firefighters who have trained in the same way as Community First Responders are strategically located throughout the Humberside and are mobilised in the same way as community (by the ambulance service emergency operations centres), although they have marked vehicles.

Additional recent developments include the agreed provision of a joint fleet management function alongside the vehicle and equipment maintenance agreement.

Leaders

PCC: Matthew Grove (Cons)

Chief Constable: Justine Curran

Fire and Rescue Authority:
Humberside

Chief Fire Officer / Chief Executive:
Dene Sanders

Ambulance Trust: Yorkshire
Ambulance

Chief Executive: Dave Whiting

Future Plans

After a year of negotiation instigated by the PCC, a joint police and fire vehicle workshop will be opened in Melton in December 2014 (see right). The new workshop signifies the importance of overall savings to the public purse, the development of closer relationships and laying the groundwork for a culture of collaboration in the future.

Joint Police/Fire Vehicle Workshop

The new £8.5m facility in Melton will help to deliver year-on-year savings for the two services. The new site will allow Humberside Police to consolidate a number of other departments at seven different sites into one location. The disposal of surplus estate will raise capital to offset the cost of the new facility. Further savings of around £69,000 per year will be realised by housing the collaborative regional Yorkshire and Humber Underwater Search Unit at the new facility.

Kent

Current Collaboration

A vision statement released by Kent's police and fire chiefs states that the two services are 'committed to developing their interoperability to enhance public safety' and will 'develop the quality of our service delivery through a more innovative and creative use of resources and skills that deliver tangible benefits to the people of Kent'.

Kent Police and Kent Fire and Rescue Service (KFRS) have embarked on a joint programme of 'collaboration and innovation', looking at interoperability between the organisations over the next five years. Understanding both services' demand profiles and where they overlap is crucial to this process. The programme consists of four projects: Operational Assets, Collaborative Functions, Proactivity and Demand Reduction, and Community Safety. In April 2012, KFRS relocated its command and control function to the existing police headquarters in Maidstone. By the end of 2014/15, KFRS will be live on the police command and control system, creating the first truly multi-agency command and control system in the country. Savings and improvements in service are being monitored and it is anticipated that the move will create savings of £2.1 million by the end of 2020/21.

Launched in April 2014, the Kent Resilience Team co-locates and fully integrates police, fire and Kent County Council emergency planners in one team, and has the potential for more partners to join. There is evidence of its success, and the door to South East Coast Ambulance Service is always open. Fire response vehicles are equipped with defibrillators to respond to cardiac arrests and other immediately life-threatening calls. Majority-funded by the NHS, Kent Police has permanently adopted joint response vehicles, which have a mental health specialist responding alongside a police officer, between 6pm and 4am seven days a week.

Leaders

PCC: Ann Barnes (Ind)

Chief Constable: Alan Pughsley

Fire and Rescue Authority: Kent and Medway

Chief Executive: Ann Millington

Ambulance: South East Coast Ambulance Service

Chief Executive: Paul Sutton

Future Plans

There is now a joint project team in place, drawn from Kent Police and Kent Fire and Rescue Services, who will be taking forward the significant work of the four projects above. The particular elements in discussion are fleet and maintenance operations, rural engagement, response to road traffic collisions and sharing of premises, particularly looking at placing PCSOs in rural fire stations.

Margate Task Force

In January 2012 the Margate Task Force was formed to tackle a range of community safety and social health challenges in two of the most deprived wards in the UK. Led by a fire service group manager, 14 agencies (including fire, police and health) have completed detailed joint risk and vulnerability assessments and delivered directed interventions to encourage resident participation to tackle on-going problems. It will be evaluated by academics from Canterbury Christ Church University.

Lancashire

Current Collaboration

Lancashire are undertaking a number of projects aimed at reducing demand and providing a more effective service for those with mental health problems:

Mental Health Conveyance: Lancashire Police have in place a regionally agreed protocol for joint work between the North West Ambulance Service (NWAS) aimed at providing appropriate conveyance for people detained under the Mental Health Act. This is a Lancashire-wide initiative.

Criminal Justice Liaison Teams: This force-wide initiative sees the force working in collaboration with Lancashire Care Foundation Trust. Mental health professionals are embedded within custody suites from 8am to 4pm each day. They provide immediate access to current service users' records, which informs the risk assessment in custody. The staff also carry out mental health assessments and can also provide information to the courts on appropriate sentencing options, which may support an offender in preventing re-offending behaviour.

High Intensity Users (HIU) Project: This multi-agency review is in response to frequent calls by the same individuals to multiple agencies. The HIU project aims to identify the needs of frequent callers and to implement appropriate interventions across the emergency services to reduce unnecessary demand. This initiative covers Blackburn, Preston and Lancaster.

Other Collaboration

All three services continue to pursue co-location opportunities, with the police and sure-start sharing one fire station, and the NWAS sharing two fire stations. Joint training exercises are carried out in line with JESIP requirements, improving co-ordination and the effectiveness of emergency response. NWAS and the fire service are also in advanced discussions to deliver a co-responding service.

Future Plans

Street Triage Pilot: This pilot involves the provision of a mobile response unit staffed by the police, the NWAS and mental health services, which will allow for a prompt response to those individuals who may be in acute mental health crisis. The pilot aims to improve outcomes for service users and reduce the demand for all the participating services through a joined-up, earlier intervention, based upon comprehensive data from the three agencies and expert professional advice from multiple disciplines at the scene. This initiative will cover the Preston, Chorley and South Ribble areas.

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: Bob Williams

Leicestershire

Current Collaboration

Leicestershire Police has a tradition of working closely with its colleagues from the fire and ambulance services and the tri-service relationship is strong. Fire and police command teams have met regularly for more than two years, and have been joined in the last year by chief officers from the East Midlands Ambulance Service.

There is a police officer embedded in the fire service to promote collaborative operational work between fire and police. Working with health partners, Leicestershire Police runs a 'triage car' between 10am and 2pm daily, staffed by a police officer and a mental health specialist. This provision seeks to reduce mental health demand at peak times.

Leaders

PCC: Sir Clive Loader (Cons)

Chief Constable: Simon Cole

Fire and Rescue Authorities:

Leicester; Leicestershire and Rutland

Chief Fire Officer / Chief Executive:
Dave Webb

Ambulance: East Midlands
Ambulance Service

Chief Executive: Sue Noyes

Future Plans

The aim is to collaborate where opportunities exist to improve efficiency and the services offered to the public, whether this collaboration is with emergency services, local authorities or other agencies.



Lincolnshire

Current Collaboration

Since 1998, Lincolnshire Fire and Rescue Service (LFRS) has responded to medical emergencies in partnership with the East Midlands Ambulance Service (EMAS). LFRS and EMAS were awarded £491,000 from DCLG's Transformation Challenge Award for 2013/14 to build on this work through the Joint Ambulance Conveyance Project (JCAP).

The project will build on LFRS' current co-responder scheme, run in partnership with EMAS and the Lincolnshire Integrated Voluntary Emergency Service (LIVES), and see on-call fire fighters respond to medical emergencies. The JACP will mobilise co-responders to medical incidents in an ambulance vehicle. At the same time, an EMAS paramedic will also respond to the incident in a fast response car. The paramedic will assess whether the patient needs to go to hospital and, if so, will travel with the patient in the ambulance, providing any necessary treatment en route.

The main difference between current practice and the JACP is that the co-responders will have the capability to convey a patient to hospital, so will not have to wait at the scene until an EMAS ambulance arrives. This collaborative approach will help to support more timely patient conveyance whilst ensuring the highest level of clinical intervention possible, therefore supporting better recovery and improving patients' chances of survival.

Lincolnshire Police and EMAS also operate a Mental Health Triage Car, which enables a better level of service for patients with mental health issues when they come into contact with police. It is staffed by a paramedic and a mental health nurse and is part-funded by Lincolnshire Police.

Leaders

PCC: Alan Hardwick (Ind)

Chief Constable: Neil Rhodes

Fire and Rescue Authority:
Lincolnshire

Chief Fire Officer: Dave Ramscar

Ambulance: East Midlands
Ambulance Service

Chief Executive: Sue Noyes

Government Supported Projects

East Midlands Ambulance Service and Lincolnshire Fire and Rescue Authority were awarded £491,000 from DCLG's Transformation Challenge Award in 2013/14 to develop a joint pilot aimed at enhancing ambulance provision in the county. Collaboration between the fire and ambulance services is helping to meet the increasing demand on the ambulance service.

Future Plans

The JACP pilot will be run from 3 fire stations and last for 12 months. This will allow the concept to be fully tested and a robust evaluation to be undertaken. On completion of the pilot, the outcomes will be assessed and a decision taken as to whether the scheme should be continued and expanded to other areas of the county.

London

Current Collaboration

The Metropolitan Police Service (MPS), London Fire Brigade (LFB) and London Ambulance Service (LAS) have a strong tradition of working closely together at a strategic, tactical and operational level.

There are numerous examples of collaboration to improve service, efficiency, resilience and inter-service relationships:

- London Ambulance Service delivers medical training to the British Transport Police to provide an initial response to incidents on the tube network;
- London Ambulance Service also trains London Fire Brigade trainers in casualty care;
- The City of London Police (CoL) respond to cardiac emergencies with automatic external defibrillator-equipped cars and bicycles - 10-12 defibrillators are in operation in the square mile;
- The Metropolitan Police is rolling out joint response units at peak times in busy London boroughs to reduce and manage demand more effectively on both services. On average, there have been over 450 fewer ambulances dispatched each month, with police savings of over £500,000.

Discussions are ongoing between London Ambulance Service and London Fire Brigade to explore future opportunities for collaboration.

The MPS is very committed to the working relationship it has with the LAS and LFB, as well as with the British Transport Police (BTP) and the CoL police services. The MPS operates the London Resilience Partnership, which acts as a wider mechanism for greater multi-agency cooperation in planning for and responding to large-scale emergencies. The London Resilience Partnership contributes to greater Emergency Services Collaboration.

Future Plans

The Mayor's Office for London has consulted over reforms of the London Fire and Emergency Planning Authority. There is an appetite among Metropolitan and ambulance senior leaders to explore the staged integration of call receipt and dispatch. Integration of IT systems is the primary area for consideration (both front- and back-end; the latter is where substantial savings could be made). Specific attention will be paid to collaborative approaches to mental health demand, high-risk register and misuse of the 999 system.

Leaders

PCC/Mayor: Boris Johnson (Cons)

Commissioner: Bernard Hogan-Howe

Fire and Rescue Authority: London Fire and Emergency Planning Authority (LFEPA)

Chief Fire Officer: Ron Dobson

Ambulance: London Ambulance Service

Chief Executive: Ann Radmore

Merseyside

Current Collaboration

Merseyside Fire and Rescue Service and Merseyside Police have collaboratively built a new £6.6 million joint command and control centre (JCC) at the existing Fire and Rescue Service HQ site.

The project will go fully live in late autumn 2014, and will see both Merseyside Police and Fire and Rescue relocate their call handling and dispatch facilities to the JCC, which will also house a purpose-built strategic and tactical command suite facility that will service the communities of Merseyside.

The contact management function will house a new 100-seat police contact centre, co-located with the fire service's new control room. The JCC also integrates the operational planning functions for police, FRS, ambulance and local authorities.

The JCC is estimated to make significant savings for both organisations. The collaboration also offers the opportunity for increased sharing of expertise and information, plus further savings that might arise through integration and through sharing services in the future.

The facility, with the new Strategic Coordination Centre, has been tested for operational capacity and preparedness during the major JESIP 'Operation Endeavour' exercise, and proved to be an invaluable asset to all organisations and stakeholders.

Police and Ambulance

All patrolling ARV police officers have been up-skilled and equipped to provide emergency medical care, especially in areas where it is unsafe for the ambulance service to work.

Fire and Ambulance

The Fire Service Urban Search and Rescue (USAR) team are co-located with the North West Ambulance Service (NWAS) specialist Hazardous Areas Response Team (HART) at its Croxteth station and training centre. Through working and training together at the same location, the operational response to technical rescue incidents has been significantly enhanced.

Excellent relationships with the NWAS have also resulted in the development of seven shared fire and rescue/ambulance stations at locations across Merseyside

Leaders

PCC: Jane Kennedy (Labour)

Chief Constable: Jon Murphy

Fire and Rescue Authority:
Merseyside

Chief Fire Officer: Dan Stephens

Ambulance: North West Ambulance
Service

Chief Executive: Bob Williams

Future Plans

There is an appetite to build on this first collaborative project – and on the joint strategic and tactical training that occurs between emergency services – by formally integrating procurement and training provision, and reviewing the police and fire estates to discover further co-location opportunities.

Norfolk

Current Collaboration

There is a shared police and fire station in the north of the county at Sheringham, which opened in 2012 to accommodate a number of emergency service teams: local ambulance crews, retained fire-fighters, the neighbourhood policing team and the coastguard. This has increased the efficiencies arising from joint procurement, the eradication of duplication of costs of property management and the reduction of utilities costs through sharing.

Norfolk Constabulary Events Planning Unit and Norfolk Fire and Rescue Service (NFRS) emergency planning are co-located at the police headquarters in Wymondham, while Norfolk Fire and Rescue Service is currently housed at Downham Market Police Station, although this is only a temporary arrangement (see below for the future plan).

East of England Ambulance Service share premises with Norfolk Constabulary at seven sites: Attleborough, Aylsham, Caister, Earlham, Hunstanton, Long Stratton and Sprowston. Meanwhile North Walsham Police Station has a Joint Operations Room for all emergency services, mainly used for north Norfolk incidents and coastal floods. There is a long-established cooperation between Norfolk Fire and Rescue Service and Norfolk Constabulary on arson investigation.

Norfolk and Suffolk were asked to pilot the JESIP training programme. Norfolk police provided the ACPO lead on JESIP, and Norfolk Fire and Rescue Service were asked to chair the final drafting of the JESIP Doctrine. Other areas of collaboration include:

- Hazard Area Search and Rescue/Recovery – Fire teams support police operations in hazardous areas with specialist equipment and skills. This includes working at height, canine support, subsurface (water) operations and warm zone response during a firearms incident.
- Hazardous Material Identification – Norfolk Police and Norfolk Fire and Rescue Service have procured equipment for HAZMAT identification that is both compatible and complimentary to improve a joint response to such incidents.
- Premises/estate sharing – The fire and rescue service's Integrated Risk Management Team are co-locating to the police headquarters, fleet workshops are sharing work, and the police and fire control rooms are improving integration.
- The feasibility of NFRS using the Police Occupational Health department and the fire service mobilising Special Constables, has been assessed by joint thematic reviews, which have also covered such topics as RTC reduction and fire handling out of hour calls on behalf of police.

Future Plans

A cross service project board has been established to identify collaborative opportunities between the blue light services and other departments. Downham Market Police Station is subject to a joint capital bid for a new fire station, which is being developed with an adjoining police station.

Leaders

Norfolk PCC: Steven Bett (Ind)

Chief Constable: Simon Bailey

Fire and Rescue Authority: Norfolk

Chief Fire Officer: Nigel Williams

Ambulance: East of England
Ambulance Service

Chief Executive: Anthony Marsh

North Yorkshire

Current Collaboration

Police and fire are committed to increased collaboration and there is a strong desire to deliver improvements and efficiencies. Since 2013, two community safety programmes have been live in the Dales and East Coast districts. Police and fire work together to provide joint home safety and crime prevention visits. The vision is to create one 'safety service' to reduce the risk of harm.

Police and fire are currently working on two joint programmes, and a plan has been approved to share transport and logistics functions. A business case report identifying the next steps is expected to be produced by September 2014.

An independent assessment of shared support delivery in the county (£20,000 funding from the Home Office) was published in February 2014 (see Government Supported Projects).

Collaboration will be ongoing with governance options, informed by the independent report, being considered.

Leaders

PCC: Julia Mulligan (Cons)

Chief Constable: Dave Jones

Fire and Rescue Authority: North Yorkshire

Chief Fire Officer: Nigel Hutchison

Ambulance: Yorkshire Ambulance Service

Chief Executive: Dave Whiting

Government Supported Projects

North Yorkshire was successful in securing £20,000 from the 2013/14 Precursor Police Innovation Fund to finance an exploration of options for delivering shared support services to the county's Chief Constable, PCC and fire and rescue service.

The project is initially a scoping exercise to develop a model that can be applied force-wide and developed to lead to full fire and police integration in the future.

Overcoming legal/staffing barriers will be a key part of full integration and developing this expertise will help with fuller roll out.

Future Plans

There are plans to roll out 'one safety service' county-wide, subject to an independent review. By the end of 2014, Boroughbridge Police Station will co-locate with the fire service at Boroughbridge Fire Station.

Northamptonshire

Current Collaboration

The PCC aspires to oversee the country's first fully integrated police and fire service, and is looking to include the ambulance service in the longer term.

Work to date has focused mainly on the police and fire services, and a range of training, fleet and logistics matters are now being delivered jointly by the two organisations, reducing costs and improving capacity.

In March 2013 the fire and rescue service's chief fire officer and senior management team moved from their base to the police headquarters at Wootton Hall, which is also shared with the Office of the PCC. In August 2013 Northamptonshire's first co-located operational fire and police station opened in Thrapston as part of a commitment to rationalise estates between the two services.

The newly refurbished station houses officers from the local safer community scheme and retained fire-fighters. A new, fully integrated Prevention and Community Protection Team from police and fire opened in February 2014, and an emergency services cadet scheme has been set up.

A joint operations team has been established which plans all operational activity across police, fire and ambulance from one co-located office. Co-responding also occurs across all rural areas of the county, and the ambulance service have relocated one of their stations to a fire station at Rushden, with more co-locations planned for future.

Fuel stocks are now being shared between police and fire, and fire service specialist resources such as welfare vehicles and robot technology are now shared with police.

Joint operational training and management area now being conducted at the newly established Institute of Community Safety, funded by the PCC and run by the University of Northampton.

Leaders

PCC: Adam Simmonds (Cons)

Chief Constable: Adrian Lee

Fire and Rescue Authority:
Northamptonshire

Chief Fire Officer: Martyn Emberson

Ambulance: East Midlands
Ambulance Service

Chief Executive: Sue Noyes



Government Supported Projects

Northamptonshire received £4.3 million in funding through DCLG's Transformational Challenge Award (£500,000) and the Home Office's Police Innovation Fund (£3.8 million).

The funding will go towards the overall programme of work to integrate police and fire. More specifically, it will aid the development of a new shared headquarters facility, to be completed by 2016, and will fund six projects to convert eight existing fire stations into joint fire and police stations. The funding will also allow more agile working through mobile technology. The programme of work will see the police save £21 million and the fire service £2 million over the next four years.

Future Plans

The PCC's ambition is to create a new operating model for the county's police and fire services. Work is underway to explore what this new model might look like and negotiations are underway to discuss the potential for a shared senior management team in the future. There is also discussion about bringing fleet management together, the development of community hubs and the co-location of more stations.

Northumbria

Current Collaboration

Northumbria Police, Ambulance and Fire and Rescue Services are involved in the Guardian Series 2014, which is a series of five multi-agency training days aimed at improving training and awareness in CBRN response.

The Local Resilience Forum (LRF), chaired by DCC Ashman, encourages collaboration on numerous civil emergency and major incident exercises.

Joint planning is undertaken between the emergency services for major sporting events such as the NUFC v SAFC Derby.

Local neighbourhood police officers are now co-located at Northumberland Fire and Rescue Services' Bellingham Fire Station.

Collaboration between the Police, NHS and the North Eastern Ambulance Service is aiming to improve the support for mental health patients, this work includes a pilot scheme to address response and improve the triage service.

The North East Ambulance Service and the Northumberland Police Firearms Support Unit are involved in joint First Aid Training.

Leaders

PCC: Vera Baird (Lab)

Chief Constable: Sue Sim

Fire and Rescue Authorities:
Northumberland; Tyne and Wear

Chief Fire Officers:

Alex Bennett (Northumberland); Tom Capeling (Tyne and Wear)

Ambulance Trust: North East
Ambulance Service

Chief Executive: Yvonne Ormston

Future Plans

Northumbria Police are exploring further collaboration opportunities with both the fire service and the ambulance service.



Nottinghamshire

Current Collaboration

Nottinghamshire Police has a strong model of collaborative and integrated work with other forces in the region and with local councils, based on economies of scale and improved service and resilience. Police and fire have a good tactical and operational relationship, with joint training (in addition to the JESIP), and are developing a Joint Emergency and Events Planning Team.

The 'Blue Light' Chief Officers met in March 2014 to agree formal terms of reference that will allow them to progress collaboration further through an Interoperability Board, with an identified Assistant Chief Constable as the lead. In April 2014, a new Chief Fire Officer and Fire Command Team took up their posts, which may mark the beginning of a new approach to collaborative working.

There will be more focus on reducing speeding and improving road safety prevention education, with a commitment to working with Nottinghamshire Fire and Rescue Service. There are also discussions with the East Midlands Ambulance Service about sharing parking sites, which may also provide more opportunities for collaboration.

There is a stand-alone fire authority for Nottinghamshire which does not currently prioritise collaboration with the other emergency services. Fire and rescue command and control capability is currently outsourced. The East Midlands Ambulance Service operates within its regional boundaries outside the county. There has, however, been joint planning for interoperability with the East Midlands Ambulance Service and the Fire and Rescue Service at Eastwood.

Leaders

PCC: Paddy Tipping (Labour)

Chief Constable: Chris Eyre

Fire and Rescue Authority:
Nottinghamshire

Chief Fire Officer: John Buckley

Ambulance Trust: East Midlands
Ambulance Service

Chief Executive: Sue Noyes

Future Plans

There is an East Midlands Police and Crime Commissioner's Board which coordinates the business cases for decisions on the future of collaborative working in the region. The Police and Crime Plan argues that there must be ongoing work to build alliances between criminal justice, local authorities, the fire and rescue service, voluntary sector organisations and the private sector in order to explore opportunities for sharing services and co-location opportunities. This is especially important as all agencies strive to meet the challenges of reduced budgets while improving services for communities. Nottinghamshire Police are now keen to develop a more focused strategic approach. They intend to maximise strong relations with neighbouring forces in Northamptonshire and Derbyshire to learn lessons in developing blue light collaboration.

South Yorkshire

Current Collaboration

South Yorkshire Police (SYP) and South Yorkshire Fire and Rescue Service (SYFRS) jointly fund the Lifewise Centre, an interactive experiential film set facility that runs community safety programmes. Both community safety departments are co-located in the centre and jointly task community safety activity.

A new emergency response partnership between SYP, SYFR and the Yorkshire Ambulance Service (YAS) was trialled in spring 2014 and has now been extended to the entire county. SYFR provide assistance, having signed a formal agreement with SYR and YAS, where YAS staff have been called to an emergency and need help to force entry or with medical intervention.

There are also formal agreements in place for YAS to use two fire stations as stand-by ambulance points.

Through the road safety partnership, SYP and SYFR jointly fund and staff a high-performance youth engagement car and motorcycle, and recently launched a hard-hitting schools video, 'Crash', in partnership with Sheffield Hallam University.

SYP provides body shop services to the fire and rescue service and to Humberside Police, and options to extend servicing, maintenance and body shop agreements are being explored. As part of a previous support services review, driving resources are also shared with the SYP. SYP and South Yorkshire Fire and Rescue Service also share command and welfare vehicles. All three emergency services have formal agreements in place through the Local Resilience Forum for critical incident management, searching for missing persons, CBRN response and other types of incident. SYFR also has an agreement with Mountain Rescue for rescues in the Peak Park.

Future Plans

SYFRS have submitted a bid for DCLG Transformation Funding for a project to combine Police and Fire resources in Maltby, Rotherham, on one site – the fire station would close and would relocate to the existing police station. A decision is expected in October 2014.

Joint patrols by police response units and paramedics in the night time economy are being trialled.

Leaders

PCC: Alan Billings (Lab)

Chief Constable: David Crompton

Fire and Rescue Authority: South Yorkshire

Chief Fire Officers: Jamie Courtney

Ambulance: Yorkshire Ambulance Service

Chief Executive: David Whitting

Staffordshire

Current Collaboration

Staffordshire Police has a strong collaborative approach to service delivery with the county's fire and rescue service. Police and fire command teams meet regularly, and the services engage in joint operational training and delivery in areas such as critical incidents, licensing and community safety.

Since 2010, both organisations have run a joint supplies unit and an internal postal service, co-located in a fire and rescue service facility at Stone. Recommendations from a recent review will transform these co-located units into one fully integrated joint department. For the last two years, occupational health has been provided for both services by police staff in a building in Stafford owned by the fire and rescue service.

Staffordshire Civil Contingencies Unit meets monthly to ensure all areas of emergency preparedness and special operations dovetail between the three services and that office space is shared on permanent basis.

Leaders

PCC: Matthew Ellis (Cons)

Chief Constable: Jane Sawyers

Fire and Rescue Authority:
Staffordshire

Chief Fire Officer: Peter Dartford

Ambulance: West Midlands
Ambulance Service

Chief Executive: Anthony Marsh

Future Plans

In a rural area of the county, a proposal is being developed to extend a fire station to accommodate fire, ambulance and police personnel. If successful, this might offer a model for further consolidation of estates and services to improve public service delivery.

There are 32 sites where the ambulance and fire services share premises, which shows a strong commitment to collaboration now and in the future. Following the promising results of these collaborative projects, there is an appetite to explore greater integration of the fire and police services in the future.

Both services are currently working on a detailed business case for a Shared Transportation Hub, which would facilitate the maintenance and procurement of the fleets of light and heavy vehicles of both organisations. The business case will expand on the investment made by Staffordshire Fire and Rescue Service in their Trentham Lakes workshop site. In addition to the involvement of the fire and rescue service and the police force, Stoke City Council have expressed a desire to be involved when it suits their organisational needs. This will enhance the service to both organisations, allow for efficiencies to be introduced and provide further opportunities for collaboration.

Current Collaboration

Suffolk takes the approach that collaboration and better alignment between organisations is the key to the transformation and delivery of effective and efficient public services that provide better outcomes for individuals and communities. Emergency services collaboration in Suffolk is a shared ambition.

In 2013, Suffolk Fire and Rescue Authority discussed options to collaborate more closely with the PCC and Chief Constable to build on recent agreements to share the estates infrastructure. To date there are four shared fire/police stations in Suffolk at Debenham, Elmswell, Framlingham and Ixworth, each accommodating retained fire fighters and safer neighbourhood teams. Building work has started on a fifth shared facility at Woodbridge fire station, the largest scheme so far. All the shared stations include public access facilities. This approach has increased efficiencies and reduced costs while preserving emergency services presence in rural communities.

The ambition is not limited to sharing buildings and interoperability to improve the effectiveness of emergency services response. Ongoing discussions have also led to developing plans for a joint fire, police and county council approach to community safety, driver training, police use of the fire service training centre, occupational health and several other areas.

Leaders

PCC: Tim Passmore (Cons)

Chief Constable: Douglas Paxton

Fire and Rescue Authority: Suffolk

Chief Fire Officer: Mark Hardingham

Ambulance: East of England
Ambulance Service

Chief Executive: Anthony Marsh

Future Plans

Suffolk have ambitious plans for fire, police and ambulance services. These include the potential to share facilities with the police at up to a further six fire stations and with the ambulance service at up to ten further fire stations. A joint approach to public access will mean that emergency service staff are able to facilitate improved public engagement to community facilities. Suffolk are exploring a joint police/fire approach to local youth engagement and diversion schemes to capitalise on the wider 'Suffolk' approach. A joint approach to prevention and community safety will see police, fire and county council community initiatives tailored to meet local demand.

Government Supported Projects

Suffolk were awarded £60,000 from DCLG to support plans for a further six joint fire and police stations. Total savings over ten years are estimated to be £1.8 million. Suffolk were also awarded £413,250 from the Home Office's Police Innovation Fund for 2014/15. This will facilitate the opening of a shared police and fire station at the existing Woodbridge Fire Station. Savings of around £25,000 per year will see the project effectively pay for itself within 21 years.

Surrey and Sussex

Current Collaboration

Surrey and Sussex are looking to reduce the overlap between the emergency services and improve performance by aligning their resources to cope better with demand. Surrey is part of the Government's Public Services Transformation Network (PSTN) and is working in partnership with Sussex Police, Surrey Fire and Rescue Service, Surrey County Council, East Sussex Fire and Rescue, West Sussex Fire and Rescue and South East Coast Ambulance Service. The collaboration is working together to improve services to the public, reduce costs, increase resilience, reduce overlap in service provision and increase the services' ability to better align resources to demand. Their approach is 'to get the right help to the public, faster, and deliver better outcomes for the people we serve'. There is a multi-agency unit, staffed by operational leads, that focuses on collaboration. The heads of the six emergency services meet quarterly.

Leaders

Surrey PCC: Kevin Hurley (Ind)

Chief Constable: Lynne Owens (also National Policing Lead for Emergency Services Collaboration)

Fire and Rescue Authority: Surrey

Chief Fire Officer: Russell Pearson

Ambulance: South East Coast Ambulance Service

Sussex PCC: Katy Bourne (Cons)

Chief Constable: Giles York

Fire and Rescue Authority: East Sussex; West Sussex

Chief Fire Officers: Des Prichard (East Sussex); Sean Ruth (West Sussex)

Ambulance: South East Coast Ambulance Service

Chief Executive: Paul Sutton

Government Supported Projects

Surrey were successful in their bid to the Police Innovation Fund for £750,000 to develop the Multi-agency Information Transfer (MAIT) programme with the fire and rescue service. The project involves all the emergency services across Surrey and Sussex. The MAIT programme will enable Surrey to establish an electronic connection between existing command and control systems, reducing the current four-minute delay in transferring calls to the fire service to a delay of only seconds. It is estimated that this will save 7,500 operator hours per year. The scheme will see a fully integrated joint contact and control centre, amalgamating 13 contact centres and 1,000 staff. East Sussex County Council, Surrey County Council and their fire and rescue authorities received £750,000 from DCLG for the implementation of shared services.

Future Plans

There are plans to pilot a new process across all blue light partners in Surrey and Sussex to manage hoax and persistent callers. There are also plans for Surrey's police and fire services to share missing persons information. Other collaborative efforts include plans for joint operational response and tasking, joint operational support and back office functions and a joint preventative approach in order to reduce demand on all three emergency services.

Thames Valley

Current Collaboration

Buckinghamshire Fire and Rescue Service have been running a co-responding scheme in collaboration with South Central Ambulance Service (SCAS) from Great Missenden fire station since 2011. In April 2014 they commenced three new pilots at the Amersham/Chesham, Marlow and High Wycombe stations. High Wycombe currently averages 100 co-responder calls a month, with the majority of calls responding to elderly residents, cardiac arrests, breathing difficulties and injuries from falls. All training, including medical and driving, is provided by the SCAS, which has provided the fire and rescue service with a purpose built co-responder car.

Co-responding has enabled SCAS to meet their demands to provide immediate basic life-saving care within eight minutes of receiving an emergency call, and communities of South Buckinghamshire are receiving an enhanced service. Firefighters attended 185 medical emergencies in March 2014. In July 2014 the fire and rescue service's co-responding work won an award for innovation and excellence in public service risk management at the annual awards organised by Alarm, the public risk management association.

Following a review of the memorandum of understanding between them, Buckinghamshire Fire and Rescue Service and SCAS have agreed to continue providing co-responder schemes with the fire service in Buckinghamshire.

Leaders

PCC: Anthony Stansfeld (Cons)

Chief Constable: Sara Thornton

Fire and Rescue Authorities: Royal Berkshire; Buckinghamshire and Milton Keynes; Oxfordshire.

Chief Fire Officers: Andy Fry (Royal Berkshire); Mark Jones (Buckinghamshire and Milton Keynes); Dave Etheridge (Oxfordshire)

Ambulance: South Central Ambulance Service

Chief Executive: Will Hancock

Future Plans

This joint initiative opens opportunities for the two organisations to enhance and expand the current co-responding scheme. The fire service will be able to further assist the ambulance trust in its efforts to attend at least 75% of immediately life-threatening incidents across the county within eight minutes. This will be particularly beneficial in the more remote towns and villages where there are no frontline ambulance stations, but there are retained duty system fire stations and on-call firefighters. This is crucial for reducing casualties, because the speedy arrival of medical assistance can greatly affect the outcome of an emergency incident.



Wales (North)

Current Collaboration (North Wales)

There is a tradition of collaboration between North Wales Police and the other blue light services. In 2006, the police and North Wales Fire and Rescue merged their estates management functions, with the police taking responsibility for both estates, supported by four members of fire staff. The merger has led to reduced spending on contractors and greater in-house resilience. It is agreed in the service level agreement that the arrangement is not for profit.

Standards have improved and contracts are combined, although procurement and financial management systems remain separate. The estates manager reports to both the force's business services director and Deputy Chief Fire Officer, and is accountable to the PCC and fire and rescue authority for estate expenditure.

A joint police and fire communications centre in St Asaph opened to the police in January 2006, and they were joined by fire in October 2008. The Welsh Ambulance Service has deployment sites at numerous fire stations across North Wales. Two new joint police and fire stations will commence construction at Nefyn and Tywyn during 2014, and a joint £10m fire and ambulance station is planned for Wrexham, with the possibility that management will be contracted to the police estates manager.

Future Plans (North Wales)

North Wales Police is open to collaborative opportunities as they present themselves (e.g. fleet management opportunities are being explored), and not just with the other emergency services. There has been limited tangible financial benefit to the police, although there have been capital savings and an improved working relationship with the other emergency services at an operational level, at local stations and also within the Joint Arson Reduction Team based at Colwyn Bay.

The North Wales Police are currently looking for collaborative opportunities on an All-Wales basis as well as within the North West Region. An in-force Collaboration Board chaired by the Deputy Chief Constable will determine areas for collaboration on a business case basis. These opportunities are not limited to collaboration with other police forces, and opportunities with other blue light services, local authorities and private sector partners will be considered.

Leaders

Dyfed Powys PCC: Christopher Salmon (Cons);

Gwent PCC: Ian Johnston (Ind);

North Wales PCC: Winston Roddick (Ind);

South Wales PCC: Alun Michael (Lab)

Dyfed Powys Chief Constable: Simon Prince;

Gwent CC: Jeff Farrar;

North Wales CC: Mark Polin

South Wales CC: Peter Vaughan

Fire and Rescue Authorities: Mid and West Wales; North Wales; South Wales

Chief Fire Officers: Chris Davies (Mid and West Wales); Simon Smith (North Wales); Huw Jakeway (South Wales)

Ambulance Service Trust: Welsh Ambulance Service

Chief Executive: Tracy Myhill

Wales (South)

Current Collaboration: South Wales and Gwent

The Multi-agency Information Transfer (MAIT) project began with a desire to increase the accuracy of the public sector addresses database. In 2011, the challenge was to create a single, accurate and comprehensive data set for all public services. The ambition for the project has since grown, and the goal is now to make this data set underpin the emergency services' command and control systems and form the basis of electronic incident sharing through a common unique identifier.

Using a single, centrally held but locally maintained dataset enables the many public sector agencies to make savings by eliminating their overheads and the administrative burden they sustain as a result of existing property datasets being inconsistent, incomplete or duplicated, or because addresses no longer exist. In 2012, a successful pilot involving the South Wales Fire and Rescue Service, the Gwent Police and the Newport City Council used an intelligence 'hub' to exchange information based on a common unique reference number, which enabled savings to be quantified: reducing the telephone transfer time of an incident from over four minutes to 16 seconds saved 18,000 hours per year across the emergency services in Wales. Future integration with Local Government and the Single Non-Emergency Number (101) will at least double this saving. The introduction of video or picture files, health and safety flags, and health related information offers unprecedented amount of detail and accuracy for every incident.

Three working groups, involving all three emergency services, have driven progress. Crucially, this project has been a catalyst to engage the Welsh blue light services, four police forces, three fire and rescue services and one ambulance service, in conversation.

Work has begun on a new Joint Public Service Centre, a joint operational control room that will merge South Wales FRS, Mid and West FRS and South Wales Police. As well as saving a predicted £1 million per year, the centres' new technology will allow the emergency services to accurately locate callers in distress by using their GPS enabled phone.

South Wales fire and police undertake regular joint prevention campaigns, such as reducing arson, through the Fire Crime Unit.

Government Supported Projects

Dyfed Powys Police received £95,500 from the Home Office in 2014/15 for the development of the MAIT programme for the force and other blue light services. Their project will ensure that the force establishes a proven, long term and scalable solution to secure multi-agency electronic information exchange, setting the connectivity and data standards for wider integration and becoming the vanguard for public service improvement, demonstrating clear benefits to service providers and citizens.

Future Plans

The British Association of Public Safety Officials, the Cabinet Office and other forces are interested in establishing a nationally-resilient infrastructure of MAIT hubs to improve performance, information sharing and efficiency.

Wales (Mid and West)

Current Collaboration: Mid and West Wales

Dyfed Powys Police Station, Her Majesty's Courts and Tribunal Service at Llandrindod Wells and a Mid and West Wales (MAWW) Fire station are located in a jointly built premises. It is a shared building and has led to increased collaborative working and information sharing. Mid and West Wales also have two joint police and fire stations and three joint fire and ambulance stations.

Mid and West Wales Fire and Rescue Service (MAWWFRS) also have 13 co-responding fire stations, set up in collaboration with the Welsh Ambulance Service, which provide lifesaving medical responses to local communities. The aim of a co-responder team is to preserve life until the arrival of either a Rapid Response Vehicle (RRV) or an EMS vehicle. Co-responder vehicles are equipped with oxygen and automatic external defibrillation (AED) equipment. Between 2009/10 and 2013/14 they have attended 6437 co-responder incidents. There is also collaboration between the Community Fire Safety and Mental Health Teams design to educate and train Community Mental Health teams to refer vulnerable patients for Home Fire Safety Checks (HFSCs) and to undertake them on behalf of the service.

The Rural and Forestry Team (RAFT) is a collaboration with South Wales Police and Natural Resources Wales which provides an off-road bike team that target anti-social and fire setting behaviour in the mountain and forestry areas around Neath Port Talbot.

National Fire Service Collaboration

All three Welsh Fire and Rescue Services collaborate on a number of projects and tenders to provide more joined up services and financial savings. For example, the Wales Inland Water Group brings together the fire, police, ambulance, voluntary services, the Welsh Government, the coastguard and the military to create a collaborative approach to inland water rescue and flooding response.

Future Plans

The building of the joint control centre is a major project between South Wales FRS, Mid and West Wales FRS and South Wales Police.

Warwickshire and West Mercia

Current Collaboration

Warwickshire and West Mercia police forces, in conjunction with Warwickshire, Shropshire, and Hereford and Worcester Fire and Rescue Service, are pursuing collaborative projects, however, the need to co-ordinate so many agencies can make collaboration challenging. There is a tradition of collaboration between the emergency services: ambulances using police facilities while waiting for calls, the twice-yearly blue light Chief Officers' meeting to discuss interoperability and strategic direction, a joint Police and Fire Event Management Team, and multi-agency tactical and operational training.

Police and fire joint high-visibility patrols are 'business as usual' in Telford and other areas. Fire safety and crime prevention advice is delivered to the public, and youth engagement initiatives and anti-social behaviour patrols have been initiated.

As both forces develop plans for a single contact management centre, the fire and rescue services remain integral to the project management board so they can join the project at any time. Police and fire are also reviewing their estates. The first purpose-built police/fire station at Bromsgrove opened in April 2014.

Multi-agency days of action are held across Shropshire, led by the bronze level tasking groups. These action days focus on all aspects of community safety and crime reduction. Joint training is undertaken on fire service premises with West Mercia Police, as well as independent police exercises for specific training scenarios, such as search and detain.

West Midlands Ambulance Service delivers first aid training to the fire and rescue service, and there is joint training with HART teams at the training centre in Telford.

Leaders

West Mercia PCC: Bill Longmore (Ind)
Chief Constable: David Shaw
Fire and Rescue Authorities:
Shropshire; Hereford and Worcester
Chief Fire Officers: John Redmond
(Shropshire); Mark Yates (Hove and
Worcester)
Ambulance: West Midlands
Ambulance Service
Chief Executive: Anthony Marsh

Warwickshire PCC: Ron Ball (Ind)
Chief Constable: Andy Parker
Fire and Rescue Authority:
Warwickshire
Chief Fire Officer: Andy Hickmott
Ambulance: West Midlands
Ambulance Service

Government Supported Projects

Warwickshire and West Mercia were successful with a £1.6 million bid to the Home Office to deliver a single contact management facility for the fire and rescue service. The forces will also receive £216,000 in 2014/15 to scope plans for a single company to manage its public sector estate.

Future Plans

All services wish to continue this staged approach to collaboration, building relationships with agencies with shared strategic goals and continuing the same pace of change in order to make the required financial savings. Shropshire FRS are leading discussions looking at the possibility of sharing control centres, incorporating CCTV and out-of-hours calls. Co-location of Neighbourhood Policing Teams at retained fire stations is also an option. As they progress along this path, an invitation remains open to the other blue light services to collaborate.



West Midlands

Current Collaboration

In October 2012, West Midlands Fire and Rescue Service and West Midlands Ambulance Service formally agreed to co-locate. Ambulances and rapid response vehicles will be based at 35 fire service sites. This will allow them to deliver better value for money while maintaining high standards of service for their communities. In addition, the initiative will also enable West Midlands Ambulance Service to provide a faster response to incidents by dramatically increasing the number of ambulance bases.

Most recently, in May 2014, ambulance staff moved 1.5 miles from a base they had used for over 60 years to a newly refurbished hub on the site of Aston Fire Station. The two teams are planning joint exercises to further improve their interoperability and hope to learn from one another. Aston Fire Station has been identified as Birmingham's 'City Centre Hub' which will accommodate up to 70 ambulance personnel and 9 ambulances in an unused fire safety building. This is an interim arrangement and is part of their asset strategy.

Leaders

PCC: David Jamieson (Lab)

Chief Constable: Chris Sims

Fire and Rescue Authority: West Midlands

Chief Fire Officer: Phil Loach

Ambulance: West Midlands Ambulance Service

Chief Executive: Anthony Marsh

Future Plans

Birmingham Multi-agency Emergency Service Unit meets monthly to ensure all areas of emergency preparedness and special operations dovetail with each other between the three services. There is a strong working relationship that is demonstrated through operational training, testing and exercising.

West Midlands Fire and Rescue Service is exploring options with West Midlands Ambulance Service for a new, shared fire and ambulance station to replace the existing site at Aston, which the two services could potentially move into in around three years' time.



West Yorkshire

Current Collaboration

West Yorkshire Police and West Yorkshire Fire and Rescue Service (WYFES) have a strong collaborative relationship, and their relationships at both Chief Officer and District Commander levels breed an innovative approach to collaboration. The Chief Officers meet on a monthly basis. Key to progress has been the appointment of a strategic collaboration lead and focusing on the common characteristics of both services' strategic plans and operating models.

In West Yorkshire, three fire stations are shared. The newly built Pontefract fire station accommodates West Yorkshire Fire and Rescue Service and West Yorkshire Police Local Neighbourhood Police Team. Yorkshire Ambulance Service also locate their crew and fast response vehicles here. Castleford fire station is a recently refurbished co-shared fire station, and was designed to accommodate the local neighbourhood police team. Normanton fire station houses Yorkshire Ambulance Service personnel and a fast response vehicle.

All co-sharing initiatives have resulted in significant accommodations savings to the agencies that share the fire service premises and have provided revenue income to WYFRS. In future, whenever fire stations are built or merged, the tri-service group will discuss co-sharing opportunities. At Haworth, parish council staff and volunteers are relocating to the fire station, where a special constable and police community support officer will also be based. This will provide a truly community-based hub which will protect and enhance the emergency services' presence in the heart of a small rural village.

Leaders

PCC: Mark Burns-Williamson (Labour)

Chief Constable: Mark Gilmore

Fire and Rescue Authority: West Yorkshire

Chief Fire Officer / Chief Executive: Simon Pilling

Ambulance: Yorkshire Ambulance Service

Chief Executive: Dave Whiting

Future Plans

The next planned service merger is the Weetwood collaboration project, which will take co-sharing to the next level. WYFRS intends to purchase land and build a new fire station to replace two current stations in the Weetwood area of Leeds. West Yorkshire Police and Leeds County Council are part of the collaboration team who hope to relocate to this site and integrate their services to work in a smarter and more cost effective way. This new collaboration centre offers real opportunities to share intelligence across the agencies and identify vulnerable people, ensuring a focus on prevention through proactive interventions including home fire safety checks, road safety, crime prevention and social care, supported by bespoke educational programmes.

Current Collaboration

Wiltshire offers an opportunity to learn lessons. In 2011, Wiltshire's emergency services attempted to create a combined call/communications new-build facility in Devizes. Fire and ambulance withdrew from the project due to costs and a policy of realignment to regional (rather than local) collaboration. This facility now only accommodates police.

Wiltshire Police believes strongly in collaboration to maintain and improve local service provision, but, rather than the emergency services, Wiltshire Council is now their primary partner. This local collaboration with the council complements inter-force collaboration to deliver efficiencies in protective services across the region. Both fire and ambulance could easily join in the future. For 12 months, there has been a Strategic Partnership between the police and the council (and recently with the health agencies as well).

300 premises are being consolidated into 20 Community Campuses, providing police, council services, primary healthcare and leisure facilities. In October 2014, a joint facility at Corsham is due to open.

The next step is the radical integration of many police and council support functions, including HR, finance, corporate communications, estates, fleet and IT. The staged transfer of police staff to the council is a central element of the integration of support services. In February 2014, the Home Office granted permission for the Stage Two Transfer of approximately 200 police staff to council employment.

Leaders

PCC: Angus Macpherson (Cons)

Chief Constable: Patrick Geenty

Fire and Rescue Authority: Wiltshire and Swindon

Chief Fire Officer: Simon Routh-Jones

Ambulance: South Western Ambulance Service

Chief Executive: Ken Wenman

Collaboration success between the Police and Council

'Three Hub Strategy': since 2010, 95 council facilities have been consolidated into three public service hubs - County Hall (Trowbridge), Bourne Hill (Salisbury), and Monkton Park (Chippenham). 100 neighbourhood and response police officers are based at Monkton Park and 100 police staff are due to relocate to Bourne Hill in October 2014. This programme will bring a capital gain of £110m over 25 years and £5m in revenue savings.

IT-enabled Communication System: to overcome barriers of geography and communication between partners at all levels, an advanced and interactive video conferencing facility ('Link 2013') was introduced.