

Report of the Cabinet Member for Resources

Emergency Planning & Resilience Scrutiny Working Group – Date 11th October 2017

Overview – Emergency Management Service

Purpose	To Provide an Overview of the Emergency Management Service and current arrangements
Content	This report includes an overview of current activity, resourcing and future work planning (Appendix 1)
Councillors are being asked to	<ul style="list-style-type: none">• Receive an overview of the Legal requirements• Endorse current arrangements• Clarify any information required• Endorse the conclusion of the report• Receive a reassurance over arrangements in-place• Make observations to the Cabinet Member as necessary
Lead Councillor(s)	Councillor Clive Lloyd
Lead Officer(s)	Martin Nicholls (CMT Lead)
Report Author	Craig Gimblett: Corporate Health, Safety, Emergency Management & Wellbeing Service manager

1. General Description

1.1 The Role of the Emergency Management Service, is to provide specialist technical and professional advice across the field of emergency management and business continuity. This it must be noted is not just within the authority, but to businesses, communities, event organisers and to provide mutual aid when required to other authorities.

EMS is also responsible for the development and testing of major incident plans, for all eventualities from mass evacuation and natural or man-made disaster, to ensure the authority is able to respond in partnership with the emergency services as a category one responder.

We are governed and required under numerous Statutes, such as the Civil Contingencies Act 2004, the Housing Act 2004, the

Control of Major Accident Hazard (COMAH) Regulations 2015 and the Governments CONTEST Strategy to combat terrorism, on which we lead the Protect & Prepare Strands.

We provide a 24/7 365 duty rota to respond to emergencies on behalf of SC, provide de-briefing capacity, and provide tactical advice and support to CMT during any incident.

- 1.2 EMS is utilised not just by internal services, but provides support to businesses and other organisations, in addition to joint working, planning and development with other agencies and authorities as we're a part of the South Wales Local Resilience Forum (SWLRF) and South Wales Resilience Team (SWRT).
- 1.3 Prior to 1st January 2017, Swansea Council (SC) was part of a joint arrangement with Neath & Port Talbot County Borough Council (NPTCBC) to provide emergency planning and management arrangements via the Joint Resilience Unit. The unit whilst managed by NPTCBC, was significantly funded by SC who also employed all the resilience officers directly.

Due to the view by CMT, that SC needed increased focus and visibility of emergency management and planning in Swansea as we're the significantly higher risk holder, a decision was made to assign line management of the then three resilience officers to the Corporate H&S Manager in August 2016, in response to this NPTCBC requested that the JRU be dissolved in 2017, which was accepted by CMT in November 2016 and led to the disbanding of the Joint Resilience Committee (JRC) which was a NPTCBC structure.

In turn this resulted in the formation of EMS with the two resilience officers who wished to remain with SC, both of which it must be recognised showed the highest levels of commitment and professionalism in trying to improve standards for the Authority which has successfully been capitalised on during 2017. A breakdown of key activity and future areas of focus is included in Appendix 1 at the end of this report

2. Why We Do This

- 2.1 As previously stated EMS is a specialist unit capable of responding to emergencies as defined by the Civil Contingencies Act 2004, working with Emergency Services, Health, the Military and other partners to protect our communities and respond to and recover from incidents as quickly as possible.
- 2.2 We're a Category one responder, operating a 24/7 duty rota to respond to significant incidents on behalf of SC 365 days a year.

2.3 We support local businesses, communities and internal services with regards business continuity advice, emergency plans, training and protective security advice, including advising on Hostile Vehicle Mitigation with colleagues in Welsh Extremism & Counter Terrorism Unit.

2.4 Our work can be linked to many of the Corporate Priorities but fundamentally the work that we undertake with partners, not only improves security, safety and increased community cohesion for Swansea, but can be linked to potentially improving pupil attainment.

it must be recognised that much of our longer term plans to improve Hostile Vehicle Mitigation and provide dedicated protected spaces for events, and to protect crowded spaces such as shopping centres, will increase visitors and revenue by providing the right environment with high levels of public safety and confidence in a city that is also functional and aesthetically pleasing after the regeneration of the region.

3. Management, Support and Reporting

3.1 The EMS sits under the Human Resources Department within the Directorate of Resources. Since the disbanding of the Joint Resilience Unit on the 1st January 2017 at the request of Neath & Port Talbot County Borough Council, EMS was then integrated as a specialist unit within the then Corporate Health Safety & Wellbeing Service.

3.2 EMS is directly managed by the Corporate Health, Safety, Emergency Management & Wellbeing Manager, who in addition to reporting into the Head of Service HR, reports to the Director of Place as the Strategic Lead for Resilience and the Director of People as the Strategic Lead for CONTEST which is the national strategy for counter terrorism.

3.3 The unit is compact in comparison to the size and growing risk profile of SC, comprising two full time specialist Emergency Management Officers and one-part time Admin assistant. In August 2017 EMS relocated to Guildhall to improve support and further increase visibility and productivity which has been high since the unit was formed.

3.4 The move was also to support the planned formation of a dedicated Emergency Control Centre for SC, discretely located within Guildhall to support CMT, Leadership, partner agencies and SC as a whole during incidents and events up to and including Strategic activations.

- 3.5 With regards Political reporting/portfolio, EMS along with the wider Corporate Health, Safety, Emergency Management & Wellbeing Service, sits under Councillor Clive Lloyd the deputy leader, who has from the formation of the unit, been supportive, meeting with the officers and receiving regular briefings on progress and plans of work.

4. Stakeholders

- 4.1 The Authority like all others in the UK is a member of a Local Resilience Forum, which works together in partnership to ensure arrangements are in-place to effectively manage major incidents, provide mutual aid, shelter and support to our communities.

Key stakeholders include, South Wales Police, Mid & West Wales Fire & Rescue Service, ABMU, the Universities, DVLA, British Red Cross, other Authorities, Welsh Ambulance Service, Natural Resources Wales, The Met Office, Welsh Government, Local Businesses, Developers, Designers, SWLRF, SWRT, Welsh Extremism & Counter Terrorism Unit.

- 4.2 Stakeholders are engaged in a number of ways, via the SWLRF and SWRT structures, through Western Bay Contest Board, Protect & Prepare group, through working with individual sites and services, meetings with partners and training delivery.

5. Finance

- 5.1 EMS currently holds an overall budget provision of £99,253.24 which includes the staffing budget, ON costs, equipment, training and expense budgets.

6. Current Performance and Trends

- 6.1 The performance of EMS is high as can be evidenced by the level of productivity and development in 2017; this is due to the dedication and ability of the EMO's. However it must be recognised that demands this year have reached unprecedented levels due to incidents nationally, and the response required through two periods of Critical Threat Level, which in truth is unlikely to change for the foreseeable future.

7. Future Challenges & Opportunities

- 7.1 There are in truth a number of challenges on the horizon for SC in relation to emergency management, firstly the Civil Contingencies duties will be devolved to Welsh Government on the 1st April 2018, little is known of their intentions but what is clear is that no transfer of funds will be made so potentially financial assistance to cover the cost of a significant incident, will be more difficult in the absence of the Bellwin Scheme administered by central government.
- 7.2 Currently Welsh Government is conducting a scoping exercise, in relation to boundaries and regional collaboration, as highlighted recently by the Chief Executive. Potentially this could match the City Deal footprint, allowing us to work closer with neighbouring authorities to the west, where the LRF is well established, efficient and SC would undoubtedly benefit from the collaboration.
- 7.3 In my professional opinion, SC will benefit from the potential departure from the SWLRF, which is historically heavily Cardiff centric. We have already established EMS as an innovator, with WECTU holding the service up as an example of best practise with regards to school lock down protocols and our work with Save the Children.

8. Risks

- 8.1 It must be recognised that given its growth, planned future development and expedient increase in special events, including concerts and the growing attendance at the National Airshow peaking at 250K in 2017. Swansea is only comparable to Cardiff in Wales from a risk perspective, which will only increase, particularly with the ongoing bid for Swansea to be the City of Culture 2021.
- 8.2 It must be highlighted that the currently level of activity has been unprecedented, resource requirements are currently under review with HoS before further discussion with CMT. This is to ensure that Swansea, has the right resources and the capability to effectively respond to any incident, decisively and visibly to support and reassure our communities.
- 8.3 To be clear SC is not alone in reviewing its capacity for emergency management functions; a recent cabinet office capability survey is expected to highlight at least a 40% reduction in resources over the last 10 years due to austerity. Given the aftermath and impact of events in London, Manchester and in particular Grenfell Towers, it can only be hoped that this trend is reversed and investment is made to ensure all organisations have suitable and sufficient resources and staffing in-place to effectively deal with emergencies.

8.4 The review of resourcing will need to be ongoing and take into account technological advancement and inter agency communication platforms not just staffing levels, in addition the ECC must be maintained as a protected space, along with team accommodation and meeting space due to the levels of planning and confidentiality and national security aspects of the work internally and with partners such as SWP and WECTU.

9. Assessment by HoS

9.1 The EMS has only existed as a stand-alone function, since dissolving of JRU, it has worked effectively to improve visibility, has arranged a rolling program of training, development of plans, resolved the lack of temporary mortuary arrangements, supported services, the internal security team and CMT with the highest levels of professionalism and an exceptional level of productivity.

9.2 Resources for EMS as stated are currently being assessed, before further discussion with CMT to ensure the authority and the public are protected to the best of our abilities. A program of assessment to look at investment in Hostile Vehicle Mitigation to improve public safety is already underway in conjunction with Highways, SWP & WECTU and is a priority for EMS. Where possible Government funding will be sought for these street works and we're also working with the designers as part of the city regeneration. This in turn will help future proof the city, increase public confidence; see more events and visitors attracted, and increased economic activity, as can be evidenced by Cardiff's increase in events and revenue.

Background Papers: None

J C Gimblett
Corporate Health, Safety
Emergency Management & Wellbeing
Manager

29th September 2017

Delivery Since 1st January 2017

- Successfully planned and delivered a live multi agency COMAH exercise for Vale (Europe) refinery
- Worked with Save the Children on a national project to ensure the needs of children in emergencies are met
- Worked with SWP & WECTU to deliver a Cyber Security and Insider Threat awareness day for SC
- Developed a new Major Incident Plan
- Developed SC's first Recovery Plan
- Developed a new Emergency Media Plan
- Developed a new Rest Centre Plan
- Revised SC Flood Management Plan
- Reviewed and revised SC Mass Fatality Plan, Protocols and designated a new Temporary Mortuary site
- Reviewed and revised SC Risk Register
- Worked with services to increase rest centre capacity to up to 1000 spaces per site at 42 locations that are geographically spread and aligned to known risks.
- Developed, implemented and tested site specific Lockdown and Escalation protocols for schools
- Developed Bomb Threat & Suspicious package, guidance and posters for SC
- Supported Western Bay Contest Board for SC period of Chair
- Formed, chaired and led the first multi-agency/partner Protect & Prepare group in the region, which sits under Western Bay Contest board and works with partner organisations to focus on risks and develop plans to prevent or limit the impact from Terrorism in Swansea
- Supported and advised on the review of event management plans including arrangements for Hostile Vehicle Mitigation
- Supported and advised on revisions to security arrangements through the periods of Critical Threat Level and Elections
- Reviewing & supporting managers in the construction of Business Impact Assessments and Business Continuity Plans for critical services
- Co-ordinated the delivery of Project Griffin Terrorism Awareness training and Project Argus Terrorism desktop exercises including: 17 Internal Griffins to 139 SC staff, 2 Griffin Mailroom training events and one dedicated Griffin, Cyber and Insider threat session for Leadership Team
- Worked with WECTU & SWP to deliver 4 Project Griffins for the Night Time Economy, 2 Griffins for Swansea Hotels Consortium and 2 Griffins for Quadrant Staff. In addition we provided access to training at our facilities for DVLA, ABMU, Swansea University, Morgans Hotel & JR Events staff
- Implemented an Emergency Management Alert system, developed and provided guidance on crowded spaces, threat levels, personal safety/security and signposting to training and awareness material.

- Commenced support and advice to SC officers and developers alongside SWP & WECTU for the incorporation of HVM and security considerations in the City Centre redevelopment.
- Embedded EMS as a standalone service with SWLRF, SWLRF Executive, SWRT, SWRT Managers Group, Welsh Civil Contingencies Managers Group and SWLRF Mass Fatalities, Risk and Emergency Assistance Groups, Community Resilience Group
- Completed De-brief training to support all service areas post incident to limit impacts to the organisation, the staff, performance and reputation.
- Integrated emotional wellbeing support into emergency management process.
- Implemented SC Staff, Councillor, Visitor & Contractor, security lanyard initiative
- Developed Emergency grab bags and rest centre packs

Future Work Planning

- SC Major Incident Exercise planned 11th to 14th December
- Specialist Loggist training planned 3rd November
- Rest Centre Manager training in conjunction with the British Red Cross 23rd October
- Increase Business Continuity arrangements following potential implementation of BC2 software system
- Test SC BCP plans
- Form Members Emergency Management Forum to replace redundant JRC
- Increase and train resilience co-ordinators across SC
- Develop SC Spontaneous Volunteers Plan and Volunteer Centre Packs
- Continue Project Argus & Griffin with WECTU and complete SC registration
- Relocate, update and test SC Emergency Control Centre (commencing 12th October)
- Develop awareness training and guidance for Members
- Continue to work with SWP, WECTU, City Centre Management Teams and businesses to co-ordinate and improve evacuation plans for the City
- Continue work with Special Events, Highways, SWP, WECTU, Liberty Stadium and the City Centre Management team to develop costed schemes of work to provide and protect key locations, venues and crowded spaces across the city, through the provision of suitable mitigation and security arrangements.