

## Scrutiny Committee

**7 February 2017**

### Suffolk Fire and Rescue Service Improving Services Through Collaboration

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<b>Date Submitted:</b>	20 January 2017

#### Introduction

1. This report provides the Committee with an opportunity to consider how Suffolk Fire and Rescue Service (SFRS) is collaborating with blue light services and other public sector partners to increase efficiency and effectiveness, maximise available resources, enhance local resilience and to improve the service delivered to the public.
2. The information below has been provided by the Chief Fire Officer in response to the key questions set out in paragraph 3 of the covering report.

#### a) What are the implications of the Policing and Crime Bill?

3. The Policing and Crime Bill was introduced to the House of Commons on 10 February 2016. The Bill had its third reading at the House of Lords on 19 December 2016 and is expected to receive Royal Assent in early 2017.
4. The Bill will further reform policing and enable potential changes to the governance of fire and rescue services. The Government intend that the changes will build capability, improve efficiency, increase public confidence and further enhance local accountability.
5. The main provisions that will impact on fire and rescue services will be:
  - Make provision for collaboration between emergency services through formal collaboration agreements that will set out how the parties will work together in discharging their function.

- Make provision for the Police and Crime Commissioner to be the Fire and Rescue Authority.
6. Once the Bill receives Royal Assent then the fire authority will fully consider the broader implications for the fire and rescue service.

## **b) How is the Fire Service collaborating with other blue light services in Suffolk?**

7. SFRS has an established track record of collaboration with other blue light services and public sector partners in Suffolk. Success to date has been supported by the commitment of elected members, strategic managers, project staff and national guidance. The breadth of this collaborative work is summarised below under the three areas of Prevention, Operations and Estates.

### **Prevention**

#### Co-located Community Safety Teams

8. A review in 2014/15 led to the relocation of the fire and rescue service's prevention / community safety team to Landmark House where it is co-located with the police and county council community safety teams.
9. The teams now work much more closely to ensure their work is targeted to those who are considered to be the most at risk across Suffolk. For example, fire service staff and volunteers carry out Safer Home Visits for vulnerable people, fit smoke detectors and provide advice on other issues such as safety, security and wellbeing. This has now extended to further work with the police, with fire service staff providing enhanced Safer Home Visits to people at risk of domestic violence or hate crimes.

#### Emergency Service Cadets

10. The Emergency Service Cadets is a partnership cadet scheme combining fire and police services. It combines the skills and positive attitudes of both services to support and develop young people in Suffolk. The scheme teaches important life skills such as team work, citizenship, community, confidence and self-esteem, health and also provides an insight into a career with the emergency services. The scheme currently operates in Haverhill, Lowestoft and Bury St Edmunds for up to 25 cadets, aged 13 to 18, who meet for two hours each week.

### **Operations**

#### 999 Emergency Incidents

11. Police, fire and ambulance services have a long established track record of successfully working together every day, responding to a wide variety of 999 emergency calls. The expertise brought by personnel from each organisation is developed through joint training and exercising.
12. This has recently been supplemented by a new collaboration between firefighters and paramedics. Approximately 100 firefighters crewing nine fire engines from five fire stations now respond with ambulance paramedics and community first responders to 'Red-One' medical emergencies (cardiac arrest, not including paediatric and trauma cases). The firefighters are based at the fire stations in Lowestoft, Haverhill, Felixstowe, Long Melford and Sudbury.

13. The firefighters have received additional training from the ambulance service on how to deal with cardiac arrests and on new equipment that has been provided for the purpose. The project is part of a national trial and is encompassed within a regional memorandum of understanding. Based on current figures the firefighters at the five trial fire stations are expected to respond, in total, to approximately 500 co-responding calls each year.

#### Joint Emergency Services Interoperability Programme

14. The findings from a number of reviews of major national emergencies and disasters made clear that the emergency services carry out their individual roles efficiently and professionally. However, there were some common themes relating to joint working where nationally led improvement was needed.
15. In 2014 this led to the Home Office establishing the Joint Emergency Services Interoperability Programme (JESIP) chaired by the then Home Secretary Theresa May to address these issues. The Programme is supported by the Cabinet Office, Department of Health and Department for Communities and Local Government and has emergency service leadership through the Chief Fire Officer's Association, National Police Chiefs Council and Association of Ambulance Chief Executives.
16. This approach to incident management has now been embedded in all emergency service's operational guidance, training, exercising and operational response. Emergency services in Suffolk have worked together to embed the JESIP model and improve the way we work together when attending the same emergency.

#### Emergency Response and Contingency Planning

17. The Suffolk Local Resilience Forum (LRF) is made up of category 1 and 2 responders as defined by the Civil Contingencies Act 2004. The fire, police and ambulance services are all category 1 responders and have statutory duties placed on them by the Civil Contingencies Act, as well as a range of emergency planning, response and business continuity responsibilities based around their respective statutory functions. The LRF promotes co-ordination, training, exercising and planning for a variety of significant risks that have been identified both nationally and locally.
18. The most recent example of this was the east coast tidal surge in January 2017. Emergency services worked in collaboration with many other agencies and bodies to provide a co-ordinated response to the flood risk presented by the surge, the most serious since 2013.
19. Suffolk's fire, police and ambulance services have established a cadre of National Inter-Agency Liaison Officers. The role of these officers is to bridge the gap between the emergency services and partner agencies in extreme or emerging threat environments such as terrorist events. They enhance the collective service's response to major or critical incidents.

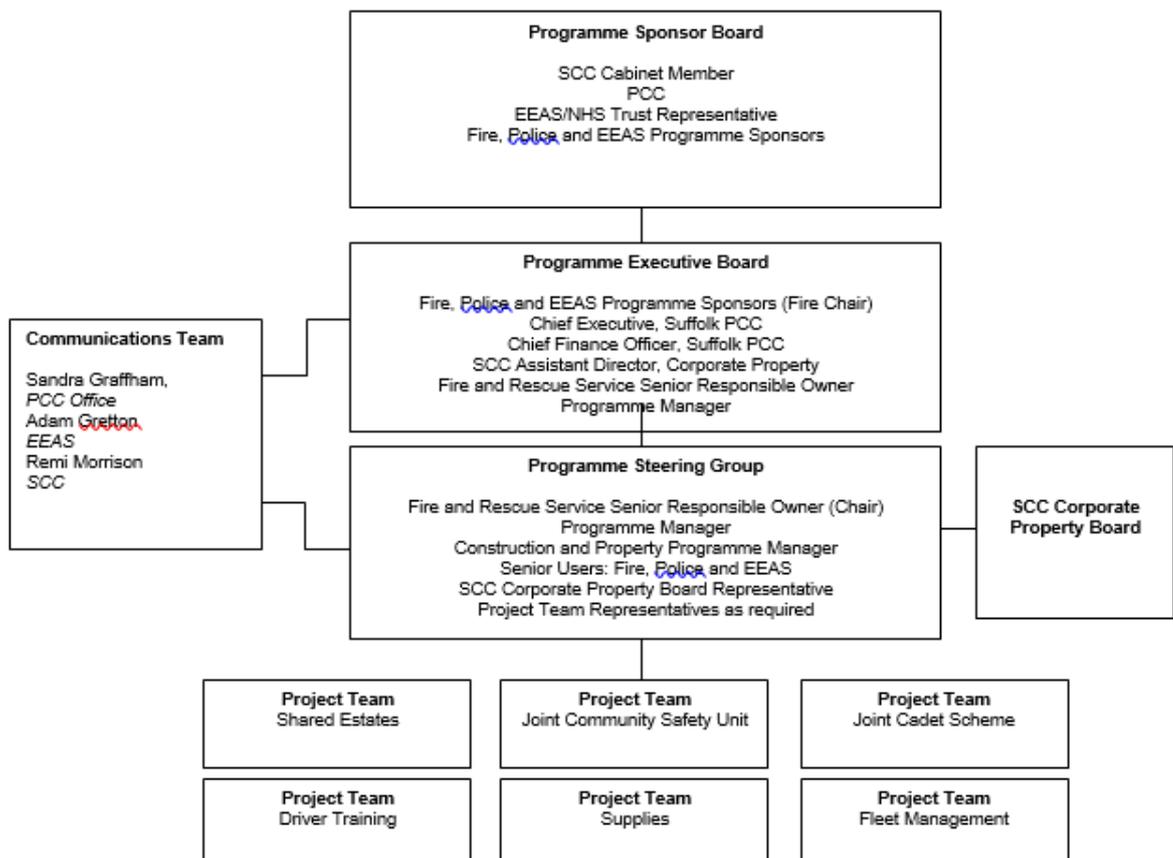
#### **Estates**

20. Work to support a single public sector estate between emergency services has been in place for several years. SFRS currently share six stations with the Police and four with the Ambulance Service. A further nine stations have been identified as future shared sites. More detail on the emergency service estates programme is provided later in the report.

**c) What evidence is available to demonstrate the factors which underpin successful blue light collaboration?**

**Governance**

21. To ensure Suffolk embraces the ambitions of the Government and demonstrates strong governance, emergency service partners established the Blue Light Collaboration Programme. The purpose of the arrangements was to promote collaboration and mitigate challenges that might arise. The governance structure is set out below:



- 22. The Programme Sponsor Board provides political oversight and direction for the work taking place across the respective emergency services.
- 23. The Programme Executive Board has overall responsibility for the programme and for ensuring that the agreed outcomes and benefits are delivered in line with the programme plans, priorities and costs. Members of the Programme Executive Board are accountable to their own organisation and are responsible for the allocation and management of internal resources to the programme.
- 24. The Programme Steering Group is responsible for driving the programme and the delivery of programme outcomes and benefits in line with the plans and priorities agreed by the Programme Executive Board.
- 25. The early adoption of a formal governance structure has ensured that challenges and barriers to the successful delivery of the programme have been minimised. In addition, the support of elected members and strategic managers has provided the project with leadership and commitment at the highest level.

## **Leadership**

26. At a national level, Government have been clear in their draft Policing and Crime Bill that emergency services collaboration remains at the centre of their plans for future service provision.
27. The national Emergency Services Collaboration Working Group was formed in September 2014 and provides strategic leadership and coordination to drive and improve emergency service collaboration across England and Wales. The group comprises senior leaders from the Association of Ambulance Chief Executives, The National Police Chiefs' Council, Association of Police and Crime Commissioners, College of Policing, Chief Fire Officers Association, the Local Government Association and the Maritime and Coastguard Agency.
28. In Suffolk there is strong political and officer leadership provided both inside and outside of the collaboration governance arrangements set out previously. The Cabinet Member for Environment and Public Protection and the Police and Crime Commissioner meet regularly, as do the Chief Officers and their respective senior management teams. Visible internal and community leadership to the collaboration is provided through arrangements for various collaboration publicity events such as; blue light station building works starting; ceremonial openings; launches of initiatives such as co-responding; and award events such as the Police and Emergency Services Annual Cadet Awards Ceremony.
29. Of course, leadership on its own does not deliver the actual collaboration work on the ground and fire, police and ambulance services agreed that a dedicated officer was required to drive through the extensive collaboration programme over several years. A fire service Group Commander was appointed by all three emergency services with the understanding that the appointee would be accountable to those services.
30. In addition to the normal responsibilities associated with the role of a programme manager, the importance of establishing an effective working relationship, built on trust and a robust communication plan across all three services, was paramount. The time invested in creating the right conditions for the programme to develop has produced significant benefits.

## **Resources**

31. In 2014 the Government released a £75m Transformation Fund for fire and rescue services. SFRS led a bid for £4.94m of capital funding in partnership with Suffolk Constabulary and the East of England Ambulance Service. The bid was successful in securing the full amount for estates collaboration and was the third largest successful bid from the fund. In a separate Home Office Transformation Fund for constabularies, Suffolk Constabulary led, in partnership with SFRS, a bid for £436,000 to support the establishment of a shared station in Woodbridge; again the bid was successful.
32. The funding from Government has been the catalyst to drive through the collaboration and deliver an extensive estates programme. In addition to this it has cemented the relationships across the programme and seen other collaborative opportunities arise as a result.
33. The Programme Manager has established strong working relationships with Suffolk Constabulary, East of England Ambulance Service, Police and Crime

Commissioners Office, Concertus (property and design consultants), various building contractors, Suffolk County Council Corporate Property and media organisations. The value brought by this role is measured by the results achieved, the scheduled plan of works and the confidence expressed by all parties involved.

34. To ensure there is transparency and accountability to Government on how the grant funding is being spent, six monthly updates are provided to the Home Office on progress against the timescale and bid detail originally presented for the Fire Transformation grant. The Programme Manager, together with colleagues in Suffolk Police in particular, has developed a very positive working relationship with colleagues from DCLG and now the Home Office. This has created a great deal of trust in the Suffolk approach and has enabled partners to secure agreement from the Home Office to adjust the programme and reallocate the grant funding to new and emerging schemes.
35. What is being delivered in Suffolk, and how it is being delivered, has recently been further recognised by the Home Office. The Programme Manager and colleagues from Suffolk Constabulary were invited to the Home Office to present the progress so far and future plans. The Home Office were very clear that the collaboration in Suffolk would be shared across the country as an example of 'best practice'. The Home Office was particularly interested in how all parties involved had developed such a positive environment for collaboration.

### **Flexibility**

36. A critical area that has supported and enabled successful collaboration is the willingness of all parties to be flexible. All three services have been prepared to adjust their requirements to secure an outcome that brings benefits to all parties and a greater collective benefit to the public.
37. The success of the programme has been reliant on a commitment from political and strategic leaders to work in partnership with each other; be prepared to compromise; be willing to assess the wider benefits to communities; and to maintain an outward looking approach and not one focussed solely on the priorities for their respective organisations.
38. This openness and trust has been built over time. The governance arrangements, leadership, operation of the programme and allocation of resources have all been important parts of this evolution.

## **d) What are the key challenges/barriers?**

### **Funding**

39. A catalyst for the collaboration to date has been the transformation funding secured to support the programme. When the current plans are concluded then this funding will have been exhausted and further funding will need to be sought or collaboration funded through other means. Whilst funding on its own is not the driver for collaboration, our experience to date has been that, if properly managed, it acts as a significant catalyst for delivering collaborative work and developing relationships across respective organisations.
40. All three emergency services face further funding challenges as part of the wider public sector. Government has made it clear that they are committed to

increasing the level and ambition of joint working between the emergency services as a means to deliver more effective and efficient services for the public. The challenge for emergency services is to ensure that a reduction in funding does not drive those services back into their own core functions and away from emergency service and other partners who can offer a more effective, collaborative approach to delivering public services, but one that requires new and innovative thinking.

### **Competing Demands**

41. Whilst there are some similarities in the services provided by the three emergency services, there are also significant differences and each faces its own particular and competing demands. For example, the pressure of operational 999 call demand on East of England Ambulance Service is increasing year on year and can restrict capacity to focus on other collaborative ventures with partner services.
42. A further example is the considerations that have to be made when considering co-location of services on a blue light station and these are set out below:
  - Location of existing and adjacent fire, police and ambulance stations
  - Available funding
  - Home address locations of on-call firefighters and their ability to access a new location in a timely fashion
  - Any public access requirements for Suffolk Constabulary
  - Impact on response times to likely call demand areas that may be different for the different services
43. SFRS has 35 fire stations strategically located across Suffolk to ensure resources are able to respond effectively. The location of these stations meet fire service needs but, on occasion, will not satisfy the requirements of emergency service partners. The response models and call profiles for each service are different. Where we can share facilities then every opportunity is explored and the aspiration to share 19 of our 35 stations with partners is recognition of the success of this approach.
44. Collaboration requires the allocation of resources from each service to secure an effective outcome. Each service has to respect the fact that other priorities may well exist for a short, medium or longer term period in each organisation that means, whilst the collaboration may bring benefits for all parties, it is not an approach that can be progressed at that time.
45. All of these, and other competing demands, have to be considered in the establishment of collaborative ventures.

### **Co-terminus Boundaries**

46. The existence of co-terminus boundaries for SFRS and Suffolk Police has enabled both services to focus funding and integration activities in parallel to meet the needs of both organisations. The challenge for the East of England Ambulance Service is that their response area extends across six counties. This places them in a situation of needing to work in close partnership with many more different emergency service partners, diluting their flexibility and amount of resources they can commit to a bespoke Suffolk solution.

## **Existing Collaboration**

47. None of the three Suffolk emergency services are starting to explore collaboration opportunities for the first time. Each have existing collaboration in place with other fire and rescue services, police forces, ambulance service providers, voluntary organisations and local authority partners. A significant number of other shared services have been or are being established.
48. Suffolk fire and rescue service is part of the county council headquarters and has its back office services provided by the wider council. The Service also has a combined 999 control room with Cambridgeshire fire and rescue service.
49. Suffolk and Norfolk Constabularies have established The Norfolk and Suffolk Collaboration panel which has created a number of joint units in areas such as major investigations, protective services, custody, transport and IT. These units deliver economies of scale and resilience when dealing with incidents.
50. The value of inter-service partnership has delivered significant savings and wider operational benefits for partners, but can pose a challenge or restriction when assessing the benefits of further opportunities to collaborate with other emergency services in Suffolk.

### **e) How is the Fire Service supporting the Council Council's wider priority of supporting those most vulnerable in our communities through collaboration with other public sector bodies?**

51. Emergency service partners have a long record of accomplishment through collaboration to support and enhance the lives of the most vulnerable people in the county. The co-location of our Community Safety teams has improved information sharing and joint interventions.
52. SFRS and Suffolk Police have worked in conjunction with Public Health, Children and Young People and Adult Social Care to:
  - Support people at risk of domestic violence or hate crimes
  - Provide road safety education, including a new 'Firebike' safety scheme
  - Work with disaffected young people
  - Work with young people in education
  - Promote healthier lifestyles with young and elderly people
  - Help older people to live independently
  - Provide emergency Services Cadets, supporting and developing young people
53. The fire service and ambulance medical co-responding pilot scheme at five fire stations is improving public health through better response times to people suffering from cardiac arrest. Firefighters have been trained to undertake lifesaving interventions prior to the arrival of paramedics and then to support them on scene, they are attending about 20 calls a month across the five fire stations.

**f) What data is available to demonstrate the costs and benefits of increased collaboration to date?**

**Capital Costs and Savings**

54. Suffolk's Blue Light Collaboration (Shared Estates) partnership secured grant funding from DCLG of £4,943,356 to support the addition of seven joint emergency response stations to their existing portfolio of six. In the bid document the projected savings were forecasted to be £9,249,000 over 20 years.
55. This figure was based on:
- |                                  |            |
|----------------------------------|------------|
| Avoidance of capital maintenance | £4,889,000 |
| Avoidance of revenue maintenance | £1,720,000 |
| Facilities management savings    | £520,000   |
| Utilities savings                | £440,000   |
| Rates reduction                  | £1,680,000 |
56. Since the success of the bid a further six stations have been identified and added to the programme of work. This will bring the total number of shared sites to 19 of the fire service's 35 fire stations. The increased portfolio is estimated, over 20 years, to add a further £2,440,020 of revenue savings and avoidable costs, plus additional capital receipts of £421,000 for partners.
57. The additional savings are based on:
- |                                  |          |
|----------------------------------|----------|
| Avoidance of capital maintenance | £992,020 |
| Avoidance of revenue maintenance | £516,000 |
| Facilities management savings    | £156,000 |
| Utilities savings                | £272,000 |
| Rates reduction                  | £504,000 |
58. Through the governance arrangements all parties agreed a set of broad financial parameters that would govern each of the shared estate projects. The basic formula for the apportionment of the build or redevelopment costs has been implemented across the projects to date and is based on two main principles:
- Each partner will pay 100% of costs associated with their dedicated space
  - Each partner will pay an equal percentage of any costs associated with shared space.
59. Each partner's requirements at the shared stations is unique to each location. This has required a flexible approach to be taken to agree the percentage of grant funding apportioned to each partner. This apportionment of costs and grant funding is agreed and authorised by the Blue Light Collaboration Executive Board following completion of a feasibility study conducted by Concertus.
60. The table below summarises the headline costs of both completed and proposed shared sites and sets out the total build costs, the contribution from the fire, police and ambulance services and then the balance drawn from grant

funding. For some of the future projects the sums do not yet balance and this is indicative of the continuing discussions about the final project details.

Station	Build Costs	Fire Contribution	Police Contribution	Grant Funding
Framlingham	189,179	43,099	146,080	0
Debenham	279,691	73,012	206,679	0
Elmswell	238,142	87,423	150,719	0
Ixworth	359,853	109,940	249,913	0
Woodbridge	829,436	139,436	0	690,000
Felixstowe	454,608	20,000	289,657	144,951
Saxmundham	523,088	53,000	249,175	220,913
Newmarket	534,827	0	334,827	200,000
Stowmarket	1,563,262	180,000	310,000	943,262
Beccles	828,324	0	195,941	632,383
Leiston	501,000	0	200,000	300,000
Mildenhall	1,100,000	160,000	300,000	642,218
Ipswich	3,500,000	1,360,000	500,000	1,640,000
Station	Build Costs	Fire Contribution	EEAS Contribution	Grant Funding
Bury St Edmunds	45,431	6,580	38,851	0

### Revenue Savings

61. An annual rental income of £57,142 (2016/17) is paid by blue light partners to SFRS for the existing ten shared stations. The calculation to identify the rental amount for each station is based on a formula applied by Suffolk County Council's corporate property team. Factors that affect the rental amount are the size of the dedicated space for individual partners, capital contribution from partners and proportion of shared space used. Applying a direct correlation between the income received from the existing shared stations and our future plans to share 19 stations results in a projected annual income of approximately £108,569 for SFRS.
62. Increases in utility costs and rates associated with the joint occupation of estates is recharged to partners quarterly. Due to the reduction in the public sector estate and the redevelopment of the shared stations to modern building standards, a projected saving has been calculated for facilities management services, rates, utilities and ongoing maintenance.

### **Operational Benefits**

63. In addition to the financial benefits identified previously, there are significant operational benefits including:
- Public reassurance and Service accessibility through a continuing blue-light community presence
  - Joint approach to local youth engagement and diversion schemes
  - Support for collective blue-light community initiatives
  - Developing staff relationships, improving understanding of response capabilities and improved/joint operational response
  - Public Access – fire/police/ambulance staff able to facilitate public engagement on behalf of each Service and station access and facilities are significantly improved
  - Shared intelligence – locally-based staff sharing information about local risks and community engagement
  - Shared training – staff training together locally and in multi-agency situations in accordance with JESIP principles

### **Co-Responding**

64. The fire service co-responding pilot has only recently started so estimates on costs have not yet been tested over an extended period and information provided includes some assumptions on future demand and costs. Based on the demand to date it can be assumed that after 12-months the five fire stations will have received about 450-500 co-responding calls. If the same assumption was applied for the rest of the fire stations across Suffolk applying a co-responding approach, then we would likely respond to about 3,200 co-responding incidents which would account for additional costs of c£250,000.
65. In addition to this cost there are set-up and maintenance costs associated with training, vaccination and equipment to establish each fire station as a co-responder station.
66. The approach in Suffolk is part of a national co-responding pilot scheme through the Local Government Association and the future funding mechanism is one aspect of the pilot that the LGA will be considering. It is too early to qualify the benefits of the co-responding work, however the national pilot is subject to external evaluation and Suffolk is providing data to inform this assessment.

### **g) What is the overarching strategy for the Fire Service estate?**

67. The fire service estate programme's objectives are to deliver and maintain an estates portfolio that meets the needs of the community it serves whilst providing our firefighters, staff and emergency service partners with an appropriate standard of accommodation.
68. The strategy, in collaboration with our partners, is to:
- Rationalise the number of public sector estate premises - i.e. disposal of inefficient and less environmentally efficient older premises, many of which are not in optimal response locations and no longer fit-for-purpose

- Reduce/avoid significant ongoing maintenance/improvement costs across the combined estate
- Improve community and disabled access and address the historical imbalance of provided female/male facilities
- Progress maintenance/improvement activity by combining with other building works, reducing overall cost
- Combine works with installation of resilient and improved ICT and utilities infrastructure, providing uninterrupted power supplies to maintain emergency service availability
- Significant and recurring reduction of rates and utilities costs
- Improve premises heating, ventilation and insulation, thus improving cost-efficiency and carbon footprint
- Improve efficiency of premises by significantly increasing occupation/use
- Reduce facilities maintenance, cleaning, insurance and property management costs
- Provide visible leadership to the pursuance of commercial sprinkler installation in new and refurbished blue-light premises
- Introduce 'green' technology such as photovoltaic cells
- Maintain relevant bases within local communities, decreasing the vehicle mileage associated with providing services from a centralised location
- Reduce renewals contributions necessary to support future premises provision

**h) How is the transformation funding made available to support blue light collaboration being used in Suffolk?**

69. As set out previously, the Suffolk Police joint bid secured £436,000 from the Home Office to support the development of the shared estate in Woodbridge. The SFRS joint bid secured £4.94 million from DCLG to establish a further seven shared stations. The DCLG grant funding was received in 2015 and is held by Suffolk County Council in the capital reserves, ring-fenced for emergency services property collaboration.
70. Following the successful acquisition of the grant funding to support closer collaboration, approval was sought from DCLG, and then the Home Office who took over Government control for fire services in early 2016, to expand the programme and redistribute allocation of the grant funding. This improved the collaboration programme from seven to 13 new shared blue light stations.
71. There is a regular dialogue with the Home Office and this is supported by the submission of a formal six-monthly update report from the Programme Manager and an annual submission from the Council's Chief Finance Officer to confirm the grant spend to date.
72. Prior to grant funding or capital reserves being committed to the establishment of a new combined station a feasibility study is commissioned from Concertus by the Programme Manager. This report is submitted to the Blue Light Collaboration Board, with a breakdown of cost apportionment, for approval and authorisation.

**i) What progress has been made to date and what are future aspirations?**

73. SFRS has ten shared blue light stations to date, these are:

SFRS and Suffolk Police – in place

- Framlingham
- Ixworth
- Debenham
- Elmswell
- Woodbridge
- Clare

SFRS and EEAS – in place

- Brandon
- Lowestoft South
- Lowestoft North
- Bury St Edmunds

74. The Blue Light Collaboration Board has approved the development of a further nine blue light stations, subject to the completion of feasibility studies and detailed costings. These are

SFRS and Suffolk Police – planned

- Felixstowe - extension to existing fire station (under construction and due for completion April 2017)
- Saxmundham - extension to existing fire station (under construction and due for completion April 2017)
- Newmarket - extension to existing fire station (submitted for planning approval - planned completion Sept 2017)
- Beccles – new-build blue light station on existing site (feasibility study completed and awaiting approval - planned completion Jan 2018)
- Leiston - extension to existing fire station (feasibility being undertaken - planned completion Dec 2017)
- Stowmarket and central Ipswich plans currently being developed – new build blue light stations (planned completion 2018/19)
- Mildenhall Hub – new build local authority hub (feasibility studies completed and awaiting approval – planned completion 2019)

SFRS and EEAS – planned

- Sudbury - (plans being developed to share facilities – planned completion April 2017)

75. An option for EEAS to co-locate with fire/police at Saxmundham, Newmarket and Ipswich has been factored into the planning process and will be progressed following the establishment of the EEAS strategic response model in 2017.

**j) What are the key risks and challenges associated with the strategy and how are these being addressed?**

76. There are few significant risks associated with the programme but those main risks being managed have been identified below, together with the way they are being mitigated through the programme.

**Loss of Organisational Identity**

77. There is a perception in some quarters that a shared site can lead to a loss of identity for the different emergency services and this might impact on the way they are able to interact with and access communities. This risk has not been realised in the developments to date and all new developments have a community engagement session established to inform planning applications. This ensures there is a means through which communities can raise any concerns of this nature.
78. Early concerns were raised by emergency service staff who would be sharing facilities, and the loss of the fire or police station as a dedicated facility. Early engagement with staff from all services is instigated and the establishment of regular dialogue is encouraged between the services. These concerns have not manifested themselves and a strong camaraderie has typically developed at shared stations.

**Securing Planning Permission**

79. There is a risk that plans for shared sites may not satisfy the necessary planning requirements. Early engagement with SCC planning department has been part of the feasibility study work to ensure any issues are dealt with at the design stage. Partners have undertaken pre-planning engagement events at every proposed new development to engage local residents and elected members. All feedback received has been considered and amendments made, where possible, prior to submission of the planning application. The support from the local community has generally been positive, the sharing of facilities endorsed and planning permission granted.

**Changes to Response Models**

80. Any changes to the location of a fire, police or ambulance station have the potential to impact on response times. In fire service terms, historical incident data is analysed alongside future development of the town and surrounding area as the work being carried out is about creating estates that are fit for purpose for the next 30+ years. The location of on-call firefighter's home and work addresses are considered as these impact on the response time to the fire station as an element of the overall 999 response time, however these do change as staff turnover takes place. All data will be collated and modelled to assess the impact of any move.

**Use of Grant Funding Within the Required Timeframe**

81. The original bid for grant funding was to support the creation of an additional seven shared stations by December 2017. The risk is that any funding not used by this time has to be returned as the expansion of the programme and the challenges related to securing suitable parcels of land means the programme will not conclude until late 2019. Early engagement was made with DCLG and the Home Office to ensure they were clear about the expanding programme of

work and the circumstances associated with extended time periods. The Programme Manager has sought approval of the changes to the programme and the impact on delivery. Support for the changes has been endorsed by the Home Office and the successes achieved have been held up as an exemplar.

### **Continuity of Relationships**

82. The report has set out the importance of the political and senior leadership relationships in creating the right environment to allow the collaboration work to realise its full potential. There is a risk that changes in personnel impact on these relationships that are established and built over time. This risk is mitigated through the regular dialogue that is established through the formal governance arrangements, the appointment of a Programme Manager who has a responsibility to foster these relationships; and the informal relationships that exist through this and other collaborative work.

### **Communications**

83. There is a risk that working across multiple projects and organisations leads to mixed messages to both internal and external organisations and that this impacts on internal relationships and public perception. This risk is mitigated by the establishment of clear protocols on communication with close working between the County Council, Constabulary, Police and Crime Commissioner's Office and Ambulance Service communications teams, facilitated by the Programme Manager.

