

From: Amanda Honey, Corporate Director, Customer & Communities  
To: Mike Hill, Cabinet Member, Community Services  
Date: 30 December 2013  
Decision No: 13/00085  
Subject: **To create an integrated Kent Resilience Team to deliver enhanced resilience capability in Kent**  
Classification: Unrestricted

**Summary:** The attached report sets out the business case, developed jointly by KCC, Kent and Medway Fire & Rescue and Kent Police for the creation of an integrated team to deliver enhanced resilience capability (including business continuity and emergency planning) in Kent. This paper explains the background to the project and the resource implications for KCC.

**Recommendation:** Following Communities Cabinet Committee on 17 December 2013 the Cabinet Member for Community Services is asked agree to undertake all necessary arrangements to create and implement an integrated emergency planning team involving personnel from KCC, Kent Police and Kent Fire and Rescue Service.

## 1. Introduction

1.1 A business case has been written which justifies the creation of a new model Kent Resilience Team which brings together personnel from KCC, Kent Police and Kent Fire & Rescue Service in an integrated and co-located team, to deliver enhanced emergency planning and business continuity in Kent. The business case has been developed by a Steering Group consisting of representatives from all three partners, together with a detailed implementation plan that will deliver both enhanced service delivery and financial savings from April 2014 to April 2016.

## 2. Financial Implications

2.1 When fully implemented the project will deliver revenue savings of c. £250,000 per annum across the three partners. This represents an indicative cost reduction of 39% on current delivery costs.

2.2 Precise saving figures that will be apportioned to KCC from this arrangement will depend on the detailed final staffing structure and decisions about continued resourcing of internal KCC resilience. However, KCC should be able to achieve a saving of at least £80,000 per annum in 2014/15 with an additional saving £120,000 per annum from 2015/16 onwards.

2.3 KCC is fully expecting to achieve the indicative MTFP savings target (shared between the Community Safety and Emergency Planning services) of £400,000

by 2015/16. Of this total saving, Emergency Planning is currently expected to achieve up to £200,000.

### **3. Bold Steps for Kent and Policy Framework**

- 3.1 A key outcome of this decision is supporting the development of resilient communities, which complements the ambition in 'Bold Steps for Kent' to "*put the citizen in control*". Emergencies and other disruptions can impact particularly on users of public services so this enhanced resilience will be of particular benefit to vulnerable groups who are often more reliant on public services.
- 3.2 The decision also supports the objective in 'Bold Steps' which "*will require public authorities across Kent to rethink how services are designed and delivered. We must remove duplication and inefficiency that exists not just within authorities, but also between different authorities*".
- 3.3 It fully supports the business benefits of integration which are set out in 'Facing the Challenge: Whole Council Transformation' - "*Cabinet and CMT believe the integration of services can be the catalyst to delivering wider priorities around prevention, demand management, increased productivity and efficiency*".

### **4. The Business Case**

- 4.1 The background to the project is set out fully in the business case. The financial challenges facing KCC, Kent Police and Kent Fire & Rescue led to a project to explore a new delivery model to deliver significant service benefits and improvements with the further opportunity of financial savings. The project has the support of the KCC Corporate Director for Customer & Communities, the Chief Constable and the Chief Executive of the Fire Authority. It is also supported by the Cabinet Member for Community Services and the Chairman of the Fire Authority.
- 4.2 A number of options for the most beneficial business model were considered, (including the status quo) which are set out in the business case. The recommended option is to create a 'shared service' arrangement with the creation of a single team, in a single location with Kent Fire & Rescue acting as the 'host'. KCC (and the other partners) will continue to be responsible for their individual statutory responsibilities but the day-to-day delivery will be through the integrated team.
- 4.3 The benefits of the proposal are set out in the business case and include:
  - Significant financial savings (39% saving compared to current costs, across the 3 partners);
  - More effective partnership working;
  - Improved quality and consistency of emergency planning and business continuity advice, support and response;
  - Better co-ordinated support to the Kent Resilience Forum;
  - More consistent policies and procedures;

- A single point of expertise for the county; and
  - Reduced management/administration overheads (down from 43% of total costs to 22%)
- 4.4 There are no significant equalities implications but the impact assessment screening has shown that there may be a positive benefit to vulnerable groups who have a particular reliance on public services to help them in their daily lives.

## **5. Specific Issues for KCC**

### **5.1 Legal**

Legal advice has been received which confirms both that KCC may enter into this arrangement using powers in the '*Civil Contingencies Act*' (2004), Section 101 of the '*Local Government Act*' (1972) and Section 19 of the '*Local Government Act*' (2000). KCC may do so by initially seconding staff on their existing employment contracts.

- 5.2 A more formal transfer of staff may be required over the lifetime of the two-year project to fully realise all financial benefits for KCC. Further legal advice will be sought if this is required at a later stage.

### **5.3 Property**

It is intended the integrated team will be located at Fire Service HQ in Tovil so this proposal will free up most of the space currently occupied by 14 staff in the Emergency Planning Team on the 4<sup>th</sup> Floor Invicta House, which will support the 'New Ways of Working' programme. Property representatives from all three partners are meeting to discuss the practical details of the accommodation change to ensure the co-location is able to progress from April 2014.

### **5.4 Resources**

It has been agreed that as staff will be seconded to the new team and will, therefore, retain their existing contracts of employment, each partner should pay for the posts they contribute to the team. It is intended this principle will be documented in the Kent Resilience Team Service Level Agreement in order to give clarity about the financial arrangements and ensure any attribution of savings is equitable to the level of resource each partner contributes.

- 5.5 The business case indicates in order to provide additional resilience in the early stages the team will have some small additional capacity in the first year. This means that KCC will second 10 staff in the first instance, but this number will fall to 7 or 8 by April 2015.
- 5.6 In addition some resource will be retained by KCC to fulfil its own statutory accountabilities for internal business resilience and this will be 2 posts. Given the forthcoming changes within KCC, it is yet to be determined where best in the organisation this fits.
- 5.7 For KCC, the initial reduction in posts in April 2014 will be 2 FTE – equating to approximately £80,000 per annum. A further reduction of up to 3 posts by April 2015 will produce further savings of around £120,000.

5.8 The arrangements for selecting staff for the new posts will follow the HR policy of the organisation supplying that post. In KCC's case the proposed structure and the detailed arrangements for selecting staff will be the subject of full consultation with both the trade unions and the staff affected. This consultation will follow the discussions that have already taken place with both staff and unions to explain the business case, the timescales and the principles that will apply to the selection processes.

#### 5.9 Governance

Existing strategic arrangements for managing emergencies (eg. Gold Groups, single point of contact) and existing KCC statutory responsibilities, will be unaffected by this proposal. The integrated team will provide enhanced support to the decision makers.

5.10 KCC will continue to maintain democratic oversight and assurance to hold its officers to account through attendance at the Fire Authority's Planning and Performance Committee (when reports on the team's progress are being considered) and through a Steering Group of senior officers, elected members and representatives from the other partners.

### **6. Partner decisions**

6.1 The Kent Police Chief Constable has agreed to the creation of an integrated team. Kent Fire & Rescue Service has included the proposal to create an integrated team in their Safety Plan which has been published for consultation. The Kent Fire & Rescue Chief Executive has endorsed the proposal and the Kent and Medway Fire & Rescue Authority will be asked to give their approval at a meeting on 19 December 2013.

### **7. Next Steps**

7.1 Subject to the formal approval of Members and of the Fire and Rescue Authority the next key steps to establish the integrated team are:

- Development of the SLA for the first year and consultation with staff and unions (January 2014)
- Finalisation of the SLA and select staff (February 2014)
- KRT team starts to operate and KCC residual team commences work (April 2014)
- Initial operating model and SLA reviewed (December 2014 - April 2015)
- Refined model introduced with full financial savings (April 2016)

### **8. Conclusions**

8.1 This report, together with the business case, explains the financial and service quality benefits of creating an integrated team from KCC, Kent Police and Kent Fire & Rescue Service to deliver emergency planning and business continuity services in Kent. The report explains the particular benefits to KCC and sets out the financial principles to be adhered to as the team is set up and becomes operational so that the financial position of KCC is safeguarded.

## 9. Recommendation

Following Communities Cabinet Committee on 17 December 2013 the Cabinet Member for Community Services is asked agree to undertake all necessary arrangements to create and implement an integrated emergency planning team involving personnel from KCC, Kent Police and Kent Fire and Rescue Service.

## 10. Background Documents

- Kent Resilience Team Business Case

## 11. Contact details

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