

LGA Emergency Planning and Civil Resilience Masterclass

Leeds

Thursday 22 November 2018

Welcome and Scene-Setting

Andy Fry – Director, Greston Associates Ltd
andy.fry@greston.co.uk



@AndyFryFRS

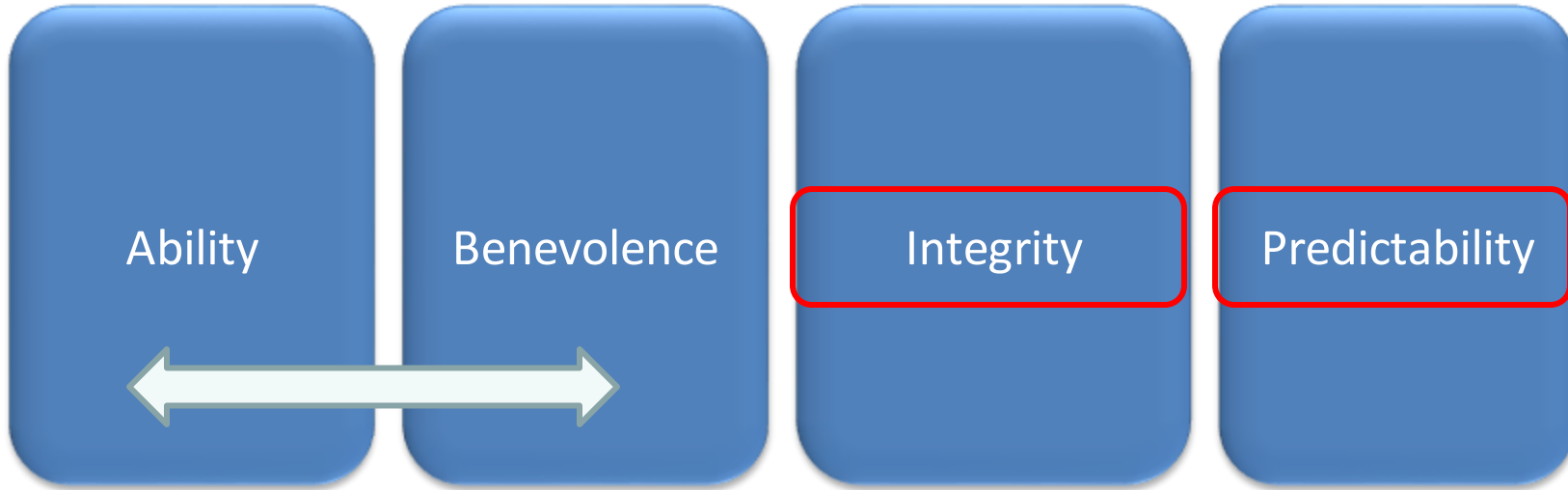
Building and maintaining the trust and confidence of communities

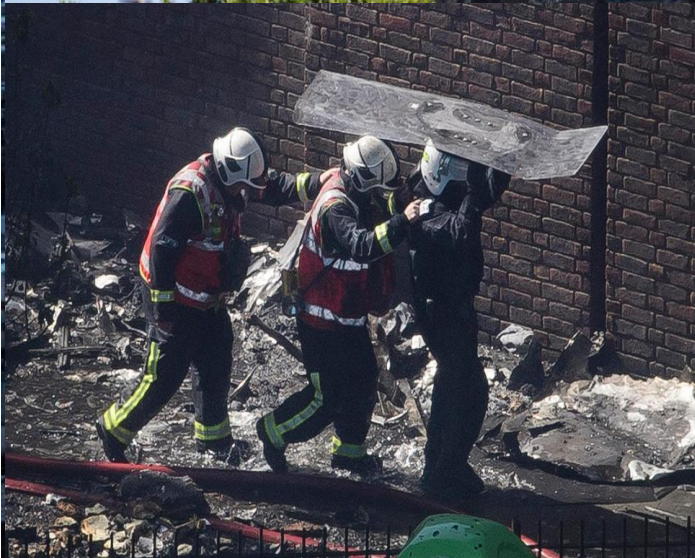
Trust me... I'm from the council



Pillars of Trustworthy Leadership







Ability







Benevolence



**Arrives on
foot**



Leaves on horseback



**Trust
Bank**

Bank trust when preparing



**The scale of challenge that local
authorities can face**

Case Study 1

Councillor Lib Peck, Leader of Lambeth Council

Vauxhall Helicopter Crash

16th January 2013



Councillor Lib Peck, leader of Lambeth Council

Summary

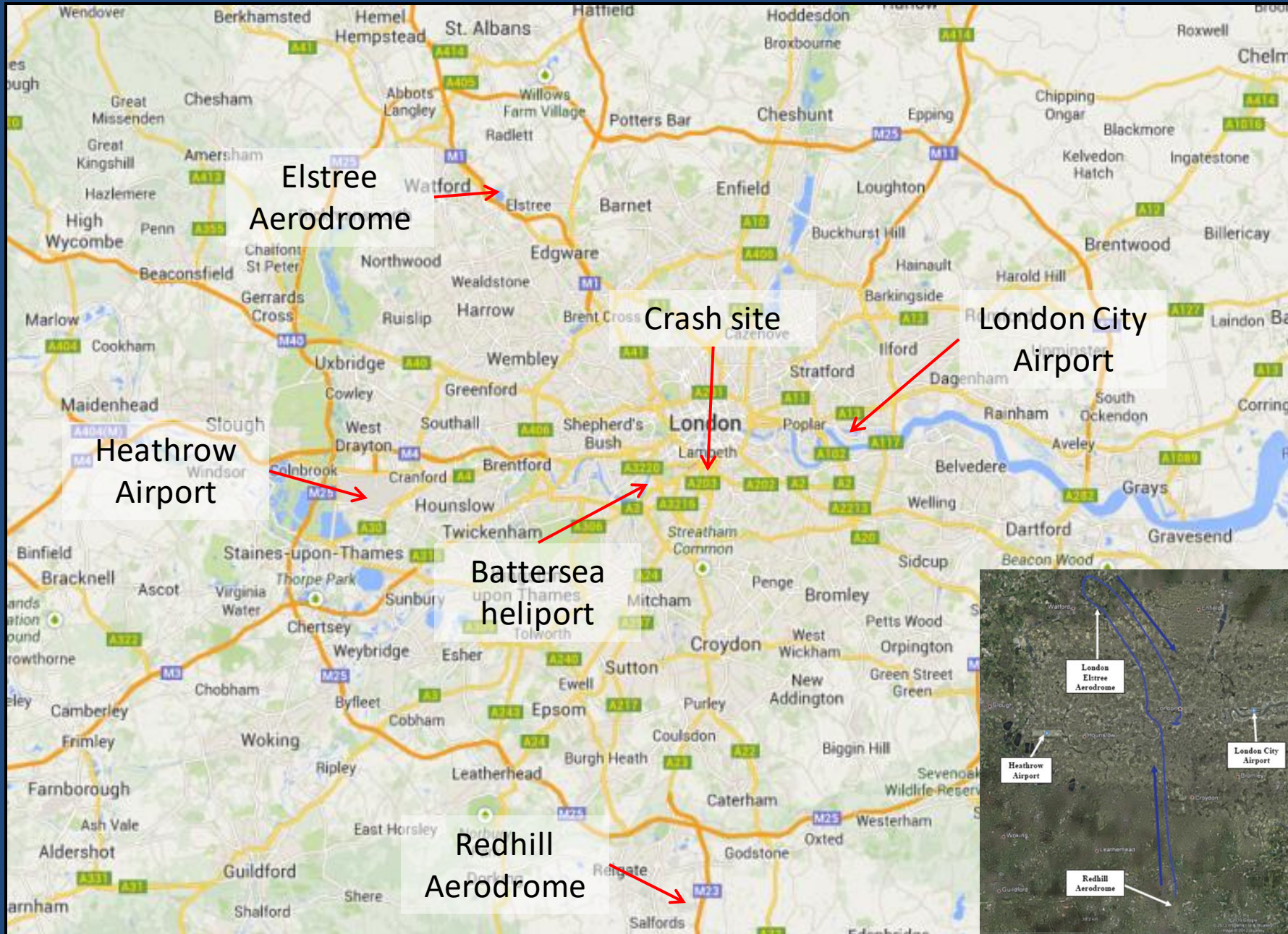
- Context & urban environment
- Immediate response
- Responsibilities of different agencies
- Recovery process
- Leader's role
- Role of backbench councillors

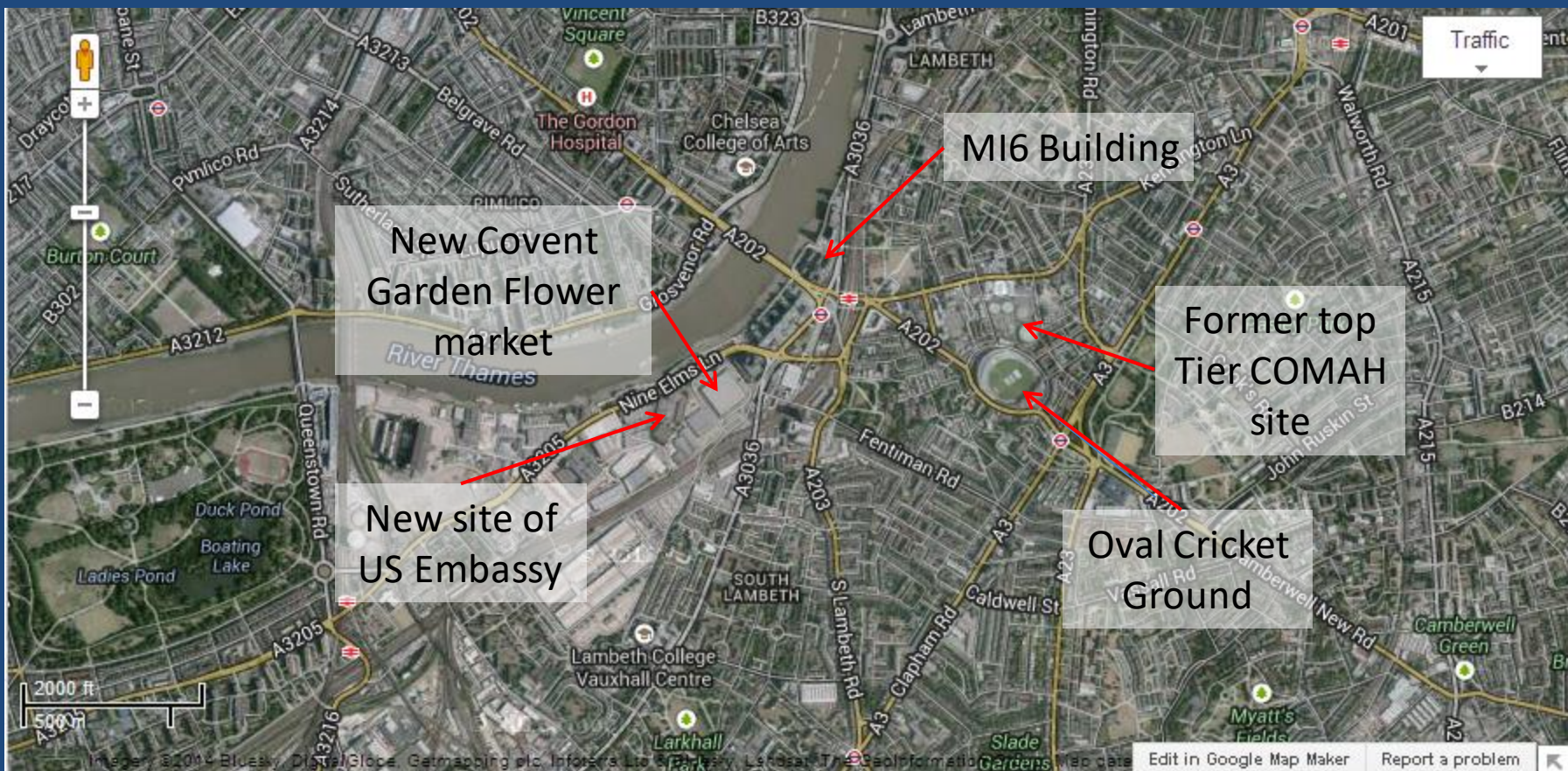
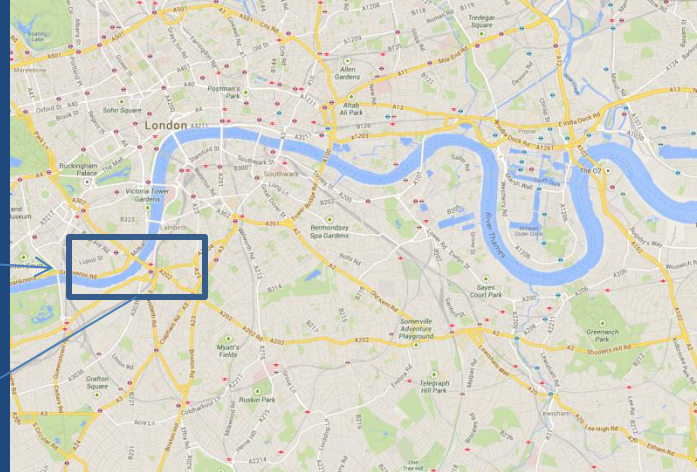
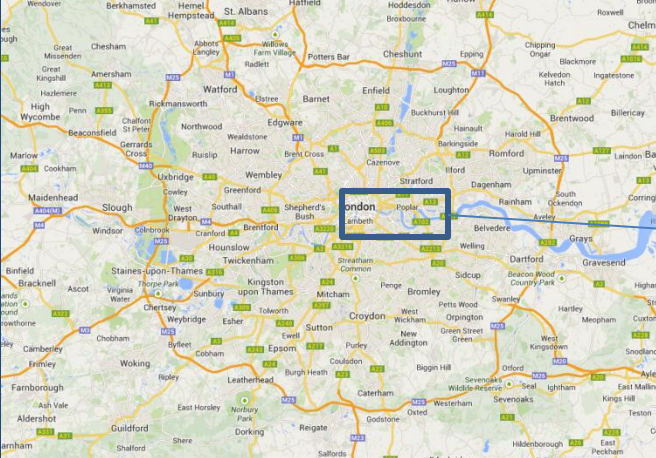
Context

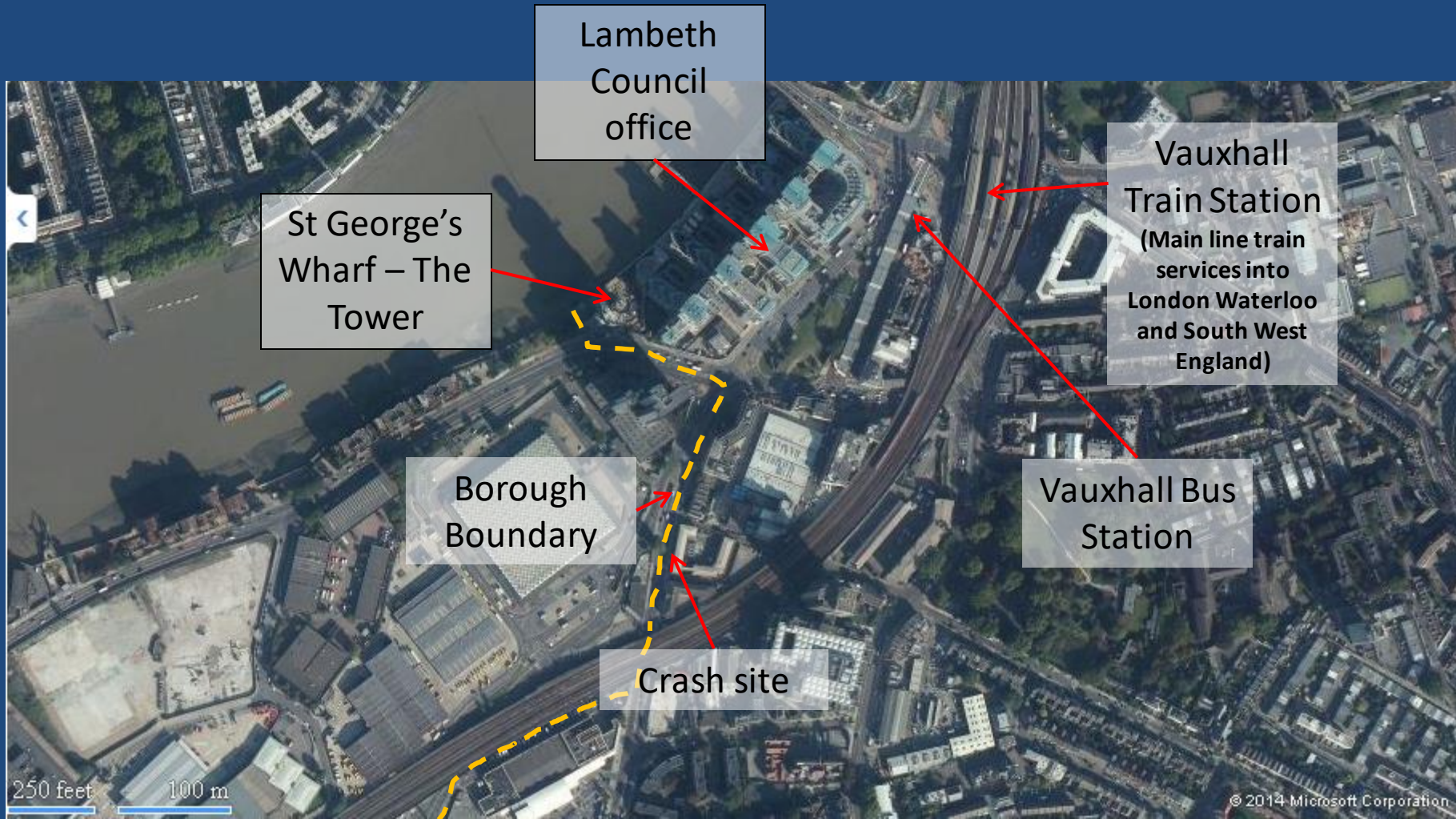
At 0759hrs on 16 January 2013, an Augusta A109E helicopter G-CRST was flying to the east of Battersea Heliport when it struck the jib of a crane, attached to a building development at St George Wharf, at a height of approximately 700 ft in conditions of reduced meteorological visibility. The pilot, who was the sole occupant of the helicopter, and a pedestrian were fatally injured when the damaged helicopter impacted a building and adjacent roadway.

(AAIB Bulletin S1/2013)









Lambeth Council office

St George's Wharf - The Tower

Vauxhall Train Station
(Main line train services into London Waterloo and South West England)

Borough Boundary

Vauxhall Bus Station

Crash site

250 feet 100 m

© 2014 Microsoft Corporation









© John McLellan





Police Responsibilities

- Save life with the other services
- Establish cordons to secure, protect & preserve
- Investigation of incident, with other agencies, where applicable
- Co-ordinate all emergency services & other agencies
- Collection/distribution of casualty information
- Identify deceased on behalf of Coroner
- Take all measures to return to normality

London Ambulance Service Responsibilities

- Save life together with the other emergency services
- Provide treatment, stabilisation and care of those injured
- Provide appropriate casualty transport, medical staff, equipment and resources
- Establish triage points to assess the injured
- Provide a focal point at the incident for medical resources/communication from the scene to hospitals, and other agencies as required

London Fire Brigade Responsibilities

- Life-saving through search and rescue
- Fire fighting and fire prevention
- Rendering humanitarian services
- Management of hazardous materials and protecting the environment
- Salvage and damage control
- Safety management within the inner cordon

Local Authority Issues and impacts

- Cross border relationships
- Council building in the development where crane was
- Staff travelling into work witnessed incident
- Welfare of residents/ businesses in the area
- How long will it take?

Recovery

- The crane



Local Authority

Continuing issues and impacts

- Weekend – council office used as a shelter for inner cordon workers / emergency services with provision for toilets and warmth!
- Recovery operation impeded by snow / cold windy conditions.
- Cooperative working between Transport for London, Wandsworth & Lambeth Councils as highway/ traffic operations affected



Political response

- Leader briefed throughout the day, week and month
- Media appearances to a minimum in the aftermath
- Head up communication with businesses & residents
- Act as initial point of contact with ward and constituency councillors
- Ongoing contact point with MPs

Local political response

- Three ward councillors represent the ward in which the incident took place but more councillors involved
- Regular information
- Appropriate visits
- Local newsletter
- Casework surgeries
- Reassurance

**The scale of challenge that local
authorities can face**

Case Study 2

**Councillor Glen Sanderson, Cabinet Member for Local
Services and Environment – Northumberland County Council**



Northumberland
County Council

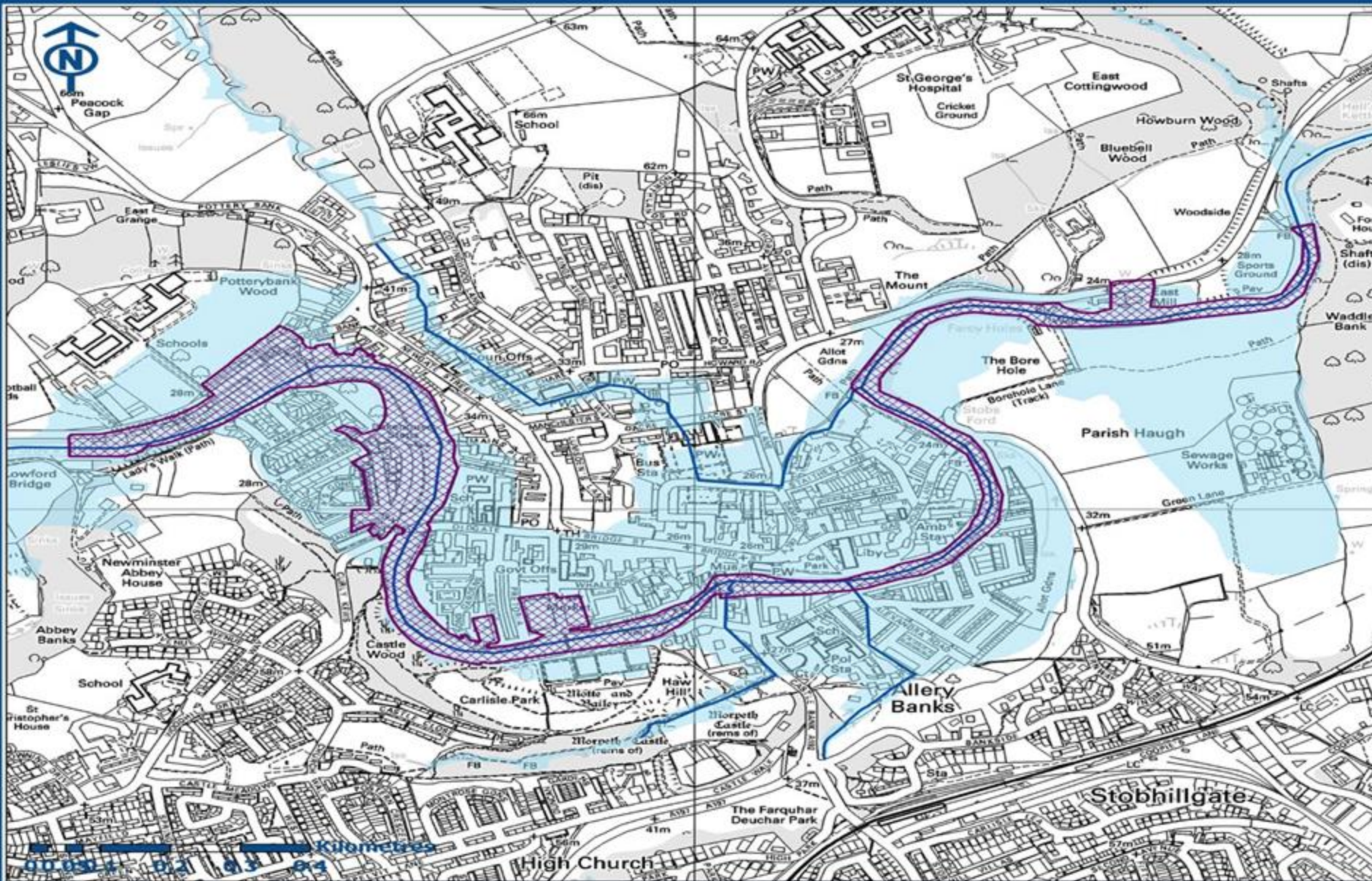
Emergency Planning 20 November 2018

Councillor Glen Sanderson

Portfolio Holder for Environment and Local Services

www.northumberland.gov.uk





Environment Agency

KEYPLAN



LEGEND

- Extreme Flood Outline
- Flood Warning Area
- River

The area outlined in purple indicates the flood warning area.

The data provided is based on that currently available to the Agency. It should not be taken as definitive as full surveys may not have been carried out. Localised flooding from drains and small watercourses is not included. The Agency accepts no liability for any loss or damage arising from the interpretation or use of the information.

The extreme flood outline represents a 0.1% chance of flooding in any one year to this extent. (1 in 1000 year flood event)

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DRAWING NUMBER: N01/121FWFNW115

MAP 22:
River Wansbeck at
Morpeth Riverside

Flood Warning Area: 121FWFNW115

August 2009











Northumbria Local Resilience Forum

- Northumbria Police Force area
- 6 LAs, 2 FRS, Ambulance etc
- Northumberland County Council – LGR April 2009
- Community Safety Directorate includes Fire and Rescue, Resilience and Community Safety

Flooding - September 2008

- Friday, Saturday and Sunday, 5-7th September 2008 - Last weekend of the Summer holidays
 - Over 1,000 properties flooded
 - 400 families evacuated
 - 1000 livestock washed away
 - Transport gridlocked
 - 2 operational rest centres, others on standby
 - Mutual aid invoked

Flooding - September 2008

- NFRS attended 398 flood incidents
 - 500+ 999 calls (12% of annual total in 24hrs)
- 22 Fire Engines, 20+ Support Vehicles, T&W FRS Rescue Boat
- Police/RAF/RNLI/Mountain Rescue/RSPCA
- Business Continuity: Ambulance Station, GP Surgery, Library, Sports Centre
- Bronze at Morpeth Police Station, Silver at Fire HQ in Morpeth, Gold at Police HQ in Ponteland
- Recovery and Restoration at CMBC HQ

Community Impact

- Offers of furniture, clothes, money
- Many families needed to be rehoused
- VIP visits

Cost to the Council

- The Aftermath

Challenges

- Already stretched resources
- Personalities
- Preparedness
- Lack of experience and resources

Flooding Events

- Evacuate
- Better equipment
- Social media
- Local Resilience Forum
- Highways/Social Care/ Education/Housing
- Council services

Democracy

- Cabinet Member/Leader
- Local Member Role
- Emergency Committee
- Scrutiny - meeting out of County Hall
- Protocol for involving Members

Lessons Learned

- Better weather warnings
- Social media
- EA - £27 million Flood Prevention Scheme
- Rest Centres - Bedding in the loft of the Town Hall

Refreshments and comfort break

Welcome back

The role of councillors in ensuring preparedness: an officer's perspective

Andy Fry

The role of Officers in Preparedness

Under the Civil Contingencies Act 2004 (CCA) – Local authorities, as ‘Category 1 Responder’ organisations and members of Local Resilience Forums:

- Assess Risks (Community Risk Register)
- Put in place Emergency Plans (and exercise them)
- Put in place business continuity management arrangements
- Warn and inform the public
- Share information with other responders
- Provide business continuity advice to local businesses (LAs only)

Role of Councils in discharging CCA duties

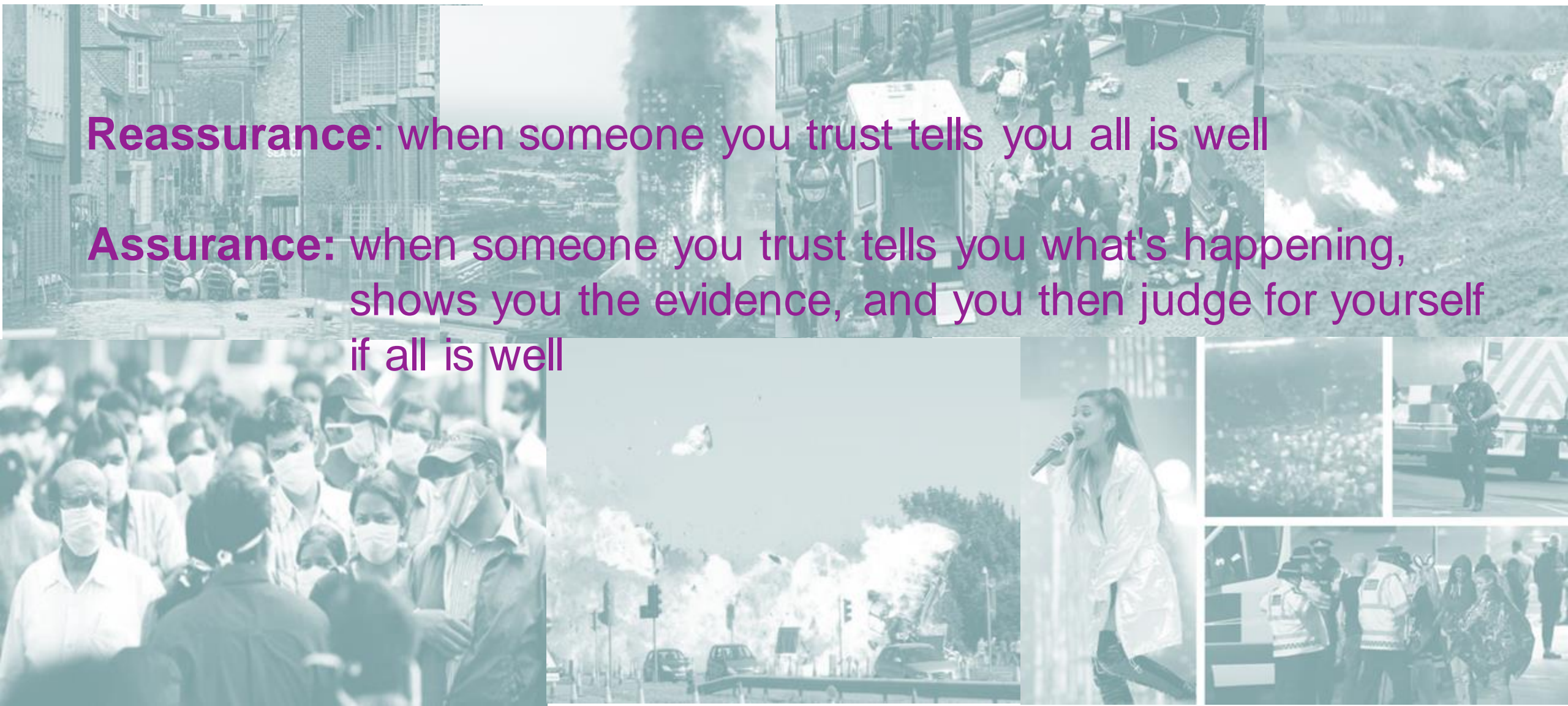
1. Set policy agenda and delegate responsibility for its delivery
2. Set budget to pay for delivery of policy agenda
3. Secure *assurance* (not *reassurance*) that budget is being invested efficiently and effectively in delivering policy agenda (formal scrutiny and performance review)



Role of Councils in discharging CCA duties

Reassurance: when someone you trust tells you all is well

Assurance: when someone you trust tells you what's happening, shows you the evidence, and you then judge for yourself if all is well



Role of Councils in discharging CCA duties

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Officers should support councillors in each of these aspects

Role of local Councillors in Preparedness

- As community representatives: influencing policy, influencing budget decisions, and securing assurance - on behalf of their constituents
- As community leaders: building community resilience and becoming the trusted, local face of the council (integrity; ability; benevolence; predictability)
- Ensuring they are prepared, personally... in case the worst should happen
- Officers should support local councillors in each of these aspects

The role of councillors in ensuring preparedness: a councillor's perspective

Councillor Lib Peck

Councillor Glen Sanderson

The role of councillors in ensuring preparedness

Syndicate table discussions

The role of councillors in ensuring preparedness

Feedback and plenary discussion

Lunch

The role of councillors during response: an officer's perspective

Andy Fry

The role of officers in response

- Command and control infrastructure put in place:
 - ‘Bronze’/Operational
 - ‘Silver’/Tactical – Tactical Coordinating Group (TCG)
 - ‘Gold’/Strategic – Strategic Coordinating Group (SCG)
- Sequence will vary (‘no-notice’ vs ‘rising-tide’)
- SCG members set Strategic Objectives and task tactical commanders
- TCG members develop coordinated, tactical plans to deliver Strategic Objectives, and task Bronze commanders
- Bronze commanders deliver operational effect ‘on the ground’ by deploying tactical plans
- In terms of maintaining trust and confidence: focus on ‘Ability’
- COBRA (Cabinet Office Briefing Room) may be set-up

Role of local Councillors in Response

- As community leaders:
 - Be 'present' and visible as the trusted local face of the council (benevolence; predictability)
 - Become a conduit for the flow of reliable information – sticking to agreed communications protocols (integrity; benevolence; predictability)
- As community representatives:
 - Identify needs of individuals and wider community and feed these into appropriate response or recovery organisation, via council officers (benevolence; predictability; be cautious with integrity)
 - Establish communication links with the political executive (Leader or designated Cabinet member, for example)
 - Scrutiny comes later
 - Officers should support local councillors in each of these aspects

The role of councillors during response: a councillor's perspective

Councillor Lib Peck

Councillor Glen Sanderson

The role of councillors during response

Syndicate table discussions

The role of councillors during response

Feedback and plenary discussion

Refreshments and comfort break

The role of councillors through recover: an officer's perspective

Andy Fry

The role of officers in recovery

- Local authorities take the lead and chair Strategic Recovery Group (SRG)
- Can take years and needs to be done as well as the 'day job'
- Put in place a recovery strategy, supported by clear action plans, that enable a return to 'normality' (often a 'new normal') for public services, infrastructure and people in communities
- Undertake, and support, post-incident debriefs, reviews, inquests and Public Inquiries
- In terms of maintaining trust and confidence: ability; benevolence; integrity and predictability are all important

Role of local Councillors in Recovery

- As community **leaders**:
 - Continue to be 'present', providing support and reassurance (benevolence; predictability)
 - Engage with and/or support community-based recovery activity (benevolence; predictability; integrity)
 - Remain a conduit for the flow of **reliable** information – sticking to agreed communications protocols (integrity; benevolence; predictability)
- As community **representatives**:
 - Listen to, and remain a trusted voice of, the local community (benevolence; predictability)
 - Actively engage in post-incident debriefs, reviews, and scrutiny
 - Officers should support local councillors in each of these aspects

The role of councillors through recovery: a councillor's perspective

Councillor Lib Peck

Councillor Glen Sanderson

The role of councillors through recovery

Syndicate table discussions

The role of councillors through recovery

Feedback and plenary discussion

Time for feedback please

Pulling it all together

Andy Fry

Final Remarks and Close

Ellie Greenwood – Local Government Association