Report Title:	Proposal for a Shared Emergency Planning Service for Berkshire
Contains Confidential or Exempt Information?	Main body of the report Part I Appendix A, Part II - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.'
Member reporting:	Councillor Carwyn Cox – Lead Member for Environmental Services including Parking.
Meeting and Date:	23 March 2017
Responsible Officer(s):	Andy Jeffs, Interim Strategic Director of Operations and Customer Services.
Wards affected:	All

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Royal Borough of Windsor & Maidenhead

1. During 2016 a review of Emergency Planning services was completed across the six Berkshire Authorities on behalf of the Berkshire Chief Executives Group. The report concluded that the six authorities should seek to deliver Emergency Planning and Business Continuity Planning through a shared service arrangement, with West Berkshire being the host authority for the service.

2. The Royal Borough Emergency Planning Service currently has one officer who is required to cover all areas of planning. A shared arrangement would increase expertise and resilience of the service provided in the borough.

3. If approved by all six authorities the new shared service would go live on 1 October 2017 and cost the Borough £71,000.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

i) Delegates authority to the Interim Strategic Director of Operations & Customer Services in conjunction with the Lead Member for Environmental Services including Parking to implement a shared Emergency Planning service subject to a satisfactory inter authority collaboration agreement being achieved, including provision for one FTE to have its primary base as Windsor & Maidenhead.

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 The Royal Borough currently shares 30 services with other local authorities. This paper sets out a proposed additional shared service for Emergency Planning and Business Continuity Planning across Berkshire. The proposal to share services was initially proposed in 2015. At this point only four of the six Berkshire were in agreement. In late 2016 the six Berkshire Authorities requested the initial proposal be reviewed and a new shared service considered, see Appendix A.

2.2 The current Berkshire Emergency Planning model was introduced in 1998 and is based on each Unitary Authority employing dedicated resource with informal joint working arrangements across a range of shared activities managed through a Memorandum of Understanding (MOU). Resourcing levels for the six services have changed in each authority. There is now interest in a shared service.

2.3 The review, see appendix A, highlighted a number of issues with existing arrangements, for instance:

- A lack of resilience in each authority due to a reliance on one or two key individuals, with vulnerabilities identified where vacancies or prolonged periods of absence occurred.
- No consistent approach and therefore on occasion duplicate work, wasted resource so inefficient use of resource
- Disparity in the resourcing of Emergency Planning between the Councils, resulting in the cost of multi-agency work being funded inequitably.
- A lack of career structure/personal development framework with opportunities for succession planning to aid retention.
- Multiple points of contact for communication with partner agencies.

2.4 The review concluded that the EP services have demonstrated a high level of professionalism and some joint working. However, the operating framework established in 1998 is no longer effective or sustainable. The need for Berkshire to present a stronger single voice coupled with opportunities to avoid duplication of effort are clearly evident.

2.5 A team of five FTE is proposed. This would comprise two teams of two FTE with each team covering one of two regions, Berkshire West and Berkshire East. An Emergency Planning Team Manager would be based in the Lead Authority with the two operational teams working across the six authorities; see proposed staffing structure in Appendix A.

2.6 There are six critical success factors determined for this proposal:

- ***Enhanced resilience:*** resources can be deployed much more effectively to where they are needed rather than rely on mutual aid arrangements.
- ***Enhanced effectiveness:*** considerable scope exists to reduce or eliminate duplication of effort. Enhanced leadership and strategic direction.
- ***Strengthened mutual aid arrangements:*** this will be easier to coordinate in a shared arrangement.
- ***No increase in costs:*** some authorities will realise a small efficiency saving. The proposal would result in no additional cost to the Royal Borough but offer value through increased resilience and more effective BCP arrangements.
- ***Local presence***: the proposed model is not based on dedicated resource located in each authority but two regional teams that will be deployed dynamically and based on need.
- ***Enhanced working relationship with Thames Valley Local Resilience Forum (TVLRF)***: The appointment of a single manager providing one point of contact for Berkshire will greatly enhance relationships with the TVLRF. Efficiencies will be achieved through rationalising attendance at regional and sub-regional EP meetings and forums.

2.7 The host authority would be West Berkshire and the Berkshire Chief Executives Group would receive quarterly reports on the performance of the service, which will be shared with the Lead Cabinet member and Cabinet.

2.8 The council has a number of factors and high profile locations that influence its Emergency Planning risk profile:

- Fluvial Flood Risk from River Thames and tributaries
- Crowded Spaces - Significant National and Regional Tourism Sites
- Ministry of Defence facilities
- Transportation - Heathrow Flight Paths, Motorway network
- VIP presence - Royal Household, Eton College
- Public Events - Ascot Racecourse, Horse Show

2.9 The inter authority collaboration agreement confirmed with the host authority will ensure proportionate and robust coverage and response mechanisms for the Boroughs high profile locations. West Berkshire is the only authority to have a higher profile than the Royal Borough and this is due to the Atomic Weapons Establishment, Aldermaston being located in its area.

2.10 There are a number of day to day operations that cross over with the EP function that will need support and input from any proposed shared service e.g. Safety Advisory Group, Ceremonial Events Group etc. These functions will be satisfactorily covered within the agreement entered. In additional the proposed Emergency Planning model incorporates BCP, supporting Council service areas in developing robust continuity plans.

2.11 The new team would coordinate out of hours arrangements for Emergency Planning. This is currently shared across Heads of Service and Service Leads in the Operations and Customer Services Directorate. This arrangement will mean that qualified EP personnel will provide out of hours cover going forward. This will not remove the need for a local 'duty officer' to lead on the Royal Borough's out of hours response and to initially fulfil the Local Authority Liaison Officer (LALO) role.

Table 1:

Option	**Comments**
Implement a shared Emergency Planning service with the five other Berkshire authorities conditional on one FTE having Windsor and Maidenhead as their base location in the Berkshire East region. **The recommended option**	This option will offer an opportunity for the council to increase resilience and reactiveness for Emergency Planning and Business Continuity Planning arrangements.
Retain dedicated Emergency Planning resource and continue with a stand alone service delivery model. Not recommended option	The council will be able to deliver its statutory obligations under this arrangement. It will not have the opportunity to increase resilience through partnership with other Berkshire authorities.

3. KEY IMPLICATIONS

Table 2: Defined outcomes

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Shared Emergency Planning service implemented	30/11/17	01/10/17	25/09/17	18/09/17	01/10/17

4. FINANCIAL DETAILS / VALUE FOR MONEY

3.1 The Borough has allocated £71,000 for emergency planning services in 2017/18.

3.2 Existing EP functions across Berkshire are estimated to have a net cost of £404,000 per annum. The proposed model is expected to operate with a budget of £371,000 in year one based on current assumptions and including a £14,000 contingency budget. A one off cost of approximately £9,000 is anticipated for the creation of the new working arrangement. This cost would be shared by the six authorities.

5. LEGAL IMPLICATIONS

5.1 Powers to share services are contained within sections 101 and 102 of the Local Government Act 1972 and Sections 9EA and 9EB Local Government Act 2000 (as amended) for executive functions. The legislation is supplemented by the Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2012/1019. The Regulations set out who within a Local Authority is able to authorise entering into shared arrangements or any delegation of functions. These authorised persons will usually be one of the following: the elected mayor, the executive of the local authority or a committee of the executive.

5.2 Inter authority collaboration agreement will be agreed between the six authorities prior to start up of the new shared service.

6. RISK MANAGEMENT

Table 4: Potential risks

Risks	Uncontrolled Risk	Controls	Controlled Risk
Loss of dedicated EP resource and ability to develop working relationships	Medium	A robust inter authority collaboration agreement is negotiated that is proportionate to the needs and risk profile of the council with provision	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
with local stakeholders and partners.		for one FTE resource to have the Royal Borough as their primary base.	
Staffing arrangements not reviewed and configured appropriately for the shared service.	Medium	A review of staffing arrangements and requirements undertaken including administrative, infrastructure and equipment support for a shared service has been undertaken. Staffing arrangements approved by the council.	Low
The council's requirements are/appear subordinate to partner authority's requirements.	Medium	The inter authority collaboration agreement secures the profile of the council with one FTE resource based in the Royal Borough.	Low

7. POTENTIAL IMPACTS

7.1 An external consultant is currently providing Emergency Planning services across the council under a consultancy agreement. Consequently there would be no TUPE implications for the council as the substantive post is vacant.

7.2 The shared service proposal strengthens the resilience of the council service.

8. CONSULTATION

8.1 This report is scheduled to be considered by the Highways, Transport & Environment Overview & Scrutiny meeting on 14 March 2017. The panel's comments will be provided to Cabinet prior to consideration of the report.

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Indicative implementation timeline

Date	Details
23 March 2017	Cabinet considers shared service report
31 March 2017	Call in period ends
01 April 2017 – 30 June 2017	Inter authority collaboration agreement negotiation
01 July – 31 July	Collaboration agreement finalised and signed
21 August 2017	Six week transition/mobilisation period
01 October 2017	Shared service goes live

10. APPENDICES

Appendix A – Shared service review detailed report

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Carwyn Cox	Lead Member for Environmental Services inc. Parking	20/02/17	23/02/17
Alison Alexander	Managing Director	17/02/17	19/02/17
Andy Jeffs	Interim Strategic Director of Operations & Customer Services	13/02/17	17/02/17
Russell O'Keefe	Strategic Director of Corporate & Community Services	17/02/17	
Rob Stubbs	Head of Finance	17/02/17	
Terry Baldwin	Head of HR	17/02/17	
Roxanna Khakinia	Head of Shared Legal Services	17/02/17	21/02/17
Mark Lampard	Finance Partner	17/02/17	20/02/17
Steve Johnson	Enforcement Principal	13/02/17	
Arthur Rabjohn	Emergency Planning Lead	13/02/17	15/02/17

REPORT HISTORY

Decision type: Key decision	**Urgency item?** No
Report Author: Craig Miller, Head of Community Protection & Enforcement	