

Policy Committee : 11th September 2017

North Yorkshire Fire and Rescue Service : Governance Arrangements



Report of the Select Committee

Chairman : Councillor Staveley

Ward(s) affected : All

1. **Purpose of Report** – To present the Select Committee’s recommended response to the Police and Crime Commissioner’s consultation exercise in respect of her business case for the future governance of the North Yorkshire Fire and Rescue Service.
2. **Recommendation** – That Policy Committee considers the following proposed response to the Police and Crime Commissioner’s consultation exercise in respect of her business case for the future governance of the North Yorkshire Fire and Rescue Service.

There is some merit in the case and aspirations expressed within the proposed business case for the future governance of the North Yorkshire Fire and Rescue Services, however, with no time pressures referenced within the 2017 Policing and Crime Act the Council’s preference for the future governance of the service, in the first instance, is the representation model; the expectation being that the representation model will lead to greater collaboration between services.

In reaching this conclusion the Select Committee has reflected on what it considered were a number of grey areas within the business case, and the point that adoption of the representation model enables its operation for a period of time and allows progress made on collaboration to be reviewed within a reasonable timescale, with options for change considered at that point should satisfactory progress not be made. This approach enables a progressive stepping up of arrangements, if necessary, informed by experience.

Amongst stakeholders there is a desire for collaboration between the three blue light services and the Council would also wish to see active investigation of the opportunities for collaboration with the ambulance service under the preferred option.

3. **Report**

Rather than replicate its content, appended to this report is a copy of the report presented to the Select Committee to facilitate its consideration of the North Yorkshire Police and Crime Commissioner's business case for the future governance of the North Yorkshire Fire and Rescue Service.

Members are asked to note that in the period following publication of the above report

- a. The North Yorkshire Police and Crime Panel has issued a statement expressing concerns regarding its ability to resource scrutiny of the Commissioner's extend role should the governance model be adopted.
- b. The City of York Council has stated a preference for the representation model.
- c. Northamptonshire's Police and Crime Commissioner has asked the Home Office to allow him to take over the governance of the County's Fire and Rescue Service. Northamptonshire County Council support the proposal.

All Members of Council were invited to attend the following Select Committee meetings and electronic copies of the report and appendices were supplied to Members on 21st August 2017 with an invitation to request a hard copy. Copies of the appendices are not attached to this report.

The Committee met on 30th August 2017 to enable the Chairman of the North Yorkshire Fire and Rescue Authority, County Councillor Andrew Backhouse, to present and discuss the Fire Authority's counter proposal to the business case. In addressing and responding to Members comments / questions, Councillor Backhouse stated that

- the Fire Authority believed that a move to the Representation Model was the most appropriate way forward as it balanced costs, savings, collaboration and public safety in a risk assessed way. This option enabled the Representation Model to be operated for a period of time then progress made reviewed and options for change considered at that point. This enabled a progressive stepping up of arrangements, informed by experience.

- audits had shown the North Yorkshire Fire and Rescue Service to be high ranking on performance and it had a good track record of collaborating with other partners; given the financial climate savings were need in order to protect the frontline and the Authority was always looking to see how the service could work better, but in seeking to progress resistance had been encountered in some quarters to loss of identity and there were a number of reasons as to why the agreement signed with North Yorkshire Police in 2013 to work more closely had failed to progress. Collaboration discussions with Humberside Fire and Rescue had stalled in the period leading up to the Police and Crime Bill being enacted and the Humberside Commissioner's clear indication that he would be looking to pursue the governance model.

- there was an appetite for collaboration including the sharing of assets and buildings, where possible, many of the potential savings and areas for collaboration referenced in the Commissioner's business case could be achieved under the representation model; some were actually already under consideration by the Authority.

- in recognition that under the Representation Model the Commissioner would be only one vote among many, the Fire Authority had created a collaboration committee, with delegated authority to make decisions relating to collaboration. The Commissioner would sit on the committee as one of only two voting members meaning she had an equal say about collaborations which the Fire and Rescue Service entered into and with whom. In this respect the Fire Authority would be effectively cede some of its decision making to the Commissioner. In addition, other partner agencies were invited to attend the committee, meaning that the arrangement would provide the opportunity to consider all potential collaborations to determine which were in the best interests of the community.

Note : In responding to a question as to how stalemate, given that there were only two voting members, would be addressed and given the potential for stalemate why there were not three voting members, for example an ambulance service representative, Councillor Backhouse stated that he would take the point back and seek to establish why the voting membership had been set at two, and whether the ambulance service had been previously asked to participate as a voting member.

- as Chairman of the Fire Authority if the representation model was adopted and failed to produce results, and there was no evidence to justify continuation he would not oppose at that time a move to the governance model.

- figures within the business case were not robust and it failed to provide evidence for the majority of the savings. There were a number of assumptions made with clear caveats that they were initial ideas with no assessment of operational benefits or viability.

- through its membership the Fire Authority brought the geographic knowledge and community interests from across the whole county to the table, it took time to understand the service and the representation model facilitated this and would be of benefit to the commissioner should a decision be taken subsequently to move to a governance model. There were no time pressures within the 2017 Act.

- It was understood the Commissioner had indicated that going forward she would look to establish some form of committee with a membership including elected members.

Having heard the Chairman of the Fire Authority, the Committee met again on 6th September 2017 to enable the Commissioner to present and discuss her business case. In addressing and responding to Members comments / questions, the Commissioner stated that

- 54% of all calls to North Yorkshire Police revolved around public safety and welfare, with in effect the Police picking up the gaps in service provision. The question posed by this was how should vulnerable people within the community be dealt with? Greater collaboration between the Fire and Police Services working with other agencies presented an opportunity to address this question.
- The opportunity for greater collaboration had been recognised by both the Fire and Police Services in 2013 but in the intervening period only limited progress had been achieved and the argument now before members was how best to get to the position set down within the statement of intent signed by the two forces back in 2013.
- The Fire Authority was looking to a slow and measured approach, her view was that good progress had not been made in the last 5 years and that now was the time to take the opportunity presented by the Act. The governance model would speed up collaboration, produce savings and avoid cuts to the frontline.
- The Fire Brigade Union had now expressed its support for the opportunity represented by the business case.
- Within a national overview document referencing collaboration between the emergency services across the country there were models of what could be done differently to the benefit of communities through innovation. North Yorkshire did not feature within the document.
- Although finances were important her proposal sought to focus on how services could work better together to the benefit of the community. An initiative known as the York Pathway Programme, which focused on the overlap between services, was an example of how partners could work together, address public safety and welfare, and reduce demand on the emergency services.
- Bringing the Chief Officers together under one governance structure would benefit joint working and improve the speed of decision making in taking forward collaboration. There were those in both the Fire and Police Services who wouldn't want change, but a single governance structure could overcome that resistance.
- There was a lot of scope for sharing back office functions and utilising savings to support the frontline, improving prevention and enhancing community safety. It was acknowledged that there were good examples in North Yorkshire of working together but those examples did not represent a joined up strategy to reduce demand across the County and provide a better service.
- Figures within the business case had been provided by the Fire Service, both the Fire and Police Services had worked on the business case, including the financial information.
- In estimating potential savings to be generated were the governance model to be adopted, a cautious approach had been taken, for example a 5% saving on back office functions. Savings in the business case were conservative and deliverable.

- It would be possible to give more councillors more of a voice on proposals affecting their areas than under the current arrangements. If the County Council wished to put extra resource into the Police and Crime Panel there would be scope to direct some of the direct £900,000 governance savings for that use.
- The fire service had real resilience problems and in the face of cuts there was a need to make savings sooner, not further down the line. As Commissioner she had put the rural community at the heart of what she'd done with no drift in favour of urban areas.
- In addition to the online survey, 1500 random face to face interviews using a survey company had been conducted around North Yorkshire, as it currently stood public feedback showed a preference for the proposed business case. 60% of those interviewed in the face to face survey favoured the governance model. A 1500 sample survey on a face to face survey was the industry standard. A survey was a requirement of HM Treasury's assessment criteria.
- There was a fundamental issue with the Fire Authority's collaboration committee in that the parties had to return to their respective organisations to seek endorsement. The governance model was as single board structure which reduced the opportunity for delays.
- The shared station at Bedale was a good example of working together, but that had taken place in 2003 and there had been relatively little since then.
- It would be relatively easy to accommodate Fire Authority HQ employees at the new Police HQ, there would be a greater challenge around IT infrastructure than space for officers. The business case was a case for governance not for how the services would move into a shared HQ, the case sought to demonstrate how the rate and pace of proposed change could be increased.
- Only one additional post funded from within the £64,000 referenced in the business case would be needed to support the Commissioner's enhanced role. No additional deputies could be appointed.
- Significant savings could be found by not incurring the costs associated with borrowing currently proposed by the Fire Authority.
- She would not look to withdraw services from a locality and referred Members to her record since elected in generating savings to protect the frontline.
- Within the Act there was no provision for Commissioners to also take on the governance of ambulance services, but the Act did state a requirement for the ambulance service to collaborate. She had conducted constructive discussions with Yorkshire Ambulance Service (YAS) and would explore opportunities for working together; the governance proposal would facilitate working with YAS.

- As police and crime commissioner she could take strategic resourcing but not deployment and operational decisions, it was less clear as to how it would work with the Fire Service. This was currently the subject of a discussion with the Home Office. Her priority was vulnerability and she believed both Chief Officers were comfortable with that aim.
- She had sat as a member of the Fire Authority's collaboration committee for six months and based on that experience to date she could not see how giving that model another six to twelve months would make a material difference.
- There were no proposals for an uplift in commissioners' salaries, the pay review body was next due to review the position in 2019.
- On closure of the consultation period she would reflect on feedback received and amend the business case as she considered appropriate, there would be an opportunity to see how she had responded to comments received.

In considering the response to be proposed to Policy Committee there was a consensus on the need for change and greater collaboration, but concerns were expressed with regard to scrutiny of the proposed governance model arrangement and the strength of some of the detail within the business case. The need by some means going forward to have greater engagement and collaboration with the Yorkshire Ambulance Service was also identified as an issue to be addressed irrespective of which model ultimately resulted from the current exercise.

On being out to the vote it was resolved that the Council should express a preference for the representation model under which the Police and Crime Commissioner is represented on the Fire Authority and its committees, subject to the Authority's consent the Commissioner has full voting rights. In reaching the above position the Committee was also clear that progress made on collaboration should be reviewed within a reasonable timescale, with options for change in the governance arrangements considered at that point should satisfactory progress not be made.

During the course of the Committee's deliberations concern was expressed by a number of Members regarding possible democratic deficiencies associated with the governance model.

4. Implications

- 4.1 **Financial and Value for Money (vfm) Implications** – Not applicable.
- 4.2 **Legal Implications** – Not applicable.
- 4.3 **Contribution to Council Priorities** – Not applicable.
- 4.4 **Risk Management** – Not applicable.

- 4.5 **Equality Analysis** – Not applicable.
- 5. **Consultations with Others** – None.
- 6. **Access to Information : Background Documents** – None
- 7. **Author of the Report** – Chris Waterhouse, Committee Officer, Tel 01756 706235
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Note : Members are invited to contact the Chairman of the Select Committee or author in advance of the meeting with any detailed queries or questions.

- 8. **Appendix** – Copy of the report to Select Committee 30th August and 6th September 2017.

Note : The Police and Crime Commissioner has published additional information in a variety of formats at www.northyorkshire-pcc.gov.uk/workingbettertogether

APPENDIX

**Select Committee : 30th August 2017
6th September 2017**



Review of Governance Arrangements for Fire and Rescue Services in North Yorkshire

Report of the Member Services Manager

Lead Member : Not Applicable

Ward(s) affected : All

2. **Purpose of Report** – To present the Police and Crime Commissioner’s business case for a change in the current governance arrangements for the North Yorkshire Fire and Rescue Service.
5. **Recommendations** – Having heard from the Chairman of North Yorkshire Fire and Rescue Authority (30th August) and the North Yorkshire Police and Crime Commissioner (6th September), Members will be asked to agree and recommend comments, if any, to be submitted in response to the Commissioner’s public consultation exercise in respect of the options for the future governance of the North Yorkshire Fire and Rescue Service.
6. **Report**

a. Background

3.1 The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together and enables police and crime commissioners to take on responsibility for fire and rescue services where a local case is made. In response, the Police and Crime Commissioner (PCC) for North Yorkshire has undertaken a review of the governance of the North Yorkshire Fire and Rescue Service (NYFRA) and proposed changes that are aimed at promoting improved collaboration between the Police and the Fire and Rescue Service.

3.2 The options that are specified in the Policing and Crime Act 2017 to enable greater collaboration between blue light services to improve emergency services are as follows:

- The status quo or the ‘do nothing’ option

- The Representation Model - the Police and Crime Commissioner is represented on the Fire Authority and its committees, subject to the Authority's consent the Commissioner has full voting rights.
- The Governance Model - the Police and Crime Commissioner to take on legal and overarching responsibility for the Fire and Rescue Service and the Fire and Rescue Authority ceases to exist as a governing body
- The Single Employer Model - the functions of the Fire and Rescue Service would be transferred to a single Chief Officer for policing and fire and rescue.

3.3 The preferred option for the Police and Crime Commissioner (PCC) is that the Governance Model is adopted, whereby the Commissioner takes on legal and overarching responsibility for the Fire and Rescue Service and that the Fire and Rescue Authority would cease to exist as a governing body. **The Commissioner's business case "Working Better Together – Options to Improve Collaboration between Fire and Police Services in North Yorkshire" is appended to this report at Appendix B.** Having commenced on 17th July 2017 the consultation exercise closes on 22nd September 2017.

3.4 The Fire and Rescue Authority was established in April 1996 and has specific responsibilities in directing and monitoring the role of the Fire Service. The Authority is made up of 16 elected councillors representing the City of York Council and North Yorkshire County Council. **A copy of North Yorkshire Fire and Rescue Authority's response and alternative proposal for adoption of a Representation model is attached to this report at Appendix A.**

3.5 The Home Office has stated that any changes in governance proposed by a Police and Crime Commissioner must meet statutory tests laid down in the Policing and Crime Act 2017. These are that any changes are in the interests of:

- Economy
- Efficiency
- Effectiveness
- Public safety.

3.6 A number of Commissioners were looking at the different options available. In Essex a business case had been submitted to the Home Secretary whilst Northamptonshire, Staffordshire, West Mercia and Cambridgeshire had either or were currently consulting their communities. Other Commissioners, for example, in Sussex, Hertfordshire and Gloucestershire were considering whether to bring forward local cases.

b. Police and Crime Commissioner's Business Case Summary (text downloaded from Commissioner's website)

i. The Case for Change

3.7 The strategic case for a change to the current model of governance of fire and rescue and police services in North Yorkshire is clear. Given the structure, size and

budgets of the two organisations, and the shared challenges in demand and finances that they face, closer working is inevitable.

- North Yorkshire is the largest county in England with diverse rural and urban communities and a growing, and ageing, population
- Demand is changing with a growing focus on protecting vulnerable people
- There are increasing strains on public finances and a national drive for efficiency in order to avoid cuts to frontline services

3.8 However, while there has been some collaboration to date, this has been limited in ambition, has progressed slowly, and has been led tactically rather than having been strategically developed.

- Examples include collaboration on estates, procurement, and vehicle servicing.
- One barrier has been issues of sovereignty over individual services.

3.9 There are considerable drivers for change, with evidence showing that more joined up governance accelerates collaboration.

- Nationally, the Government is clear that change must happen.
- Locally, stakeholders all agree that collaboration does not happen fast enough and that change is needed.
- Research shows that the PCC model speeds up decision making and is more transparent and engaged with the public.
- Evidence shows that joining up governance can improve collaboration by simplifying decision making processes.

3.10 Local collaboration could and should go much deeper and faster.

- To improve public safety the future governance model needs to be able to provide strong, cross-organisational leadership, improving service resilience and effectiveness by reinvesting savings into frontline services

ii. Options Assessment

3.11 To facilitate better collaboration and improve emergency services, the Policing and Crime Act 2017 proposes three alternative options to the current model of governance for the Fire and Rescue Service.

3.12 Taking into account the context and drivers set out above, the business case assesses these options to identify which option is most likely to achieve the greatest acceleration of the pace of collaboration, the greatest scale of ambition for collaboration, and the greatest degree of transparency and accountability.

Representation Model

3.13 The PCC is represented on a Fire and Rescue Authority (and its committees) in their police area with full voting rights, subject to the consent of the Fire and Rescue Authority (NYFRA). In North Yorkshire, this would see the PCC join NYFRA.

3.14 The Representation model would bring tangible changes, with the PCC becoming the 17th voting member on the NYFRA and having a formal vote in the new Collaboration Committee. Whilst this model could contribute to delivering the priority opportunities identified and bring additional external scrutiny to fire matters, the option is unlikely to drive a significant change in the pace or scale of collaboration. As a governance model it would continue to require multiple decision-making mechanisms and relies upon joint agreement of objectives and priorities. It would not therefore deliver significant savings, making it more difficult for police and fire to meet the financial and operational challenges set out in the Strategic Case. It is however low-risk and could be a stepping stone to more significant changes in the future. This model would not harm public safety, but it would not bring extensive improvements to public safety either.

Governance Model

3.15 The PCC takes on legal and overarching responsibility for the provision of the fire and rescue service(s) in their area. Individual services retain their operational independence, budgets, their Chief fire Officer or Chief Constable, and their own staff. In North Yorkshire, this would see the PCC becoming the NYFRA. The Governance model would bring a material change. Based on the evidence set out in the Strategic Case, it would speed up the pace of collaboration within police and fire, and with other partners, due to simplified, aligned decision-making structures. It could make transformational change more likely, with a greater likelihood of enabling joint commissioning strategies, and cross-organisational investment and resourcing decisions, bringing with it greater likelihood of achieving improvements to services for the public. It would bring more significant financial benefits that could be re-invested in frontline services. It would also enable the mechanisms used by the PCC to engage with the public to apply to fire, and increase scrutiny of fire and rescue matters. There will be some implementation costs and risks, but they are considered manageable. This model would not harm public safety, and could bring significant improvements in public safety.

Single Employer Model

3.16 The PCC would become the NYFRA but, in addition, fire and rescue functions are delegated to a single Chief Officer for policing and fire. Within this model, the services remain distinct frontline services with separate budgets, albeit supported by increasingly integrated support services.

3.17 The Single Employer model could bring greater benefits than the Governance model, through providing the means to achieve deeper integration of fire and police assets while maintaining operational separation. Joint management structures would create greater joined up operational practice, and could move the services from two organisations to a single community safety service in the future. It would

bring significant savings that could be reinvested in frontline services. However, it also brings significant delivery and strategic risks. Therefore, while it could bring significant improvements to public safety, there is a risk that it would harm public safety if it results in disruption.

iii. Preferred Option

3.18 Based on the assessment of the options, the preferred option is the Governance model. It is assessed that this model is most likely to achieve the greatest acceleration of the pace of collaboration, the greatest scale of ambition, and the greatest degree of transparency and accountability, bringing meaningful savings, whilst being deliverable and sufficiently mitigating against strategic and public safety risks. It is therefore most likely to deliver a transformative vision for collaboration against the context and drivers set out in the case for change. It is most likely to further enhance and improve public safety.

c. North Yorkshire Fire and Rescue Authority's Preferred Option

3.19 In summary, the Fire and Rescue Authority has made the following key points:

- i. There is a commitment to collaboration and joint working across both services.
- ii. There is potentially more to gain from collaboration with the health, social care and wellbeing organisations and agencies than with the Police.
- iii. Despite the detailed nature of the business case that has been presented as part of the consultation, there is a lack of evidence to support the assertion that a change of governance will yield significant, tangible and costed benefits.
- iv. The move to adopt the Governance Model without first trying the Representation Model is premature.
- v. There is no imperative to pursue this now.

3.20 The preferred approach of the North Yorkshire Fire and Rescue Authority is to adopt and test the Representation Model (the Police and Crime Commissioner is represented on the Fire Authority and its committees) for a period of time. The progress made through that approach could then be reviewed and options for change considered at that point. This would enable a progressive stepping up of arrangements, informed by experience.

3.21 In recognition that under the Representation Model the Commissioner would be only one vote among many, the Fire Authority has indicated the creation of a collaboration committee, with delegated authority to make decisions relating to collaboration. The PCC would sit on the committee as one of only two voting members meaning the PCC had an equal say about collaborations which Fire and Rescue Service entered into and with whom. In this respect the Fire Authority would effectively cede some of its decision making to the PCC. In addition, other partner agencies would be invited to attend the committee, meaning that the arrangement would provide the opportunity to consider all potential collaborations to determine which are in the best interests of the community.

3.22 The North Yorkshire Fire and Rescue Authority considers a change of governance to the Representation Model represents a risk appropriate change that balances costs, savings, collaboration and public safety, whilst not not precluding further change, including to the Governance Model.

d. Post Consultation

3.23 Once the consultation has closed, on 22nd September, 2017 the Commissioner will finalise her business case taking into account feedback, and then make her final decision on which model to put forward to the Home Secretary. It is understood that the aim is to submit the final business case by the end of October 2017

3.24 If North Yorkshire County Council and City of York Council were in agreement with the business case the Home Office would review the case against the statutory tests to determine whether the proposal was in the interest of economy, efficiency, effectiveness or public safety, and recommend a decision to the Home Secretary. Once the Home Secretary has taken a decision, depending on that decision, secondary legislation would be laid before Parliament for approval.

3.25 If one or both of the County Council and the City of York Council objected to what is proposed, the Home Secretary was required to obtain and publish an independent assessment of the proposal, and must have regard to that assessment, and to the representations from relevant local authorities and others in deciding whether to make an order.

3.26 On 15th August 2017 North Yorkshire County Council's Executive agreed to favour a representation model which does not preclude further changes should they prove necessary calling for a stepped approach to changes to the way in which North Yorkshire Fire and Rescue Service is overseen. The Leader of North Yorkshire County Council, Cllr Carl Les has said the views of district councils which are currently considering the PCC's proposals would be taken into account in the detail of the County Council's response, along with public opinion expressed through the consultation and elsewhere.

3.27 In considering the business case the County Council's Corporate and Partnerships Overview and Scrutiny Committee had recommended to the Executive that the preferred option for North Yorkshire should be a 'Representation Model'. During their debate scrutiny members had raised a number of concerns, including:

- The Local Business Case did not clearly explain why there is a pressing need to move to new governance arrangements.
- The pace of collaboration had been slow in some areas but there was no real understanding as to why and what options there were to address it.
- Questions as to why there was such a limited view of collaboration, when there were real opportunities to develop whole-sector approaches to collaborative working.

- The financial arguments are not clear - in particular, it is unclear whether critical future funding from central government would be secured.

3.28 The City of York Council Customer and Corporate Services Scrutiny Management Committee met on 31st July 2017 to review the PCC's proposals; the Committee considered the issues and resolved to recommend to the Executive that the representation model is the City of York Council's preferred option for governance. York's Executive is next scheduled to meet on 31st August 2017.

e. Accountability

3.29 Members will be aware that the Police and Crime Commissioner is scrutinised by the North Yorkshire Police and Crime Panel. It is understood that if the Commissioner's preferred option went ahead, the Panel's role would also be expanded to become the Police, Fire and Crime Panel.

3.30 The Police and Crime Panel will be meeting on 14th September 2017 to provide detailed feedback to the Commissioner on her business case, but meeting shortly after release of the consultation paper, the Panel expressed reservations as to its capacity and ability to take on an expanded role with responsibility for scrutiny of the Police and Crime Commissioner's governance of both the Police and the Fire and Rescue Service, particularly as no additional resources were being made available to do so.

3.31 It is perhaps worth noting that the Police and Crime Panel has previously requested that the Commissioner consider taking up a seat on the Fire and Rescue Authority, prior to pursuing formal changes in governance arrangements. It's rationale being that this would enable the Commissioner to test out whether the low risk approach could help accelerate the pace and widen the scope of collaboration between the Police and Fire and Rescue Service.

f. Recommendation

3.32 Having heard from the Chairman of North Yorkshire Fire and Rescue Authority (30th August) and the North Yorkshire Police and Crime Commissioner (6th September), Members will be asked to agree and recommend comments, if any, to be submitted in response to the Commissioner's public consultation exercise in respect of the options for the future governance of the North Yorkshire Fire and Rescue Service. The Committee's recommendation will be presented to Policy Committee on 12th September 2017.

7. Implications

- 4.1 **Financial and Value for Money (vfm) Implications** – None arising directly from this report.
- 4.4 **Legal Implications** – None arising directly from this report.
- 4.5 **Contribution to Council Priorities** – Not applicable.

- 4.4 **Risk Management** – Not applicable.
- 4.5 **Equality Analysis** – Not applicable.
6. **Consultations with Others** – None.
6. **Access to Information : Background Documents** – None.
7. **Author of the Report** – Chris Waterhouse, Committee Officer Telephone 01756 706235; e-mail:cwaterhouse@cravenc.gov.uk

Note : Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

9. **Appendices (not attached)**

Appendix A – The Fire and Rescue Authority’s document – “Proposal for Representation Model.”

Appendix B – The Police and Crime Commissioner’s consultation document – “Working Better Together: options to improve collaboration between Fire and Police services in North Yorkshire.”

Appendix C – Frequently asked questions.

Note : The Police and Crime Commissioner has published additional information in a variety of formats at www.northyorkshire-pcc.gov.uk/workingbettertogether