

## IMPROVING PLACES SELECT COMMISSION

**Venue:** Town Hall,  
Moorgate Street,  
ROTHERHAM. S60 2TH

**Date:** Wednesday, 20th September,  
2017

**Time:** 1.30 p.m.

### A G E N D A

1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
2. To determine any item(s) the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Apologies for absence
4. Declarations of Interest
5. Questions from members of the public and the press
6. Communications
7. Minutes of the previous meeting held on 19th July, 2017 (Pages 1 - 16)
8. Scrutiny Review: Emergency Planning (Pages 17 - 64)  
Councillor Wyatt, Chair of Task and Finish Group, to report
9. Asset Management Improvement Plan (Pages 65 - 83)  
Damien Wilson, Strategic Director Regeneration and Environment, and Louise Murray, Strategic Asset Manager, to present
10. Date and time of the next meeting:-  
Wednesday, 15<sup>th</sup> November, 2017, at 1.30 p.m.

#### **Improving Places Select Commission: membership: -**

Councillors Albiston, Allen, Atkin, Buckley, B. Cutts, Elliot, Jepson, Jones, McNeely, Mallinder (Chairman), Price, Reeder, Sheppard (Vice-Chairman), Taylor, J. Turner, Vjestica, Walsh and Wyatt.

Co-opted members:- Mrs. L. Shears, Mr. P. Cahill and Mr. B. Walker.

**IMPROVING PLACES SELECT COMMISSION**  
**19th July, 2017**

Present:- Councillor Mallinder (in the Chair); Councillors Albiston, Atkin, Buckley, Elliot, Jepson, Jones, McNeely, Reeder, Sheppard, Taylor, Vjestica, Walsh and Wyatt, Lilian Shears and Pat Cahill (Rotherfed).

Apologies for absence were received from Councillors Allen, B. Cutts, Price and Julie Turner.

**67.           DECLARATIONS OF INTEREST**

There were no declarations of interest made at the meeting.

**68.           QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

There were no members of the public or press present at the meeting.

**69.           COMMUNICATIONS**

The Chair welcomed everyone and formally thanked Brian Walker, who had now retired, for his work on the commission as a co-optee.

Pat Cahill and Lilian Shears were welcomed back for 2017-18 as the representatives from RotherFed and thanked for their commitment to the Commission.

Cllr Mallinder gave a brief update covering:

- Key items in the work programme for 2017-18: - culture and leisure, neighbourhood working, housing allocation and adaptations, and asset management
- LGA training in Warwick
- Visits to scrutiny in Lambeth and Camden
- Monitoring the new framework for Dignity
- Regular meetings with Cabinet, Strategic Directors and Officers
- Two way links between Overview and Scrutiny Management Board and Improving Places.

**70.           MINUTES OF THE PREVIOUS MEETING HELD ON 5TH APRIL, 2017**

Arising from Minute No. 64 Engagement of Young Tenants of Council Housing – RotherFed Scrutiny Report, Pat Cahill confirmed that the review report had been accepted by the Directorate Leadership Team in Adult Care and Housing and feedback would be provided on the changes that would result from the recommendations made.

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RotherFed's second review considering appointments, communications and the customer journey for housing repairs was underway. This would include a questionnaire, mystery shopping and interviews with officers and tenants. The review would be completed by the year end.

Resolved:- That subject to the inclusion of the attendance of Pat Cahill and Lilian Shears, the minutes of the previous meeting held on 5<sup>th</sup> April, 2017, be approved as a correct record.

**71. REPRESENTATIVES ON OUTSIDE BODIES AND SUB-GROUPS**

Councillor Sheppard would keep a watching brief on developments with regard to District Heating through liaison with the Cabinet Member for Housing and the three Swinton Ward Councillors.

Resolved:- That a full list of representatives on outside bodies and sub-groups be circulated to Members.

**72. EMERGENCY PLANNING - TASK AND FINISH GROUP UPDATE**

Councillor Wyatt highlighted how recent events nationally showed the importance of emergency planning and the role of local authorities in catastrophes. The Emergency Plan had been activated in Swinton recently following a major fire, which had provided a good insight of how things operate locally.

It was confirmed that the review work had concluded and the draft review report had been circulated for feedback. This would be signed off at a final meeting of the task and finish group with a view to it being presented to the Commission at the September meeting.

The Emergency Plan was included on both the Corporate and the Regeneration and Environment risk registers as no full exercise had been undertaken yet, only desk top work. There were issues to clarify regarding staffing for the Operations Room and other functions but a good team of Forward Liaison Officers was in place.

**73. FIRE SAFETY ON RMBC HIGH RISE PROPERTIES**

Mark Nearey, Contract and Service Development Manager, and Phil Duffy, Technical Officer, Adult Care and Housing presented an overview of actions taken in managing fire risk at Beeversleigh and other Council Housing stock.

**Beeversleigh**

- Beeversleigh was the only high rise block managed and owned by the Council
- 12 storeys, 48 flats, both 1 and 2 bedrooms
- 2 passenger lifts and 1 concrete staircase.
- Recent investment £1.7m

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- Upgraded fire detection and installed a new sprinkler system
- No external cladding
- Current and up-to-date Fire Risk Assessment (FRA)
- X2 visits/inspections from South Yorkshire Fire and Rescue Service (SYFRS)

Current provision of fire detection and safety

- x1 heat detector/sprinkler in every habitable room
- x1 smoke detector in the hallway, bedroom and lounge in every flat
- x1 strobe light in master bedroom
- x1 Hush button in hallway of each flat
- Heat detectors/smoke alarms automatically linked to Rothercare
- Fire call points in communal areas
- Weekly tests on communal fire alarms and regular cleaning of communal area

Other group dwellings

- x4 Council group dwellings - low rise two or three storey
- Shaftsbury House, Wellfield Lodge, Dawsons Croft, Hampstead Green
- Re-inspected with existing FRA and updated
- Annual inspection programme, monitored via the Chief Executive's Office
- Works identified to commence immediately, expected delivery 8 to 12 weeks
- Any urgent repairs have been resolved
- Further inspections and assessments taking place with SYFRS
- Rolling programme of FRA inspections

External wall insulation (EWI)

- 1,000 houses benefited from External Wall Insulation.
- EWI was in isolation is a combustible material
- **BUT** when installed in conjunction with the external render coating and the existing wall structure i.e. brick/concrete, it provided a fire barrier
- Class 0 rating - protects the surfaces from the spread of flames AND limits the amount of heat released from the surface during a fire
- Requested Fire Service to inspect products and installation methods – 1 storey buildings
- Building Control had signed off a statement elevating safety concerns re-EWI

Budget

Housing Revenue Account budget in place to carry out current FRA works

Further actions

- Review sterile communal area policy
- Suited key system to all RMBC service doors and risers
- Evacuation/Stay Put policy to be reviewed

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- Fire Safety training for staff to be refreshed
- Review location/information of residents with mobility issues
- Establish a Compliance Working group - issues such as asbestos, fire, gas and electrical safety, legionnaires.
- Review information given to tenants at sign up with regard to Fire Safety
- Review previous fires - lessons learned
- Build on excellent working relations with SYFRS
- Greater awareness amongst its residents regarding Fire Safety
- Continue to ensure every Council home had appropriate smoke detection
- Ensure gas safety compliance remains at 100%

Discussion followed the presentation with the following issues raised/highlighted:-

- Members confirmed that residents at Beeverleigh were more than happy with how the Council had responded swiftly to concerns following the fire at Grenfell Tower, with visits from officers and assurance given.
- The need for a common sense and balanced approach regarding tenants' belongings in communal areas. Officers would attend a future surgery to provide clarity for residents.
- Concerns regarding mobility scooters left in the wide corridors at Shaftesbury House rather than being taken inside people's home, thus posing a fire risk – This was recognised as a growing issue necessitating further work and consultation, but it was a fire risk.
- Fire appliance access at the rear of Beeverleigh due to metal fencing – It was hoped to have more double yellow lines to restrict parked vehicles although SYFRS had not raised the fencing as an issue during their visit. There was no access issue regarding the normal fire tender, but rather with the extending ladder, so additional hatching would be put in place with a trial run by SYFRS.

Following the review of the stay put policy at Beeverleigh how any messages would be given to residents – The FRA had confirmed it would be a Stay Put policy and letters would go to all residents.

- Awareness of their evacuation policy for residents living in the other blocks – This was also a Stay Put policy and this would need to be re-communicated to residents once the FRAs had been completed. Signage was in place saying leave if there was a fire in your flat or in the communal area.

- Insulation on blocks of maisonettes – The insulation used was fire resistant. No checks had been carried out on these yet as the higher risk properties were being considered first but officers were confident that those buildings were safe in terms of fire resistance.
- Hush buttons allowed people two minutes to turn the alarm off if it had been triggered accidentally, for example by burnt toast, before it went through to Rothercare.
- Option to turn off strobe lighting for example for people with epilepsy – Officers confirmed that it was red rather than white lighting but they would double check if it could be deactivated for residents who did not have a hearing impairment.
- Gas installations in stairwells – At Beeversleigh the gas main was slightly away from the building with an external pipe to the sole gas boiler located on the roof and no gas boilers in the individual flats. There was also an isolation point and in the case of excessive heat in that room the gas was automatically shut off. The boiler was regularly serviced and maintained and SYFRS knew the location of the isolation point.
- Reporting safety concerns – This could be done 24:7 via the repairs line.
- The availability of £1m through the Fire Authority last year in match funding for social housing providers to fit sprinkler systems. In addition to the safety benefits it also meant re-build costs were significantly lower in the case of a fire if a building did have a sprinkler system. Plus it was easier to evacuate an individual flat rather than a whole building.
- If any FRAs identified the need for a sprinkler system they would be fitted.
- Fire safety in non-Council buildings where services such as supported housing were delivered or residential care homes – A joint document had been drafted between Housing and Facilities Management on actions to be carried out. The Senior Leadership Team received weekly updates on progress. More information could be provided for Members on non-housing related work.
- SYFRS awareness of location of dry risers, ensuring clear access to them and maintenance of the couplings – This featured in the walk round Beeversleigh with SYFRS checking every cupboard, with the Council having responsibility for maintenance and clear access.

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- Fire Services were well versed in dealing with difficulties at sites and had protocols and procedures in place to deal with problems.
- Customised alarms for people with particular needs based on sensory deprivation – The adaptations team would assess the needs of an individual before they were housed/rehoused and provide any specialist equipment.
- For properties above shops, FRAs were being undertaken with appropriate action if fire hazards were identified.
- Electrical wiring at Beeversleigh and any control over or safety tests on white goods purchased by residents – It was difficult to vet residents' purchases but there would be further discussion. A fixed wire test programme was undertaken every five years. In furnished homes PAT testing took place annually.
- Underground car parking in terms of fire safety – Hazards would be picked up and removed in the weekly visits to Beeversleigh. Other officers working in or visiting buildings were expected to report back any concerns.
- Inspections to wall insulation to ensure its integrity was maintained and advice to tenants on making holes in insulation and danger from sparks – The next tenant newsletter would feature this and officers would be briefed and asked to report any instances of exposure and potential risk. Tenants should also write in to request permission for any changes to the building.
- Pleased with structural improvements made to fire safety but also reviews of past fires were important particularly given that vulnerable people were involved in many instances of fires and this should be included within the fire strategy – The Compliance Working Group would reinforce the message that this was about people not just properties.
- Wedging open fire doors and whether SYFRS could provide signage asking people to refrain from doing this so it was a clear SYFRS request rather than one from RMBC.
- Wider public communication on fire safety, not only with Council tenants.

Officers were thanked for their presentation.

**74. TOWN CENTRE MASTERPLAN**

Simeon Leach, Economic Strategy and Partnerships Manager, Regeneration and Environment Services gave a detailed powerpoint presentation on the Rotherham Town Centre Masterplan. Earlier work under the Renaissance Programme was referenced to set the context.

Last year the Supplementary Planning Document identified potential sites and the draft Town Centre Masterplan would go to Cabinet in September.

**Masterplan approach**

- Implementation focused
- Specific deliverable projects
- Ambitious... but realistic
- Commercially pragmatic... but bold

**Shaping strategy**

- Confidence in the town centre environment
- The arrival-to-departure experience
- More to do and see in a quality setting
- The 'WOW - that really makes a difference' moment
- More PEOPLE
- Capture latent SPENDING power
- A place for distinctive independent retail
- Retail is not the 'answer' – but must be nurtured
- Quality eating and drinking a key opportunity
- New commercial leisure development (Cinema & Hotel)
- More living in and around the Town Centre

**Forge island scheme content**

- 25,000 sq. ft food & beverage
- 60-80 bed quality hotel
- 4/5 screen cinema
- 300+ multi-storey car park
- Retail opportunity
- 120 apartments
- New landmark bridge
- New riverside park
- Vital link with Minster Gardens
- Hydro-energy on weir
- Potential New Theatre

**Riverside residential**

- Key ownerships
- Council land as 'market creator'
- Starter Homes - go early sites
- Critical mass of new residents
- 300 new homes
- Mix of dwelling types
- Private houses



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- Distinct market offer
- Design quality/price-point
- Riverside setting
- Potential bridge over river

Bus Interchange and multi-storey car park

- Funding secured by SYPTTE
- Refurbishment of Bus Station and Car Park
- Separate management of car park
- Ease of arrival and departure
- College Walk to be maintained

Learning Campus and Doncaster Gate Higher Education Hub

- Existing Rotherham College anchor
- New Higher education facility at Doncaster gate site opposite
- Develop learning quarter
- Maximise benefit of students in town

Implementation Plan

Accelerate Forge Island Opportunity - Top Priority & catalyst project

*1. Core Peninsula Site/Riverside Precinct (the core development opportunity site)*

The critical next step was for RMBC to appoint a development/delivery partner.

*2. Former Magistrates Court*

The Council to undertake feasibility/business case/funding work with regard to Theatre and Arts Centre.

*3. The Eastern Riverbank Regeneration*

The Council to work with existing landowners

Residential Development Partner ... and Early Delivery of Residential Riverside

- A further (different) partner for residential opportunities
- Includes as a priority former swimming baths site at Riverside site (market creating site)
- Other Starter Homes Sites
- Other Land RMBC can bring into Partnership e.g. Corporation Street CPO land
- RMBC to assemble sites to feed-in e.g. Royal Mail depot

Implementation Programme focusing on public sector-led projects and site assembly

- This relates to the 'conventional regeneration activity' falling to the Council to drive and co-ordinate
- The markets refurbishment... Linked with the Third Sector Hub development
- Land assembly projects including the relocation of Royal Mail Depot
- Public realm/landscape projects across the town centre
- Public art/Lighting
- Parking proposals
- Other regeneration activity e.g. the on-street train-bus Clifton Park-Town Centre

Planning and Regeneration support to private development projects

- Council promotion, support and quality review of private sector development proposals.

- Doncaster Gate
- Interchange Area
- Guest & Chrimes
- Main Street

Capacity and skills

- Council promotion, support and quality review of private sector development proposals.

- RMBC need to bring together a dedicated team of skilled and experienced individuals to deliver the town centre development programme.
- Without a strengthening of the team at RMBC, the challenging delivery timeline would not be met and the town centre would continue to struggle.
- External support is likely to be required for certain activity.
- The positive approach to planning delivery in Rotherham was also helpful demonstrating a can-do attitude.

In summary ....

- A clear plan of what needs to be done
- Implementation has started
- Key 'sites' have defined roles
- Aligning public / private investment
- A challenging delivery programme
- But vital to the future of the town centre

Discussion ensued on the presentation with the following issues raised/highlighted:-

- Changing people's habits with regard to visiting and using Rotherham town centre when they were accustomed to doing things elsewhere – If we provide opportunities for people they will come and the quality offer that we do have already is used. One

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example will be cinemas as these are popular with young people. People want to come to the town centre but we need to give them the hook.

- Parking at Doncaster Gate – The health centre would retain its set number of places and there would also be some parking for the campus.
- Attracting more affluent people to live in Rotherham and encouraging people to buy the new homes, particularly in terms of noise and insulation – Plans were for a mix of housing, not only apartments, including town houses to attract families. Starter homes help people get on the housing ladder and were for under 40s, who would get them at a reduced rate and have to keep them for five years. It was hoped to attract more affluent people and the tram-train would be another benefit as property prices were lower in Rotherham than Sheffield.
- Attracting people in to use the services was important but services also need to be there to attract them.
- There were three phases to the plan, so what would happen if things went wrong part way through? –The offer was not yet as good as it should be and there was probably a two to three year gap to bridge, keeping things going in the meantime. In a time of hard retail trading conditions it was about improving the town centre offer before we have the “big ticket” items such as the cinema and discussions were taking place with retailers. There were some negative perceptions on street promotions and this would be looked at as well as possibly holding more events. No clear set phases were defined bar Forge Island definitely being the first and key stage which would happen and should help to draw people in, with the other phases following on the back of that. More work would follow on the markets, which were already successful, to keep them growing. Housing was under way and would be supported where possible.
- Mixture of properties was positive and it was good to attract families but with the higher education campus had there also been consideration given to attracting students, which would help with the economy? Also older people as studies showed the most successful, vibrant and healthy areas to live in were those mixed across all society – It was about attracting a mix of people including, in the longer term, attracting students to the town centre once the campus was up and running.
- Future proofing for flood risk to property at the side of the river although alleviation work had been carried out and contributions from private sector developers – A flood risk tool kit would be used for sites as part of the planning process. Flood requirements for

Forge Island have been mapped out and costed. Once we go out to the market, developers would be aware of that and what they would be expected to contribute.

- Focus seemed to be largely on young people; had the older generation been taken into account as not everyone liked shopping malls and shopping was a means of social interaction? Car parking had been raised but what about improvements to public transport and the bus station? – The bus station did need work which SYPTTE would undertake with approximately £12m investment from mid-2018. The aim was to attract all age groups to the town centre but young people in particular did seem to be a gap. It was important to improve public transport links and accessibility but also to have the offer there for people who travelled privately.
- Rotherham was working towards being a child centred borough but did the plan take into account the recommendation from the Director of Public Health's Annual Report about adopting the World Health Organisation age friendly cities and communities accreditation?
- For the 300 homes, what would be the split in housing types and who was the target audience? – It was a mixed housing offer with affordable housing as part of the mix.
- The demolition programme was under way but there would be a lot of empty unattractive sites around the town centre, so it was important to try and achieve some quick wins. – As soon as sites were flat the intention was to start developing quickly. The bridge near the former Tesco site was frequently mentioned as a concern.
- Was there a height restrictions on town centre buildings – Yes particularly around Forge Island so as not to obscure the view to the Minster. There was dialogue with Historic England.
- The river was a key asset with great potential to develop around it – It was important that new buildings faced the river and had nice views.
- Competition with other towns and markets, including on parking charges.
- Slides from a seminar on SYPTTE last week could be circulated to all IPSC members which included plans for the bus station that had had significant input from Rotherham Youth Cabinet to address young people's concerns.
- Ensuring that the offer did meet the needs of the community, that it was vibrant and connected to arts and to other communities.

- The importance of a cinema in Rotherham to young people.

Several points raised required further information from Housing and would be followed up by officers to ensure a full response for the Commission.

The Chair mentioned having an away day or half day and invited Members to submit their questions so that the right officers could attend.

The officer was thanked for the presentation.

## **75. CULTURAL STRATEGY**

Councillor Yasseen, Cabinet Member for Neighbourhood Working and Cultural Services introduced the ambition for the Cultural Strategy. Looking back over the last ten years the cultural agenda in the broader sense had diminished and it was important to embed this agenda across the Council in a more integrated and cross cutting approach because of the value and potential it brought. The Borough had some amazing things that needed to be well publicised to encourage people to access them and to build people's pride in Rotherham.

Polly Hamilton, Assistant Director Culture, Sport and Tourism, delivered a powerpoint presentation outlining the process for developing a Cultural Strategy. This supported the report included in the agenda pack.

### **Purpose of the strategy**

- Shape Rotherham's vision for culture, leisure and green spaces, strengthening the distinctive identity of the Borough.
- Develop shared principles with which to embed quality, excellence and innovation.
- Build consensus about priorities for development/investment.
- Develop joint plans for cross-cutting themes/priorities, such as health and wellbeing, place-making, child-centred borough.

### **Strategic outcomes**

- Economic growth: supporting regeneration, better neighbourhoods and place-making; building talent, educational achievement and skills; growing creative, leisure industries and visitor economy.
- Social outcomes: strengthening community cohesion, building empathy, reducing isolation, improving quality of life; enabling personal growth.
- Enhancing health and wellbeing: encouraging physical activity, strengthening emotional resilience and positive mental health.
- Transforming perceptions: restoring civic pride and rebuilding Rotherham's reputation.
- Financial resilience: delivering savings, increasing income from non-Council sources; reducing demands on the public sector.

Strategic context

National

Department for Culture, Media & Sport

- The Culture White Paper 2016

Arts Council of England

- Great Art and Culture for Everyone

Sport England

- Towards an Active Nation

Creative Industries Federation

- Industrial Strategy – a Blueprint for Growth

Regional

- Sheffield City Region
- Northern/People's Powerhouse

Local

- Rotherham Together Plan
- Economic Growth Plan
- Local Development Plan
- Children & Young People's Plan
- Safer Rotherham Partnership Plan
- Rotherham Health and Wellbeing Strategy

Local

Views of Rotherham 2015

- 82% say well-looked after parks & public spaces is a priority
- 75% feel that having local places to go such as museums & parks is important
- 72% valued a good range of things to do for teenagers
- 67% thought a bigger range of low-cost leisure activities is important
- 82% want local businesses to grow and create more jobs
- 91% keen to make sure that older people stay independent

“Another likeable aspect of Rotherham is its parks (Clifton Park in particular) and other green open spaces which were mentioned at most roadshows, often with local references. Rural open countryside and country parks were also liked by older people, children, community groups and business leaders, with Wentworth village being mentioned several times as an area of particular local beauty.”

*I like...“Rotherham's green spaces, the wildflower verges, country parks, tree lined streets; and Clifton Park is beautiful” ...“hidden amazing things like Wentworth Woodhouse”.*

“There were a range of views about Rotherham town centre; positive views were directed at the Minster, Minster Gardens and neighbouring areas of the High Street. Those liking the positive aspects of the town

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centre were young people, council and college staff, and business leaders. Rotherham's history and heritage were mentioned several times, referencing Wentworth Woodhouse and other historic buildings. Rotherham United and New York Stadium were mentioned positively at most roadshows."

*"We need to get back some pride in the town - to hear Rotherham mentioned on national media for good reasons, not bad."*

Scope

- Includes the arts, libraries, events, attractions, play, sport, leisure, parks, green spaces, archives, museums, heritage sites, film and digital media.

Images of people taking part in a range of activities

Strategy development process

- Recruitment to Cultural Partnership Board
- Commissioned Support on consultation, research, evaluation framework, drafting strategy document, etc.
- Select Commission Review
- Officer Working Group

RMBC Input

- Member seminar programme
- Officer working group
- Administrative support to Cultural Partnership Board

How you can help

- Challenge - be a critical friend – provide challenge and support
- Champion - Be an advocate within other forums – ask where culture, sport & tourism can contribute?
- Connect - Make links between the Cultural Strategy and plans/activities.
- Seminars
- Suggest members of the Cultural Partnership Board

Next steps

- Business Growth Board 21<sup>st</sup> July 2017
- Cultural Partnership Board in place by September
- Working Groups established Sept/October
- Consultants appointed by October 2017
- Sub-regional conference January 2018
- Draft Plan by January 2018, Final Plan published April 2018

Discussion on the report and the presentation covered the following issues:-

- Local authorities involved in the Sheffield City Region – Confirmation to follow.
- Terms of reference for Cultural Board membership seemed demanding and people would not always be able to commit for long terms – The current version was a draft for discussion based on other partnerships in the Borough and on cultural partnerships elsewhere. The intention was that people could stay on the Board even if their job role changed as they would not necessarily be there to represent an organisation but rather in relation to the strategic needs of the Borough in terms of culture and bringing a certain area of expertise and a network of contacts.
- Support for the refreshed Strategy as it was important for accessing external funding and also the importance of third sector involvement.
- Several Members highlighted important cultural assets in their own Wards and popular annual events and festivals across the Borough which raised the profile of Rotherham and attracted people who then spent money.
- Two areas to improve upon were communication, especially marketing/promotion, and making better use of existing assets. This would extend to working more in partnership with local businesses who benefit from increased footfall and with the press.
- Better promotion of Wentworth Woodhouse. – Funding through the Great Places Scheme for Rotherham and Barnsley Councils for Wentworth Woodhouse and Elsecar would contribute to this including through a destination management plan and opportunities to increase visitors. It had great potential but was also a challenge. A new chief executive has been appointed who could come and discuss future plans.
- The information in the report needed to be clearer and fleshed out before going out to the public.
- No mention of the Local Development Plan, much of which had been approved by the Planning Inspectorate, in the background papers – It should have been referenced but this stage was the process for developing the Strategy rather than the strategy itself. The Strategy would make those references and connections.
- Maintenance of some assets was a concern – Again this related to links with the voluntary and community sector as the Council would not be able to do everything on its own. So the challenge would be to develop the partnerships to draw in external funding and to have



a revenue plan that ensured sustainability.

- Importance of a Strategy covering the entire Borough and all the residents, not just Rotherham town centre, and that it linked in with the vast array of activities in place.
- Scrutiny involvement at an early stage in the process was welcomed but further discussion was needed to clarify the approach.

The Officer was thanked for the report and presentation.

Resolved:-

(1) That the Commission supported the commissioning of a Cultural Strategy for Rotherham.

(2) That the Commission supported the establishment of a new external partnership to oversee the development of the strategy.

(3) That the Chair discuss future Scrutiny involvement with the Chair of Overview and Scrutiny Management Board.

**76. DATE AND TIME OF THE NEXT MEETING**

Wednesday 20<sup>th</sup> September, 2017 at 1.30p.m.

## Summary Sheet

### Council Report

Improving Places Select Commission – 20<sup>th</sup> September 2017

### Title

Scrutiny Review: Emergency Planning

### Is this a Key Decision and has it been included on the Forward Plan?

No

### Strategic Director Approving Submission of the Report

Shokat Lal, Assistant Chief Executive

### Report Author

Christine Bradley, Scrutiny Officer, Democratic Services  
01709 822738 [christine.bradley@rotherham.gov.uk](mailto:christine.bradley@rotherham.gov.uk)

### Ward(s) Affected

All

## Executive Summary

The scrutiny review report (attached at Appendix 1) outlines the findings from the scrutiny review into the Emergency Planning process for Rotherham Metropolitan Borough Council. The determining factors for undertaking the review were that the existing Emergency Plan was considered to be out of date and this, coupled with high turnover of both officers and Members, warranted a review as it called into question the resilience of the existing plan.

A Task and Finish Group was established from Members of the Improving Places Select Commission to carry out the review, which was undertaken by interviewing relevant Members and officers from the Council, along with a fact finding visit to Stockton-on-Tees to learn how their Emergency Planning Service is provided.

The legal context governing the provision of the Emergency Plan is covered in the report, together with basic details covering the Joint Service Agreement which exists between Rotherham and Sheffield Councils to provide the Emergency Plan.

Running in parallel to this review was a refresh of the Emergency Plan, which has now been renamed the Major Incident Plan. The 15 recommendations resulting from

this scrutiny review are set out on pages 28 and 29 of the review report in Appendix 1. Subject to approval these will be incorporated into the Major Incident Plan.

**Recommendations**

- 1) That the Improving Lives Select Commission approve the report and the recommendations from the review.
- 2) That the Improving Lives Select Commission agree to forward the report to the Overview and Scrutiny Management Board for their consideration.

**List of Appendices Included**

Appendix 1 Scrutiny Review: Emergency Planning

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**  
Overview and Scrutiny Management Board

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Title: Scrutiny Review: Emergency Planning**

**1. Recommendations**

- 1.1 That the Improving Lives Select Commission approve the report and the recommendations from the review.
- 1.2 That the Improving Lives Select Commission agree to forward the report to the Overview and Scrutiny Management Board for their consideration.

**2. Background**

- 2.1 The legal framework governing the Emergency Plan is the Civil Contingencies Act 2004.
- 2.2 A Joint Service Agreement is in place between Rotherham and Sheffield Councils to provide the Emergency Plan.
- 2.3 The primary factors influencing this review being undertaken were:-
  - The current Emergency Plan was considered to be out of date, having been written in September 2013.
  - The significant turnover of both officers and Members within the Council recently brought into question the resilience of the existing plan.

**3. Key Issues**

- 3.1 The main findings from the review are summarised below:
  - How the Emergency Plan, as a controlled document, is being shared and managed.
  - Lack of joint meetings between Rotherham and Sheffield under the Joint Service Agreement.
  - Overall management of the Emergency Planning process due to changes in officers and Members.
  - Primary operations room is not exclusively used for Emergency Planning purposes but also as a training facility.
  - The secondary operations room at Clifton Park provides limited resources.
  - Requirement to recruit and train more volunteers.
  - Lack of a corporate exercise for the service.
  - Lack of information sharing between partner organisations
  - The need to provide training to Parish Councillors on the Emergency Plan.
  - No dedicated 4x4 wheeled drive vehicle.
  - Procurement staff have been excluded from the Emergency Planning process over time.

- When the Emergency Plan is operational, the Council effectively becomes an emergency service, a fact to be made known to the Council's suppliers of goods and services.
- A Corporate Risk Manager is employed by the Council and is available to provide a "critical friend" support to the Emergency Planning Team when rewriting the plan.
- Attention is given to improving community resilience in the time of an emergency.
- Ward Councillors need to receive training on the Emergency Plan and to understand their role in the process, along with supporting the Cabinet Member.
- The types of risk in the Borough could change – e.g. having the Advanced Manufacturing Park within its boundaries; this could be seen as a target for terrorism.
- All members of the Communications Team are proficient in dealing with all media types and have access to all documents on a shared drive.
- All the Managers in the Communications Team have received training in the Emergency Planning process.
- A member of the Communications Team is on call at all times, working closely with the Borough Emergency Co-ordinator in when the Emergency Plan is operational.
- The system currently in use in the Borough Emergency Operations Rooms (BEOR) is unsupported and further work needs to be done to establish the access codes for the system.
- Overall the IT systems relating to the Emergency Plan need to be examined and ultimately systems need to be based in the Cloud, eliminating the need for a BEOR.
- The IT systems are not part of the shared service agreement with Sheffield.

3.2 The review group formulated 15 recommendations, as set out on pages 28 and 29 of Appendix 1, covering a range of strategic and operational issues.

#### **4. Options considered and recommended proposal**

4.1 Options available to the Improving Places Select Commission were:-

- a) To allow the refresh of the Emergency Plan / Major Incident Plan to be undertaken by officers. Considering the Emergency Plan was last updated in September 2013 it was agreed by officers that not updating the plan could potentially provide a significant risk to life if the Emergency Plan was not fit for purpose in an emergency situation.
- b) Not to undertake the scrutiny review of Emergency Planning. This was an option with the Task & Finish Group available to agree another topic from the Improving Places Select Commission work plan to scrutinise.
- c) Undertake the scrutiny review alongside the updating of the Emergency Plan. This was the preferred option as it provided the additional benefit of

scrutiny making recommendations to enhance the work of the officers updating the Emergency Plan.

## **5. Consultation**

- 5.1 No external consultation was required but a fact finding visit to Stockton-on-Tees took place to explore how the Emergency plan operates in the area.

## **6. Timetable and Accountability for Implementing this Decision**

- 6.1 The findings and recommendations from the review have been submitted to Improving Places Select Commission for discussion and agreement.
- 6.2 The final report will be forwarded to the Overview and Management Board for their consideration before being submitted to Cabinet for a response to the recommendations.

## **7. Finance and Procurement Implications**

- 7.1 Any financial and procurement implications will be considered by Cabinet in their response to the recommendations.

## **8. Legal Implications**

- 8.1 The legal framework governing the Emergency Plan is the Civil Contingencies Act 2004 and any changes to the plan or emergency planning arrangements will need to comply with the legislation.

## **9. Human Resources Implications**

- 9.1 The response to the review recommendations will explore any implications for human resources arising from the review.

## **10 Implications for Children and Young People and Vulnerable Adults**

- 10.1 Any changes to Emergency Planning arrangements following the review need to take account of the needs and requirements of all groups in the community.

## **11. Equalities and Human Rights Implications**

- 11.1 As 10.1.

## **12 Implications for Partner and Other Directorates**

- 12.1 The Council works in partnership with Sheffield City Council through the joint agreement and all directorates are involved in the emergency planning arrangements.

**13 Risks and Mitigation**

13.1 The review and refresh of the Major Incident Plan and the Council's Emergency Planning arrangements will ensure future resilience and enhance readiness to deal with emergency situations.

**14 Accountable Officer(s)**

14.1 James McLaughlin, Democratic Services Manager

Approvals Obtained from:-

Strategic Director of Finance and Corporate Services:- N/A

Director of Legal Services:- N/A

Head of Procurement (if appropriate):- N/A

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>

# **Scrutiny Review: Emergency Planning**

Review from the Improving Places Select  
Commission Task & Finish Group

August 2017



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## **Executive Summary**

The Improving Places Select Commission chose to undertake a review of the Emergency Plan in 2016/2017, due to the fact that the current Emergency Plan was dated September 2013, this along with the high turnover of both Members and Officers at RMBC in recent years, a review was urgently needed. Members were aware that not having an effective EP in place could potentially lead to the loss of life.

The aim of the review was to test the resilience of the EP operational from the perspective of internal governance, resilience arrangements within Directorates and also with external agencies. The anticipated outcome is to have a strong, resilient EP which is fit for purpose.

A cross party Task & Finish Group was established to undertake the review which involved a fact finding visit to Stockton-on-Tees to meet the relevant officers and Members involved in the EP process. In Rotherham interviews were held with Senior Officers, a Cabinet Member and various officers with a role to play in the operational EP.

The Legal Context covering the EP is the Civil Contingencies Act 2004, which provides a definition of an emergency, along with the responsibilities of all Category 1 responders, which Local Authorities are one of, to mitigate and manage emergencies. This work is carried out through the South Yorkshire Local Resilience Forum (SYLRF) and its Sub Group Structure.

## **Joint Service Agreement with Sheffield (JSA)**

This agreement was signed in 2011 between Rotherham and Sheffield, the principle driver being to achieve greater effectiveness and efficiency in the delivery of services. This agreement has been in place for six years.

## **The findings from the review identified**

- Circulation of a controlled document
- Lack of joint meetings between Rotherham and Sheffield under the Joint Service Agreement.
- Overall management of the EP process due to changes in officers and members.
- Primary operations room is not exclusively used for EP purposes but also as a training facility.
- The secondary operations room at Clifton Park provides limited resources.
- Requirement to recruit and train more volunteers.
- Lack of a corporate exercise for the service.
- Lack of information sharing between partner organisations

- The need to provide training to Parish Councillors on the EP
- No dedicated 4x4 wheeled drive vehicle.
- Procurement staff, over time have been excluded from the EP process.
- When the EP is operational, the Council effectively becomes an emergency service, a fact to be made know to the Council's suppliers of goods and services.
- Corporate Risk Manager is employed by the Council and is available to provide a "critical friend" support to the EP Team when rewriting the plan.
- Attention is given to improving community resilience in the time of an emergency.
- Ward Councillors need to receive training on the EP and to understand their role in the process along with supporting the Cabinet Member.
- The types of risk in borough could change – e.g. having the Advanced Manufacturing Park within its boundaries, this could be seen as a target for terrorism
- All members of the Communications Team are proficient in dealing with all media types along with having access to all documents on a shared drive.
- All the Managers in the Communications Team have received training in the EP process
- A member of the Communications Team is on call at all times and when they work closely with the Borough Emergency Co-ordinator in when the EP is operational.
- The system currently in use in the Borough Emergency Operations Rooms (BEOR) are unsupported and further work needs to be done to establish the access codes for the system.
- Overall the IT systems relating to the EP need to be examined and ultimately systems need to be based in the Cloud, therefore eliminating the need for a BEOR.
- The IT systems are not part of the shared service agreement with Sheffield.

## **Conclusion**

The decision to undertake this review has been justified by the findings it has identified, which need to be addressed in order to add strength to the revised Emergency Plan. The Group concluded that due to the importance of the EP, it should be reviewed on a regular basis.

## **Recommendations**

1. That the Major Incident Plan is reviewed bi-annually by a group of Members from the IPSC and this work forms part of the work programme for that year, however the document is to be reviewed by officers on a continual basis.

2. Mandatory training is to be provided to all Members about the Major Incident Plan to increase their awareness and involvement in any major incident.
3. Training relating to the Major Incident Plan should be mandatory to ensure all staff who volunteered are confident in the role they play in the management of the incident.
4. An “out of hours” training exercise to take place once all volunteers have been trained. Full training exercises then take place on a regular basis.
5. A targeted approach to recruitment from employees who can be “job matched” to appropriate roles in the operation of the Major Incident Plan.
6. There are sufficient volunteers to staff the EP for at least two shift changes.
7. A protocol to be developed to ensure that the partner organisations in the Major Incident Plan are notified as a matter of course when significant incidents occur in the borough and through the Local Resilience Forum, ways are to be identified and carried out on building relationships between partner organisations involved in the Emergency Plan – in particular to the turnover in staff.
8. A facilitated meeting/away day involving the emergency services and RMBC major incident staff on the ground to promote team working.
9. An on-going programme of training sessions for Parish Council members should be arranged to ensure any new members receive training on the subject.
10. A representative from Procurement to be involved in the Borough Emergency Operations Room to facilitate timely ordering of goods/services and to provide information if the Belwin Fund becomes operational.
11. Through the Shared Service Agreement funding is secured for a Community Resilience Worker.
12. The Corporate Risk Manager is involved in the role of a “critical friend” any amendments of the Major Incident Plan
13. A flow chart to be designed detailing the Major Incident Process and highlighting how and when Members are to be involved in the process.

14. The Chief Executive / Leader of the Council to inform counterparts in Sheffield of their concerns over the lack of meetings in relation to the Joint Service Agreement.

15. The situation relating to the unsupported IT systems is rectified.

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### **Why Members wanted to undertake this review.**

The Select Commission for 'Improving Places' identified that a review of the corporate Emergency Plan (EP) was a priority for the year 2016 / 2017 because:

- The existing EP was out of date, the current version is dated September 2013 Amendment 35;
- of high turnover of staff in the authority at a senior level over a short timescale;
- of high number of new elected Members in the Council; and
- the number of staffing changes in other organisations linked with the EP

Concern was expressed over the strength, structure and the effectiveness of the plan in an emergency situation. The Select Commission Group were aware that lives could potentially be at risk in circumstances where the EP would be made operational and it would not be sufficiently robust.

### **The aim of the review was to**

Test the resilience of the Emergency Plan operation including examining the:-

- Internal governance including meetings structure, attendance and terms of reference for all the groups involved.
- Resilience arrangements networked within Directorates.  
(The existing group of Directorate representatives is no longer reflective of the current Council structure.)
- Resilience of arrangements with external agencies involved in the EP process

**The anticipated outcome** of the review was to have an improved Emergency Plan that was fit for purpose and would provide reassurance that the service was adequately resourced to meet potential disasters and significant incidents which could occur in the Rotherham Borough.

To confirm that the governance structures are robust, effective, efficient and provide senior leadership team with the reassurance they required.

The potential impact of not having a robust EP could ultimately result in loss of life.

The unknown risks surrounding the Borough Emergency Plan requires that a robust and resilient framework exists, which enables the organisations involved to be able to react to any emergency situation when needed. It was agreed that this would be developed and implemented at the earliest opportunity.

It is important to note that when this review commenced work, officers, were progressing work to update the corporate EP, which when published will be renamed as the 'Major Incident Plan'.

Both elements of work, to develop the framework and to revise the EP, have been run concurrently, with input to the review from Senior Officers.

## **Method**

The preferred method to evaluate the current plan was to undertake an in depth review by a Task and Finish Group (referred to in this report as "Group") which consisted of the following representatives from the Improving Places Select Commission.

Cllr Brian Cutts (UKIP)  
Cllr Ian Jones (Lab) Vice Chair  
Cllr Rose McNeely (Lab)  
Cllr Kath Reeder (UKIP)  
Cllr David Sheppard (Lab)  
Cllr Robert Taylor (Lab)  
Cllrs Bob Walsh (Lab)  
Cllr Ken Wyatt (Lab) Chair

### **Co-optee Members**

Mr Pat Cahill  
Mrs Lilian Shears  
Mr Brian Walker

The activities undertaken included a fact finding visit to Stockton-on-Tees, which took place on 17<sup>th</sup> October 2016. The objective of this visit was to learn how the Emergency Plan is managed in the Cleveland Emergency Planning Unit. Attendance on the visit included members of the Group along with the Senior Resilience Officer, now the Emergency & Safety Officer, Claire Hanson.

During the visit Stuart Marshall, the Chief Emergency Planning Officer and Local Resilience Forum Manager at the Cleveland Emergency Planning Unit along with Cllr Marjorie James (Hartlepool Borough Council) the lead member for EP, provided an open and honest account of how their EP operates and shared their experiences with the T&F GP.

Additionally, a number of key personnel from Rotherham MBC, who have a role within the EP process, were interviewed, including:

Jo Abbot - Borough Emergency Co-ordinator

Cllr Saghir Alam – Cabinet Member for Corporate Services and Budgeting (includes EP)

Helen Chambers - Senior Procurement Category Manager

Simon Dennis - Corporate Risk Manager

Claire Hanson – Emergency & Safety Manager

Karen Hanson - Assistant Director Community Safety & Street Scene

Leona Marshall - Communications and Marketing Manager

Jane Pearson - Forward Liaison Officer

Robert Parker - Forward Liaison Officer

Luke Sayers - Assistant Director Customer Information and Digital Services

Damien Wilson - Strategic Director for Regeneration & Environment.

Paul Woodcock - Borough Emergency Co-ordinator

Three members of the Group observed the exercise 'Golden Winter,' which was facilitated by officers from the Counter Terrorism Unit in Riverside House on 28<sup>th</sup> February 2017

To provide context to this review, previous Council papers have been referred to and are referenced at the end of this report.

## Legal Context

The legal framework which governs civil emergency is the Civil Contingencies Act 2004.

## What is an emergency?

An emergency is defined in section 1 of the Civil Contingencies Act 2004 as:

1. An event or situation which threatens serious **damage to human welfare** in a place in the United Kingdom
2. An event or situation which threatens serious **damage to the environment** or a place in the United Kingdom
3. War or terrorism, which threatens serious **damage to the security** of the United Kingdom.



**Emergency planning** is the process by which unexpected incidents can be mitigated. In general terms, it is the work that the Government, local authorities, the emergency services, health services and partners all do in preparing plans and procedures for dealing with and recovering from any emergency or major incident that has an impact on the emergency services or the community.

Under the Civil Contingencies Act 2004 local authorities and other Category 1 responders, such as the emergency services and NHS bodies, have a statutory duty to:

- Assess the risk of emergencies or major incidents occurring and use this to inform contingency planning.
- Put in place robust emergency plans and recovery arrangements.
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency or major incident.
- Share information and co-operate with other local responders to enhance co-ordination, collaboration and efficiency.
- Put in place Business Continuity Management arrangements. Local authorities must: 'maintain plans to ensure that they can continue to perform their functions in the event of an emergency or major incident, as far as is reasonably practicable'.
- Provide advice and assistance to businesses and voluntary organisations about Business Continuity Management (local authorities only from May 2006).
- **(reference report – cabinet Sept 2010**  
m<http://modgovapp/documents/g8466/Public%20reports%20pack%2022nd-Sep-2010%2010.30%20The%20former%20Cabinet%20-%202nd%20June%202004%20-%204th%20February%202015.pdf?T=10>

### **South Yorkshire Local Resilience Forum (SYLRF) and Sub Group Structure**

The SYLRF provides the governance structure to ensure that there is an adequate level of multi agency preparedness as required by the duties under the Civil Contingencies Act to enable an effective response to emergency incidents that may have a significant impact on the communities of South Yorkshire and its

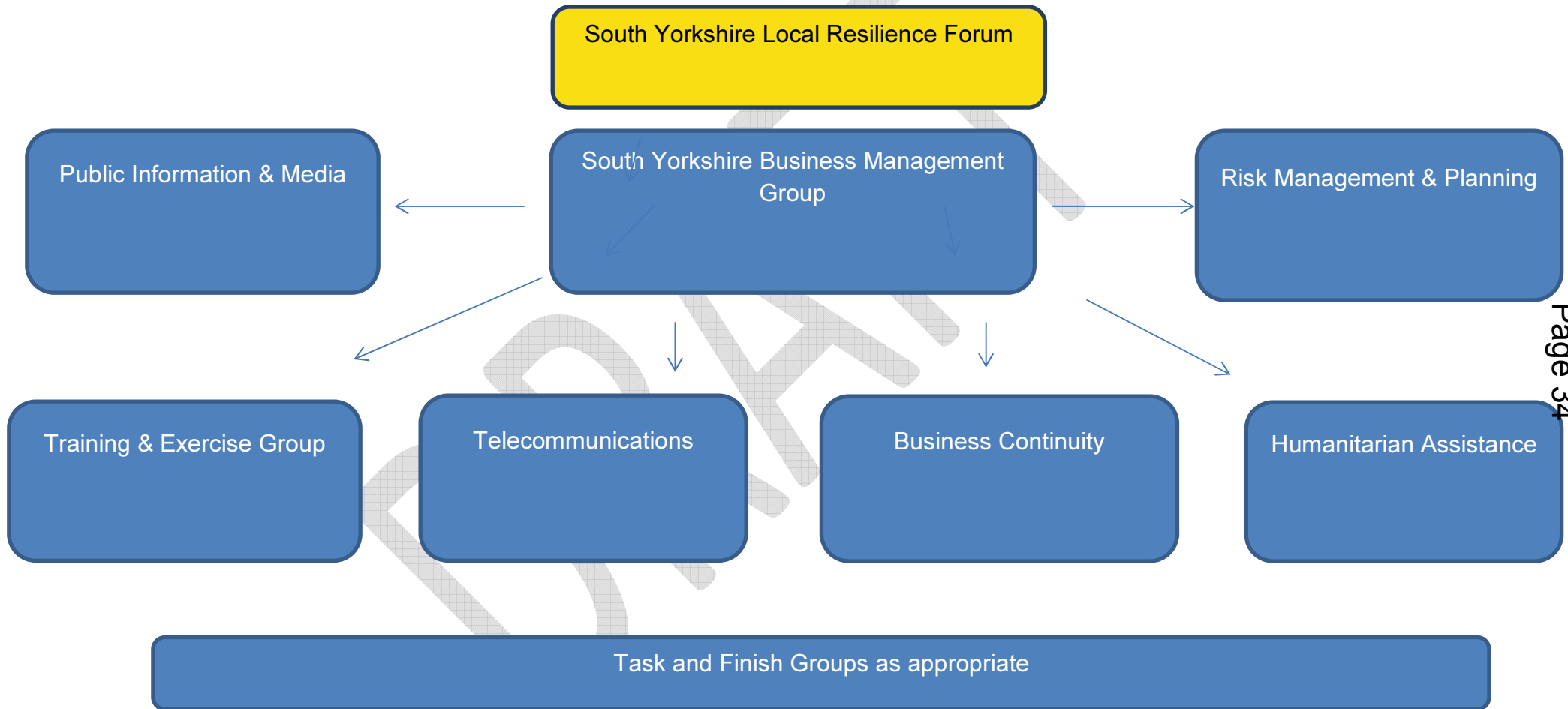
neighbouring communities. The structure is highlighted in **Diagram 1** along with the Terms of Reference noted in **Appendix 1**

This group meets twice a year in May and November. The list shows dates of meetings of past and future meetings.

- 9<sup>th</sup> June 2015,
- 12<sup>th</sup> November 2015
- 26<sup>th</sup> May 2016
- 17<sup>th</sup> November 2016
- 11<sup>th</sup> May 2017
- 16<sup>th</sup> November 2017

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Local Resilience Forum and Sub Group Structure



## **Joint Service Agreement with Sheffield. (JSA)**

Within the SYLRF there is a separate service agreement between Rotherham and Sheffield

The background to this agreement is that in November 2009 Rotherham Metropolitan Borough Council was approached by the then Deputy Chief Executive of Sheffield City Council to explore arrangements for a Shared Service approach to be formed between the two areas.

The principal driver of this initiative was to achieve greater effectiveness and efficiency in the delivery of services to the communities and not primarily driven by budget savings. Under this option Rotherham MBC did see a reduction of cost in providing this service.

The signing of a legal agreement to formalise the new service arrangements was undertaken on 1<sup>st</sup> June 2011.

The legal agreement has been in place for six years and provides an overview of the obligations of both councils on aspects of commencement and terms of the agreement; representations on outside bodies; fraud and irregularity; withdrawal and termination.

The amount of funding available under the Joint Service Agreement is based allocated per head of the population so a 68/32 percentage split.

**Diagram 2** shows the staffing structure agreed to deliver the shared service.

The formulation of the JSA has resulted in one team to provide an EP service for both areas. Individuals are based at one of the local authority offices, but there is no allegiance to one authority. The work is divided on a theme basis covering Rotherham and Sheffield however there are individual Major Incident Plans in place.

With the signing of the agreement came the formulation of the Emergency Planning Shared Service (Rotherham and Sheffield) Joint Committee and its role to oversee the implementation, development and operational performance of the service in accordance with the terms of the agreement. Part of the duties is to manage the budget for the service along with producing an Annual Report on activities during the year. The last Annual Report was produced in May 2016.

**Appendix 2** provides the Terms of Reference for the Joint Committee (JC).

The timescale for the JC to meet is on a half yearly basis and they have met on the dates shown below.

15th July 2014

20th January 2015

3rd September 2015 – Cancelled (not quorate)

21st March 2016

3rd November 2016 – Cancelled (not quorate)

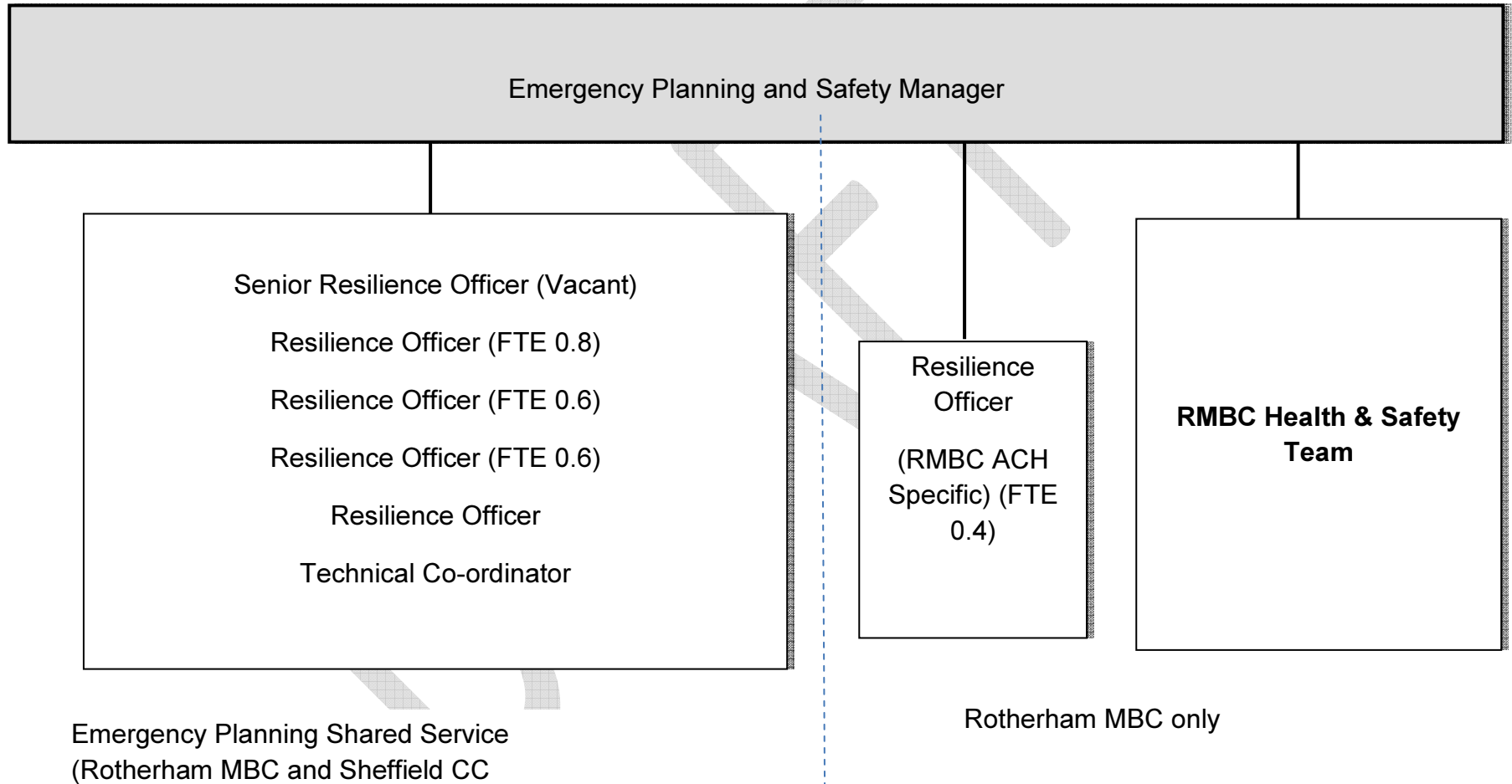
Three people interviewed as part of the review raised concerns regarding the Joint Service Committee meetings with Sheffield which are not happening to the agreed timescale, due to lack of attendance from Sheffield. Alternative options to face to face meeting have been put forward such as teleconference calls to allow the meetings to take place. To date, no alternative solution has been implemented and consequently the occurrence of the meetings remains inconsistent.

It was also unclear from the Rotherham membership as to who the relevant councillors are from Sheffield on this committee.

The JSA will continue on an annual basis until one authority gives notice to end the agreement. Any necessary changes to the JSA are approved and noted as they arise.

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**Diagram 2 Emergency and Safety Team – Team Establishment**



## Emergency Plan

The current version of the Emergency Plan was published in September 2013 and is considered to be out of date. A refresh of the EP ran concurrently with this review and mutual support was provided by the Emergency & Safety Manager. The revised Emergency Plan will be renamed the Major Incident Plan.

One issue that came to light at the inception of the review is how the EP, as a controlled document, is being shared and managed. This was illustrated by the fact that the document had been issued to members of the Group without any registration of the fact neither did there appear to be a one-to-one exchange for the document (old for new). Therefore, a controlled document has now become uncontrolled. Hard copies of the EP are not widely issued as a matter of course. The copies were issued for information only for the review. A hard copy is provided to the newly trained Borough Emergency Co-ordinator (BEC) as part of their kit. From this point it is the responsibility of the BEC to keep the document up to date. It is practice that circulation of hard copies should be recorded. Hard copies are kept in the Primary Operations Room (Riverside) and other pertinent locations the Secondary Operations Room (Garden Room Clifton Park Museum) and the Emergency Operations Room in Sheffield. These copies are kept up to date by a member of the EP Team.

Copies of critical reference documents including, but not limited to plans, rotas, contact directory etc. are stored electronically on a shared W drive which is accessible by Borough Emergency Co-ordinators (BEC) and all other response staff. When the plans are updated all response staff are notified by email, requesting confirmation that the individual has received and accessed the document. Responsibility for storage and retention remains with the individual.

One point that was identified by several sources was that some focus surrounding the management and implementation of the EP has been lost following the departure of the previous the Emergency Planning Manager in February 2012. This has been compounded by the fact that there have been major changes in both the number of newly elected Members and Council Staff at all levels since 2014, providing the perception that the current EP is unfit for purpose in its current state.

Finance is not considered within the scope of this review, however the Group did mention the Belwin Fund which is a potential contribution from Central Government towards the cost of managing extreme situations. Further details can be found by the following link.

<https://www.gov.uk/government/publications/bellwin-scheme-2013-to-2014-guidance>

One change outlined by the Emergency & Safety Manager (ESM) is that the Primary Operations Room, is not exclusively used for that purpose, but is available to other

services within the council and is used as a training facility /meeting room. The room is in constant use and therefore this is not a sterile environment when the EP is called into operation. The identified risk with this arrangement is that when the EP is called into operation there is a time delay in clearing the room and preparing the services for the operation. It is a condition in the room booking policy that the room is to be vacated immediately if it is to be used as the Borough Emergency Operations Room. If there is an issue with this request, the ESM will contact Facilities Services for them to have the room vacated whilst they concentrate on the task in hand. This is a protocol that the Group endorses.

A check of the equipment required for use, in the room, in the event of an emergency is carried out once a month by a member of staff which takes approximately 8 hours. It could be questioned if this is the most appropriate use of limited staff time.

The Secondary Operations Room at Clifton Park provides limited resources stored in a cupboard and staff are required to take their own equipment. If the situation arose that Riverside House was destroyed, from an IT perspective, there would be no EP systems available and it is unlikely that there should be sufficient connectivity at Clifton Park to provide a service. The non-availability of the Emergency Planning Incident Management System (EPIMS) would mean that the staff would default to a paper based system.

In the event of a joint emergency situation, there is a larger operations room in Sheffield which is sterile and can be brought into use if needed.

### **Volunteer Structure**

There are 28 volunteers available to staff the operation of the EP, (excluding FLO and BEC), but there are no trained staff for the role of Response Co-ordinator. A recruitment drive took place at the end of December, beginning of January 2017 which resulted in the appointment of 2 Forward Liaison Officers and 1 Assistant Forward Liaison Officer. Training for these roles was provided immediately and the officers joined the EP rota in May 2017.

The table below shows the current volunteer structure available for the operation of the emergency plan.

<b>BEOR Role</b>	<b>Nov 2016</b>	<b>June 2017</b>
Response Coordinator	2	0
Log keeper/PA	5	5 (plus 1 dual role)
Mapping officer	12	9 (3 have left the authority)
Report Writer	3	5



BEOR Manager	6	7
TOTAL	28	26+2 vol. to be trained= 28

The recruitment drive did not yield as many volunteers as expected so there will be a few more attempts to increase the numbers this year. There have always been sufficient volunteers to run the BEOR for at least at change over in shift.

The view provided by the Service is that In terms of staffing for shift rotas ideally one person should fill a 6 hour shift so requiring 4 staff for each role in a 24 hour period. There is little room for redundancy for example during school holidays, Christmas period where attendance levels may be lower due to high percentage of annual leave. The ultimate goal would be to have 12 volunteers per role. As an aside, there is a “call out test” every six months (approx.) and this has shown that on the volunteers available, there is sufficient response, at the time of an exercise. This has provided managers with some confidence in the organisations’ ability to respond, but it should be noted that the exercises have thus far been conducted “in office hours”.

### Training of Volunteers

Since January the following training sessions have been completed:

- Borough Emergency Operations Room (BEOR) refresher and new starter training on January 25<sup>th</sup>, February 28<sup>th</sup>, March 7 and April 27<sup>th</sup>
- Mapping officer refresher training March 30<sup>th</sup>
- April 11<sup>th</sup> set up a small BEOR as part of the Control of Major Accident Hazards (COMAH) Exercise Vitrex for new inexperienced volunteers only

Further BEOR refresher training courses in were held in May following which the planned BEOR training will build up the skill sets and experiences of BEOR volunteers.

At present the BEOR training program has been based around refreshing and training all volunteers in the basics and to ensure everyone receives the same course and a baseline of expertise exists. This will switch from refresher training to specialised role training and mini exercise experience over the period from May to August. Planned specialist training includes:

- Report writer training to be confirmed for June 13<sup>th</sup> or August 3<sup>rd</sup> pending feedback from the BEOR volunteers.
- Response coordinator training for June 13<sup>th</sup> / August 3<sup>rd</sup>
- Emergency Planning Information Management Systems (EPIMS) paper based training– Provisionally booked for August 29<sup>th</sup>

- “Mini-exercises” are scheduled for June 27th and July 27th to give further experience to all staff. These mini exercises will be for 1-2hrs to give as many BEOR volunteers as possible opportunity to practice.

The view from Members is that ideally a corporate exercise would be scheduled immediately after this training has taken place, potentially around September /October time (details pending ratification from our Directorate Management Team / Strategic Leadership Team,)

Emergency Planning training has been delivered to SLT.

- 20/09/2016 BEC Training
- 18/10/2016 Exercise Cygnus n- strategic representation at a multi-agency strategic meeting
- 25/11/2016 BEC Training
- 08/02/2017 SLT Gold Management Training
- 28/02/2017 Exercise Golden Winter – the Counter Terrorism exercise delivered to SLT and others by the local police Counter Terrorist Security advisors
- 19/03/2017 Exercise Historian

The Group supports a recommendation to be made by the Emergency & Safety Manager to the Strategic Leadership Team that a process of targeted recruitment take place, e.g. by targeting a particular skills set, those who use the Geographic Information System in their daily role become Mapping Assistants in an EP situation.

From a strategic staffing perspective on both the officer and Member side there is always the Chief Executive or Leader or their deputy in the borough to cover any emergency situation.

**The Interviews were conducted with a Borough Emergency Co-ordinator (BEC) and a Forward Liaison Officer (FLO).**

The group found that each of the officers had an excellent understanding of their respective roles

The main role of the BEC is to act on behalf of the Council in a major emergency situation and they decide when to commence the EP. They do not necessarily have to be on site to make this decision, as they act on intelligence provided by the Forward Liaison Officer and if the situations dictates, an Assistant Forward Liaison Officer, who are described as the “eyes and ears” of the Council at the site of an emergency.

Together they are the first point of contact for the Emergency Services along with gathering and recording of information in a log book about the emergency and they

also cover a Health & Safety role for other staff members on site. Being on site of an emergency provides the opportunity for FLO's to network with the members of the emergency services. It is important that other organisations know and understand the role the FLO plays in being the first point of contact for all incidents.

Neither the BEC or FLO are allowed to drink alcohol whilst on call and the FLO must be within 45minutes travel time from the centre of Rotherham.

Social media is used widely by the population in the case of an emergency and the group asked if the FLO used this as a tool whilst undertaking their duties. The response was that social media is not used by the FLO's but they rely on official reports from the EOR and that they are usually too busy dealing with the situation

Both BECs and the FLOs interviewed have a number of years of experience working in these emergency roles, but with this in mind, they thought it important to have continual assessments to maintain the level of skills required to do the role. The training sessions should be mandatory otherwise there is potential for the same volunteers to receive training and it is essential for everyone to know their role they have in the EP situation along with knowing their role in the wider team.

Any changes in the rota to accommodate leave and sickness cover are managed by the Emergency and Safety Officer, who issues a revised schedule to all FLOs and BECs so that everyone is aware of the changes.

EP Team and any "incidental changes" are co-ordinated by the FLOs with any changes being reported to the duty BEC.

One point the BEC/FLOs brought to the attention of the group was that on a few occasions, the latest one being before Christmas 2016, when there was a fire at the Rotherham Interchange, the EP team heard about this incident from the 'grapevine' and not from colleagues in the EP partner organisations.

The Group has learnt that SYPTE has their own Business Continuity Plan – which would have likely been called into action as a result of this incident, nevertheless it would have been prudent to notify other EP agencies of the event.

It could be said that this highlights the need to have a good understanding of the roles of the other organisation involved in the EP Process along with the need to have good channels of communication.

Training for all roles involved in the EP is carried out prior to being included on any rota for being on call. In previous years, training was carried out at the Emergency Planning College at Easingwold, York, however RMBC went on to develop its own package. Training exercises are provided with a multi-agency approach to situations along with a programme of desk top exercises which are facilitated by SYF&R at their HQ in Handsworth, Sheffield. Over the years, the type of training sessions required to be undertaken include the subjects of biological warfare and terrorism. In order to promote team working and promote a better understanding of the roles

required to make the EP operational, one suggestion was to have a facilitated meeting identifying individual roles and responsibilities.

Public Health 'has been part of local government since 2013. Since then there have been two BECs with this background in Rotherham. As noted public health issues tend to evolve and do not always present as an instant disaster e.g. flu pandemic.

The list of equipment kept in the personal grab bag and the communal grab bag can be seen in Appendix 3

The Group were assured through discussions with the competent and experienced FLO's that there were no issues identified relating to the handover of duties with their colleagues.

**The BEC/FLO were asked what was their understanding of community resilience.**

Community resilience is about the community preparing themselves for certain situations and providing an understanding of what they might have to deal with.

Once the EP is activated, this sets off links to the community through each of the Directorates. Actions and requests are cascaded down to the appropriate level to provide a response or service. The winter weather plan has community teams in place, but it was suggested that more localised plans should be developed to meet the needs of the residents in that area.

From the perspective of the T&F Group a great deal of expertise has been lost recently in a short period of time which could leave the organisation exposed. It was considered that the EP is always evolving but the test is, if it works once put into action.

It is necessary for the EP to provide guidelines around the co-ordination and management of volunteers, in an EP situation, to ensure they are connecting with other services/teams working on the emergency. In order to provide and improve community resilience then a co-ordinated approach with partner agencies, e.g. Area Plans and Parish Councils, needs to be applied.

Previously information relating to the EP had been shared with some Parish Councils but this had been on an ad hoc basis. The Group supported the provision of training sessions to be scheduled in the summer for Parish Council members.

**How confident do the BEC/FLO feel on hand over from an EP situation to a recovery phase?**

The activation of the EP initiates the control room activities and introduces a different team dynamic with the identified response staff.

Once the control room activities are complete and the function reverts to stand by there is a Corporate Framework for Recovery, which includes a Stand Down Section and hand over procedures. Also the FLO will check for any outstanding actions noted in the log book.

Other points raised during the interview included the fact that there is no specific 4x4 vehicle for the EP team as had been the case previously. In most cases the FLO needs to get to site which does not always warrant a 4x4 vehicle. What is important is that the EP team has immediate/priority access to this type of vehicle.

Overall the perception with the EP is that things are getting better. An increased awareness of EP is being paid to it and it is being brought to the forefront.

Most countries have a civil defence corps, except for the UK; this fact increases the importance of the Emergency Plan.

## **Procurement**

One of the main issues experienced by the procurement team in relation to the EP is that there has been a significant turnover of staff in the service area, resulting in little or no experience of the EP and supporting processes.

In previous years there had been a procurement officer in the control room during an EP operation, to expedite any emergency purchasing.

Concerns were raised by the Group that the procurement services should not be marginalised from the EP process and an officer should be present in the Operations Room to ensure the timely acquisition of goods and services, whilst accurately monitoring expenditure, in order to provide evidence in relation to instigating the Belwin Scheme.

If at any time the procurement system is unavailable, the FLO can revert to a paper based system.

There are dedicated phone numbers for procurement in the EP.

Category Managers are currently working on obtaining a complete list of goods and services that contracted suppliers provide.

As part of the Business Continuity Plans for Procurement information is being requested from suppliers to state that in the event of an emergency they would still be able to provide a level of service.

The Group were assured that, it would be possible, if the need arose to open a community shelter in the middle of the night and supplies could be obtained from Education Catering Services as they hold two weeks supply of food.

On the list of suppliers there are a number of food vans who can be commissioned and then bill the Council direct. Local supermarkets have been very community spirited by providing supplies and donations, however this is a goodwill gesture and cannot always be relied on. The point to note here is that more supermarkets are open 24 hours and are accessible for provisions.

Another example of the work of procurement during an emergency relates to the ordering of skips and how this process might work. The Category managers have a list of suppliers, but in an emergency it may not be the Council's preferred supplier that is used but the supplier who can meet the requirements at that time, indeed, it may be many suppliers together is what is required to meet the need.

Having queried the impact of the outsourcing of services, the Group were advised that few services had been subject to outsourcing. Changes have occurred in the Public Contract Service, which is a staged application process. Central Government has ruled that the first stage of the application should only include basic information providing the opportunity to a wider range of suppliers to apply. The second stage is when further details are asked for which includes details of their Business Continuity Plans. RMBC and the Government have differing views on this process, in that RMBC would prefer the information on Business Continuity Plans to be included in stage one of the application process.

In effect, when the Emergency Plan is in operation, the Council effectively becomes an emergency service and wishes this fact to be made known to the Council's suppliers of goods and services. In an example of this during the bad winter of 2010 Wilmot Dixon were an exemplar when dealing with frozen boiler pipes in Council properties.

### **Corporate Risk Management**

The role of the Corporate Risk Manager is to ensure that the Risk Policy and Guidance is kept up to date and applied consistently. Over the last six months, training has been provided to all M2 managers and above in the subject of Corporate Risk Management with officers from the EP Team being some of the recipients.

The EP is included on the Corporate Risk Register. Archive information included on earlier risk registers studied by the Corporate Risk Manager identifies that the EP is out of date and also that there are insufficient staff to run the EP service.

The service provided by the Corporate Risk Manager is available to all other sections in the Council to assist in writing their own Risk Register.

### **Cabinet Member for Emergency Planning.**

Councillor Alam as Cabinet Member for Corporate Services and Finance, which includes Emergency Planning, has a monthly meeting with the Strategic Director of Regeneration and Environment, Damien Wilson on the topic along with receiving weekly updates from the BEC and FLO.

Councillor Alam told the Group that Members needed to become more involved in the EP process, as Members know their localities and the residents there which would be valuable intelligence when overseeing the response to an emergency situation. The elected members also have a role to support the Cabinet Member.

**Note.** One good example which came to light regarding how local ward members and a colleague from another ward in the borough got involved in a major incident was seen on 8<sup>th</sup> May 2017 in Swinton/Kilnhurst. Ward members were on site shortly before the FLO and by using their local knowledge were very proactive in arranging a safe area for some residents along with providing much needed refreshments.

As part of this review, Members were issued the booklet compiled by the Local Government Association "A councillor's guide to civil emergencies", however no specific training is provided for Members on what their role is in a Rotherham context.

Councillor Alam thought the EP should be included in the Member induction programme when becoming a Cllr and this should include a process flow diagram of the EP processes, detailing how and when Members would be involved.

In order to prevent the EP becoming outdated then it should be seen as a living document and should be reviewed on a quarterly basis, with controlled reissues.

Another point worth noting is that from previous experience positive outcomes arise from inviting VIPs to the scene of a disaster.

As an example John Major and Tony Blair visited Dunblane and the result was that a new school was commissioned. It is important to emphasise that in the aftermath of a disaster the recognition/involvement by national government in response to the tragedy/disaster

In the floods of 2007 Prince Charles visited Rotherham and provided a much needed boost to morale to those affected by the disaster along with marking the occasion in the history books.

The type of risks also change, as can be considered by the operations of an Advance Manufacturing Park in the borough, this could be seen as a target for terrorism along with other local sites such as Meadowhall and the M1.

The option of providing the EP Service on a South Yorkshire basis was thought to be an option to be considered. After all there are other services provided on a regional basis (Joint Waste Authority)

Regarding communications during an EP operation Councillor Alam indicated that he preferred to keep people “in the loop” and promoted good communications between all parties involved.

The recent incident in the Transport Exchange just before Christmas provided an example of how a lack of communications can impact the EP communities.

### **Interview with Leona Marshall, Interim Head of Communications and Marketing**

The Communications and Marketing Team are located near the EP Team and close to the Service Centres in Riverside House. There was a restructure of the team towards the end of 2015/2016 which created a group of mini teams one to support each of the Directorates. Each member of the team is proficient in dealing with all media types.

All members of the team have access to all documents on the shared computer drive.

Information provided by the Interim Head of Communications and Marketing confirmed that there was a member of the Communications Team on call at all times and that they work with the Duty BEC

All the managers who are part of the Communications Team have taken part in EP training. As part of the Communications Team role in the EP they have regular contact with other external agencies keeping up to date on current events and activities from the Home Office, Environment Agency, Weather Alerts (including flood warnings) and the South Yorkshire Resilience Forum.

### **Findings from Interview with Luke Sayers**

One point to work towards in an emergency situation is to ensure people can continue to work remotely, which is achieved by using a Virtual Private Network (VPN) solution connecting to remotely hosted or ‘cloud’ based services.

EP Operations Room at Riverside is a concern. The systems currently in use are unsupported as they were written by an employee who has since left the authority and there is no access to either the design or to the design code of the software. Currently work is underway to rectify this it is hoped that eventually all EP systems will be based on more contemporary IT solutions which will be hosted in the Cloud.

Riverside is not the only base from where the EP can be controlled from as there is a secondary site located at Clifton Park. Note that Riverside was built with flood protection systems and the IT suite does have a back-up generator for power, which will maintain operation of the server infrastructure. However if Riverside suffered a catastrophic failure and systems became unavailable or inaccessible then the EP



systems would be rendered inoperable and it is recognised that there is currently insufficient connectivity at Clifton Park. Considering the longer term, RMBC needs to get to the position where the location of the EP room becomes irrelevant as the systems should be based in the Cloud, with effective network connectivity from all sites.

A conclusion drawn from talking to the Assistant Director (Customer, Information and Digital Services) was that the IT systems should be located in the Cloud. One of the first tasks for IT is to list all the current IT systems, conduct risk assessments, complete cost analysis and then prioritise their transition to Cloud based services or locally hosted upgrades. The EP systems are considered to be prime candidates for transition to the cloud.

Included in this is an element Business Continuity Plan (which sits beneath the EP) and in that emails form part of the communications element. In the event that Riverside House is unavailable, there is no backup solution for the current email system leaving the sector of the communications at risk.

One system that is already Cloud based is that relating to Social Care and Vulnerable Adults.

The group requested clarification on whether or not the IT systems were part of the shared service agreement with Sheffield and the Assistant Director was able to confirm that under the agreement each authority has its own IT systems.

However, there are links between the different authorities across SY relating to IT through an officer network, so the Assistant Director has contact with his counterparts across the regions.

This suggests that there is an option for Rotherham to share some of its systems, as the Data centre at Riverside was built with spare capacity and for a fee, RMBC are currently hosting systems for Sunderland Council and SY Police.

For cloud based systems the requirement for a hosting building is reduced and services could be accessed from multiple locations including people's homes, although it should be recognised that within the sphere of EP the distribution of staff could adversely the dynamics of a response team. However, the potential is worthy of note.

An Email system should be developed and used alongside the phone system to communicate during any emergency. This should be automated within a new EP system.

The Good App is being phased out during June 2017 and will be replaced by an email access system that is in the Cloud and can be accessed using personal or work phones It is anticipated that the email system will be transitioned, during the

early part of 2018, to a cloud based service. This will mean that email will continue to work even if Riverside House or any other Council building is not available for use.

### **Operation Golden Winter**

This training exercise happened on Tuesday 28<sup>th</sup> 2017 in the operations room at Riverside House and was facilitated by officers from the Counter Terrorism Unit, with three representatives from The Group observing the session. All the officers from the Strategic Leadership Team, along with officers from Asset Management took part in the training. Not all of members of SLT stayed for the duration of the training session.

The outline of the training session was to bring out the pre-emptive thought process of an emerging terrorist threat which started overseas and through a series of events became a situation in the borough.

The main messages to come out of the session could be applied to any situation when the EP is called into operation.

- The level of threat / the incident is based on actual intelligence.
- Be aware of the potential for a terrorist attack
- Take control of the situation.
- Make use of intelligence of community engagement / intelligence
- Know your communities
- Involve Ward Members
- Provide reassurance to the community
- Adequate and appropriate communication feed
- Make sure all information logged by the note taker and decisions are recorded.
- Regular practice of activating the Emergency Plan.
- Know your part in the EP

### **Conclusion**

There is a framework for dealing with various emergency situations as identified in Diagram 1 the South Yorkshire Resilience Forum and Sub Group Structure.

The decision to undertake this review was timely as the neglect of this service for a number of organisational issues had become apparent and focused attention was required to bring this service back to the status it commands as a category 1 responder under the CLA. Work had already started in rectifying the situation with the review of the Emergency Plan into the newly named Major Incident Plan,

The first concern identified was in relation to the lack of Joint Services meetings being held with Sheffield, with only 1 of the 2 meetings required each year taking place. Overall this shows lack of priority given to the shared service arrangements which could have implications on the delivery of the overall service.

Overtime dedicated resources available to the EP team have been reduced in so far as there is no longer a sterile room as an BEOR neither is there a dedicated 4x4 vehicle for use by the FLO's.

With regards to informing / training new officers and Members to the authority to date the training has been provided to the officers in the Strategic Leadership Team but as yet there is no specific training for Members

The number of volunteers available to run the BEOR total 28 with varying totals in role; overall this is insufficient to provide cover for a 24 hour period.

Training for everyone is being provided but is being delivered on a basic level around the BEOR with specific job training provided afterwards. A full exercise will not happen until everyone has been fully trained.

The BEC and FLO's interviewed were both experienced and confident in their roles and they could see positive changes in the structure of the EP

Community resilience is an area that needs to be developed as our findings from colleagues in the North East demonstrate that correct usage provides valuable capacity, from community resources, to support local needs.

As an organisation we are reliant on IT and need to be confident that it is accessible and useable. The critical systems currently in use are old and contain vulnerabilities. They need to be refreshed and ideally transferred to the Cloud.

The Group concluded that the Corporate Risk Manager has an important role to play in the re-writing of the EP in that an independent view can be applied to the document once a draft is available and through mitigating any risks that may be highlighted, the EP could be strengthened.

## **Recommendations**

1. That the Major Incident Plan is reviewed bi-annually by a group of Members from the IPSC and this work forms part of the work programme for that year, however the document is to be reviewed by officers on a continual basis.
2. Mandatory training is to be provided to all Members about the Major Incident Plan to increase their awareness and involvement in any major incident.

3. Training relating to the Major Incident Plan should be mandatory to ensure all staff who volunteered are confident in the role they play in the management of the incident.
4. An “out of hours” training exercise to take place once all volunteers have been trained. Full training exercises then take place on a regular basis.
5. A targeted approach to recruitment from employees who can be “job matched” to appropriate roles in the operation of the Major Incident Plan.
6. There are sufficient volunteers to staff the EP for at least two shift changes.
7. A protocol to be developed to ensure that the partner organisations in the Major Incident Plan are notified as a matter of course when significant incidents occur in the borough and through the Local Resilience Forum, ways are to be identified and carried out on building relationships between partner organisations involved in the Emergency Plan – in particular to the turnover in staff.
8. A facilitated meeting/away day involving the emergency services and RMBC major incident staff on the ground to promote team working.
9. An on-going programme of training sessions for Parish Council members should be arranged to ensure any new members receive training on the subject.
10. A representative from Procurement to be involved in the Borough Emergency Operations Room to facilitate timely ordering of goods/services and to provide information if the Belwin Fund becomes operational.
11. Through the Shared Service Agreement funding is secured for a Community Resilience Worker.
12. The Corporate Risk Manager is involved in the role of a “critical friend” any amendments of the Major Incident Plan
13. A flow chart to be designed detailing the Major Incident Process and highlighting how and when Members are to be involved in the process.
14. The Chief Executive / Leader of the Council to inform counterparts in Sheffield of their concerns over the lack of meetings in relation to the Joint Service Agreement.
15. The situation relating to the unsupported IT systems is rectified.

## Thanks

- Jo Abbot, Public Health Consultant, Health Protection / Borough Emergency Coordinator
- Cllr Saghir Alam, Cabinet Member for Corporate Services and Finance
- Helen Chambers (Milner), Senior Procurement Category Manager, Procurement
- Simon Dennis, Corporate Risk Manager, Policy, Improvement & Partnership
- Claire Hanson, Senior Resilience Officer, Community Safety & Street Scene
- Karen Hanson, Assistant Director, Community Safety & Street Scene
- Cllr Marjorie James (Hartlepool Council) the lead member for EP.
- Leona Marshall, Communications & Marketing Manager.
- Stuart Marshal, the Chief Emergency Planning Officer and Local Resilience Forum Manager at the Cleveland Emergency Planning Unit
- James McLaughlin, Democratic Services Manager
- Jane Pearson Forward Liaison Officer.
- Robert Parker, Business Support Manager, Legal and Democratic Services/Forward Liaison Officer
- Luke Sayers, Assistant Director Customer Information and Digital Services
- Damien Wilson, Strategic Director, Regeneration & Environment
- Paul Woodcock, Director, Planning, Regeneration & Transportation / Borough Emergency Coordinator

## Glossary

- EP** Emergency Plan(ning)
- LRF** Local Resilience Forum
- BEP** Borough Emergency Plan
- BEOR** Borough Emergency Ops Room
- DMT** Directorate Management Team
- SLT** Strategic Management Team
- COMAH** Control of Major Accidents Hazards
- FLO** Forward Liaison Officer
- RVP** Rendezvous Point

## Local Resilience Forum – Terms of Reference

### **AIM**

The aim of the LRF is to ensure that there is an adequate level of multi agency preparedness as required by the duties under the Civil Contingencies Act to enable an effective response to emergency incidents that may have a significant impact on the communities of South Yorkshire and its neighbouring communities.

### **OBJECTIVES**

The Group exists to provide strategic direction to multi-agency emergency planning preparations. Specific objectives are to:

1. To determine and approve joint strategic policy decisions relating to South Yorkshire's preparedness and response arrangements.
2. To approve the Community Risk Register and ensure it provides a robust basis for planning.
3. To ensure that appropriate multi-agency plans, procedures, training and exercises that are necessary to address identified or foreseeable local and wider area hazards, are in place and outstanding gaps identified.
4. To approve the business plan of the South Yorkshire LRF Business management Group (BMG).
5. To receive and consider horizon scanning and security reports from the Regional Emergencies Division (RED) or the Civil Contingencies Secretariat on current threat levels, on any gaps in planning and progress on any actions tasked.
6. To ensure that appropriate resources are made available to the South Yorkshire Local Resilience Forum BMG to fulfil statutory responsibilities and the work programme.
7. To consider the strategic implications of legislation, national initiatives and the decisions and recommendations of central government and its subsidiaries.

### **MEMBERSHIP**

Category 1 responders should attend and be represented by individuals who have the right combination of seniority and expertise to speak with authority. Category 2 responders may attend as a right or may be invited (if they are required to attend because of the subject matter to be discussed).

**CHAIR AND DEPUTY**

To be determined by the South Yorkshire Local Resilience Forum.

**FREQUENCY OF MEETINGS**

The LRF will meet twice a year, normally in May and November.

**Notes:**

For efficient and effective functioning of the LRF, the following procedures should be followed:

- a. Set standard agenda, for example as follows:
  - i. Minutes / actions
  - ii. Forward look (horizon scanning / security)
  - iii. Legislation / policy changes
  - iv. Approval of business plan / Review of progress (one of, at each meeting)
  - v. Items presented by BMG (risk, contingency planning, training, events)
  - vi. Review of actions agreed
  - vii. AOB
- b. Each item on agenda to be supported by a short brief in a standard format.
- c. Unapproved record of meeting to be circulated quickly and include an action plan

## Findings from the North East – Stockton-on-Tees visit.

### Background

The Emergency Planning Joint Committee is an Executive Committee of the four constituent unitary Local Authorities in the former area of the County of Cleveland, namely Hartlepool Borough Council; Stockton-on-Tees Borough Council; Middlesbrough Borough Council and Redcar & Cleveland Borough Council.

The Emergency Planning Joint Committee (EPJC) oversees the work of the CEPU and comprises of representatives from each of the local authorities. The EPJC meets on a quarterly basis. All papers including the finance reports and annual work plans are publically available; at least 3 member authorities must be present to be quorate with the Chair rotating between Authorities.

The Unit is co-located in premises with planners from Cleveland Police and Cleveland Fire Brigade. With Borough Officers generally hot desking within their host authorities.

Hartlepool Borough Council have been nominated as the “host / lead” authority for the Cleveland Emergency Planning Unit (CEPU) and provide the following services and facilities for/to the CEPU:

- Human Resources
- Finance
- Democratic Services
- Legal Services
- Information Technology (IT)

The legal position is that both the Emergency Planning Joint Committee and Cleveland Emergency Planning Unit are a public authority for the purposes of the Local Government Act and the Freedom of Information Act and are classed as an “outside body”.

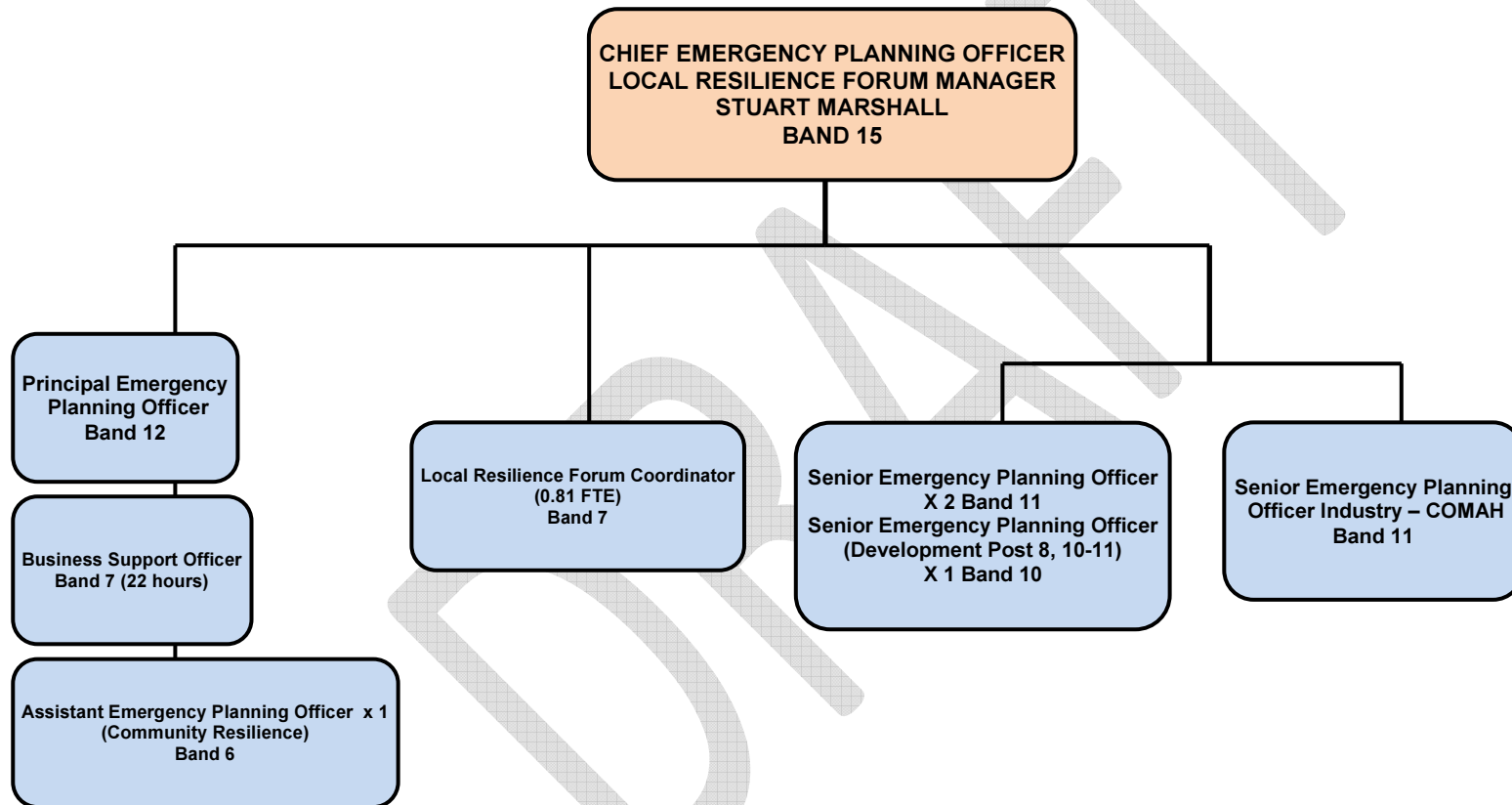
The CEPU is a standalone unit and is managed by the Chief Emergency Planning Officer (CEPO), which is a non-political appointment. The CEPO is line managed by a Director within the lead Unitary Authority, with a number of reporting lines to the other authorities.

The Unit is structured as per the below outline, with an officer allocated to each of the four authorities, a specialist officer and business support. This officer has the lead for ensuring that the activities required by legislation and the CEPU workplan within their geographic area.



# CLEVELAND EMERGENCY PLANNING UNIT

6<sup>th</sup> March 2017



The arrangement relies on lead officers within the Unitary Authorities (normally a Director) to whom officers from CEPU report to. This is supported by Emergency Management Response Teams, established within each authority and comprising of representatives from service areas (e.g. Highways, Neighbourhoods, Social Care).

The teams EMRTs meet approximately quarterly to train, develop plans and review incidents. In the event of an incident the EMRT members provide the backbone of the authorities' response. The EMRT members are generally not on a formal call out arrangement, but have provided their contact details should a response by the authority be required out of normal hours.

During an incident the CEPU duty officer is acts as a tactical advisor, liaising between agencies and advising on courses of action. They generally cannot activate procedures / arrangements which impact on the authorities without the consent of the impacted authority.

Therefore during a response the CEPU Officer will contact a designated Borough Coordination Officer – this is generally a middle manage with the ability to activate council resources from any department of their authority out of hours. One point was highlighted in relation to cross departmental working and the need on occasion for staff to be able to take direction from staff in other departments and at lower grade.

A number of benefits were highlighted including:

- Economies of scale,
- The ability for officers to specialise in certain risks
- The ability to request mutual aid from agencies who have the same plans, training and procedures
- Provision of a 24/7 duty officer and additional resilience during protracted incidents.

### **The Local Resilience Forum**

In addition to the Local Authority role the Chief EPO undertakes a role of Local Resilience Forum Manager, assisted by a Local Resilience Forum Coordinator.

This arrangement ensures that there is a point of contact for the LRF capable of both the routine work, as well as provision of advice and guidance to LRF members. New guidance coming from Central Government is received by the CEPO and circulated/delegated to officers in the Local Resilience Forum. Recently there has been a drive to coordinate the work of the LRF with neighbouring areas, for example the adoption of the same templates, joint working groups etc. reducing the demands on cross LRF organisations.

Cleveland Local Resilience Forum (CLRf) provides a structure to help agencies plan and prepare for major incidents and meet their statutory duties under law (the Civil

Contingencies Act 2004 (Contingency Planning) Regulations 2005 and accompanying statutory guidance entitled "Preparing for Emergencies).

#### Cleveland LRF

1. Is not a statutory body
2. Operates on the boundary of Cleveland Police Force
3. Comprises of a number of agencies from the emergency services, utilities, health and local government
4. Is Chaired by a Senior Fire Officer
5. Has a secretariat provided by the Cleveland Emergency Planning Unit
6. Establishes sub-groups as required to cover specific issues such as communications or flooding

#### Industrial Legislation

In addition to general emergency planning under the Civil Contingencies Act 2004, the CEPU is responsible for producing legally required documents under the Control of Major Accident Hazard Regulations, Pipeline Safety Regulations and the Radiation (Emergency Preparedness and Public Information) Regulations 2001.

The area has 29 Upper Tier Chemical (COMAH) sites and a significant pipeline network, due to the demands of the related legislation a specific officer undertakes the majority of planning and exercising of industrial emergency plans.

#### Finance

The Unit is financed by a number of routes including:

- Contributions from authorities based upon population
- Contributions from LRF members towards the secretariat function
- Recharges to industry in relation to legislative duties
- Income generation from training

The main overheads relate to the staffing of the Unit and accommodation. One issue faced by the EP partnership is dealing with austerity measures. Pressures include the ongoing austerity which has seen significant reductions in the contributions to the Unit and the risk of experienced and skilled staff leaving for positions within other sectors - the time required to develop officers being significant.

## **Duty Officer**

Out of office hours there is one point of contact through the Emergency Planning Officer (EPO) who covers the 4 areas and who must be able to attend central locations within 30 minutes deployment time. The officer receives an allowance for periods of standby which are generally 7 days.

The Duty EPO has a kit bag, containing a laptop and paper copies of essential documents (maps, contact details of relevant people/organisations and procedures) as required. Each Officer is issued with personal protective equipment etc.

## **Community Resilience**

Via the Local Levy Fund the area has had a Community Resilience Officer for a number of years working primarily on flooding. The scheme was funded via a local levy where each authority adds a levy on the council tax on all properties at band D and above. The total levied is paid to the Environment Agency to assist with flood alleviation and up until recently funded a Resilience Worker, who worked with young people, the community and businesses. This source of funding allows the EA to use contributions towards applying for grant income from various sources.

One of the main objectives of the project was to support the community to help it's self in certain situations. Examples included raising awareness of household products, encouraging sign up for warning systems, working with schools and industry to develop flood plans.

On this point the group put forward the idea of involving the Rotherham Area Assemblies in the community resilience angle of the EP along with the use of snow wardens and community champions in appropriate situations.

## **Stockton-on-Tees**

The main findings from the visit to Stockton-on-Tees revolved around how the EP service is provided across the four unitary authorities and the group highlighted similarities between the service provision in the NE and how it could be applied in the region of South Yorkshire particularly as other emergencies services such as the Police and Fire Services already work regionally.

The group were interested in the structure of the EP Services with one non-political officer leading operations who worked in conjunction with the emergency services and local resilience forum.

The community resilience officer was also an initiative that caught the imagination of the group as they saw the opportunity that the community could be assisted in helping themselves, their families, property and the community in applying appropriate measures in the event of an emergency. Two key factors here is the funding of such a post and where would that come from and as highlighted by

colleagues in the NE the importance of getting the right person employed in the job, preferably someone with a passion for the role.

One of the first questions for the group was to understand what constitutes an emergency situation and so bringing the EP into operation. It was suggested that not everyone in the authority would have this knowledge so an option of publishing an information leaflet providing this information was put forward as a solution, along with the circulation of the booklet produced by the LGA "Councillors Role in an Emergency" which should be issued to all new members on as part of their induction to the Council.

DRAFT

**FORWARD LIAISON OFFICER BAG****Contents:**

Bags x 2	✓
Tablet includes sim card for remote connection (R51649) Docking Station (R51657) and charger/charging dock	✓
Instructions for using Tablet	✓
Sat Nav & Car Charger – FLOs stated not required at this time there is one stored in the Emergency Planning Team if and when required.	
2016 FLO Log Book	✓
Flood Incident and Action Plan	✓
A4 Weather Writer	✓
Borough Emergency Plan (now in 2 soft folders, Section 8 and the rest)	✓
Forward Liaison Officer Action Card x 2	✓
2015 South Yorkshire Street Map x 1	✓
Forward Liaison Officer Car Stickers	✓
Emergency Planning Handbook	✓
Action Cards for Key Plans	✓
Standard List of COMAH Contacts	✓
Multi-Agency Flood Response Plan (Section 7 only, flood addresses and maps, in a soft folder)	✓
Digital Voice Recorder	✓
Manual Order book and instruction	✓
Mobile Phone – 07748 760500	✓
Mobile Phone Charger	✓
Procedure for putting evacuees up in Hotels	✓
Emergency Response & Recovery Contact Details	✓
Handwash x 1	✓
Network Cable x 1	✓

Access to Emergency Plans can be accessed by all FLO's through the following link:  
W:\Community Safety and Emergencies\Plans - In Case of Emergency

## Learning from the EP operation in Swinton / Kilnhurst on 8<sup>th</sup> May 2017

The following comments were made by officers who played an active part in the activation of the Major Incident Plan

### Polly Hamilton

Assistant Director Culture, Sport and Tourism

BEC during the incident.

#### What Worked Well

- Empowering the BEC to lead: As a new BEC, the opportunity to shadow Paul, as an experienced BEC, was invaluable. It was great to observe initially, work with him on key decisions and communications with the CEO, SLT and Members, and then to fully take the lead from Day 2, with his support available if required. I would recommend that all new BECs have the opportunity to shadow an experienced BEC, ideally prior to being on the rota. Because of the professionalism of all the Council staff involved, the experience was a positive one: I really enjoyed it!
- Responsiveness of the Council Team: I was impressed by the speed in which the Emergency Ops Room was set up and the way the team came together to manage the emergency. Emergency Planning were central to this, but large numbers of officers from across the Council also contributed. People were entirely committed to making sure that the focus was on ensuring the safety and wellbeing of Council clients and local residents. People worked hard to consider all the issues and to advise on the best course of action. It was a privilege to see the team in action: people understood their roles, what was required of them and they worked at speed to meet key deadlines. People within my own team were also supportive, reorganising my diary, picking up key tasks or making alternative arrangements as required.
- Identifying Critical Comms Needs and Expectations Quickly: The need to brief Ward Members, Cabinet, SLT, schools and other stakeholders regularly with progress on the incident meant that we worked hard to identify our critical Comms needs early on. This ensured that we knew who we needed to communicate with, key messages and critical timescales – and we could be really clear with the Fire Service as the lead agency about our information needs.

#### What I Would Do Differently

- **Formal, early clarification of a Major Incident:** Formally establish who the lead agency is and whether they have declared a 'major incident'. Other agencies, such as Public Health England, may not prioritise the incident if it is not deemed to be 'major'. In our case, this meant that obtaining clear, up-to-date information about the toxicity of the smoke was difficult – which meant

that were not in a position to reassure the public as quickly as we would have liked. In this case, both the Fire Service and the Police Service claimed that each other had declared a 'major incident', when in fact, neither had done so.

- **Communications**

- **Multi-Agency Command Structures:** Establish communications early on with the command structures in emergency services partners, ensuring that we have up-to-date contact information in place and that if there are changes in personnel, that these are communicated to us. This is important in the event any issues need to be clarified quickly at a senior level or if any issue needs to be escalated.
- **Multi-Agency Communications Plan:** Ensure that there is a multi-agency Communications Plan in place very early on to clarify who will lead and to make sure that they understand their role and our information needs and expectations. For example, on Day 2, we spent several hours chasing key messages from the Fire Service in relation to advice for residents about when they could return home, what to do if they had health concerns and advice on cleaning, having identified these issues in the morning. We knew this was important because of intelligence from staff at the Resource Centre and the queries we were fielding via the Contact Centre. Obtaining this information from the Fire Service sooner would have enabled us to reassure people much earlier, or provide them with a timeframe for when more news would be available. This would have helped residents to plan their return to their homes earlier in the day, rather than respond after 9pm which was when the formal notification came through from the Fire Service.
- **Involve the Contact Centre early:** The Contact Centre Manager got involved later in the day once enquiries had been received and this enabled him to be added to the distribution list and attend update meetings. The Contact Centre could usefully be involved at the outset to ensure early identification of key messages for Contact Centre staff to use in dealing with enquiries.

**Robert Parker**  
**Business Support Manager**  
**Forward Liaison Officer**

My initial observations would be: -

1 – The FLO received a call from both South Yorkshire Police and South Yorkshire Fire & Rescue confirming the incident and requirement for support from the Local Authority

2 – I would say the calls were timely in as much that we were involved from the early stages.



3 – The FLO was supported by an Assistant FLO which was very useful for an incident of this nature.

4 – The initial Rendezvous point (RVP) was confirmed as the Community Centre, Glasshouse Lane however on arrival at the scene it had changed. I was able to quickly determine the new RVP as being the Resource Centre, Victoria Street and no delays were experienced.

5 – SYF&R took the lead as expected and regular updates were co-ordinated throughout the first day.

6 – Lines of communication with the Borough Operation Room were effective.

7 – Use of the Resource Centre facilities was appreciated and very useful and staff within the centre were very helpful and deserve a big thank you.

DRAFT

**Briefing paper for Improving Places Commission**

**20 September 2017**

## **Strategic Asset Management and Asset Management Improvement Plan**

### **Introduction**

The powerpoint presentation accompanying the Asset Management Improvement Plan (Appendix 1) sets out recent changes that have informed the development of the Strategic Assessment function and the Asset Management Plan.

All Council land and properties are now considered to be strategic assets, with service and community needs considered alongside property issues. A number of property reviews are under way and these will enable a rationalisation of the asset portfolio in addition to releasing savings.

### **Asset Management Plan**

The plan comprises a Policy, a Strategy and an Action Plan. The five key policy objectives are:-

1. Enabling delivery of the Council's services and priorities.
2. Supporting economic growth, housing growth and town centre regeneration.
3. Maximising opportunities through adoption of One Public Estate.
4. Developing growth income through commercial/non-operational activities.
5. Maximising commissioning opportunities for property projects and services.

### **Asset Management Improvement Plan 2017-18 (Appendix 1)**

17 over-arching recommendations each have agreed actions, lead officers and key milestones. The plan includes a RAG rating and narrative comment for each action and references the link to recommendations made from the CIPFA Health Check and Commissioners.

Of the 66 individual actions in the improvement plan:

- 39 are complete (blue)
- 26 are green (no issues)
- 1 is amber (possible issues which are manageable)
- 0 are red (high risk of failure)

The plan includes governance and a new team structure and other key issues still being progressed are:-

- Corporate Landlord Model
- Communications
- Training
- Maintenance Review
- Internal Fee Recharging

### **Recommendations for IPSC**

Members of Improving Places Commission are asked to consider and discuss the presentation and the Asset Management Improvement Plan dashboard.

*Briefing note: Janet Spurling, Scrutiny Officer [janet.spurling@rotherham.gov.uk](mailto:janet.spurling@rotherham.gov.uk)*

**Appendix 1**

**Asset Management Improvement Plan 2017-18**

Asset Management - Improvement Plan 2017-2018													
Updated by:		Paul Smith - Head of Asset Management		Date of Latest Review		05/09/17		Version Number:		12			
Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed													
Project/ Task Reference	Action	RMBC Lead Officer	AMS Lead Officer	Key Actions Dates	Date Reviewed	Comments	Status R/A/G	Covers Recommendations					
								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers		
AMIP2017-01 Approval	SLT and Cabinet to agree to the Health Check recommendations and plan of action. Then Report Progress As required.	DW	PS	13-Feb-17	13/03/17	13 Feb 2017 report to Cabinet	Complete	Yes	1	NA	1, 2, 3		
AMIP2017-02 Governance	New Asset Management Governance Structure and arrangements in place	DW	PS	SLT Rpt April Operational June 17	14/03/17	Report to SLT 21/3/17 and first board meeting held 28/3/17 First officer group 5th April 2017	Complete	Yes	4, 6C	7, 5, 9	1, 2, 4		
AMIP2017-03 Asset Management Plan	Council to define its corporate approach to and ask from property by producing a Corporate Asset Management Plan which covers:- Note: (3e) Regeneration and growth outcomes, working with partners and periodic reviews of alternative service delivery to be incorporated in this Plan.	PS	PS	30/09/17	19/05/17		Green	Yes	3, 3D, 3E, 6B, 8	4, 7, 8, 9, C	1, 4		
	i) Property Asset Management Policy			31/05/17	19/05/17	i) Policy approved by Cabinet on 15th May 2017.	Complete	Yes					
	ii) Property Asset Management Strategy			31/05/17	19/05/17	ii) Strategy approved by Cabinet on 15th May 2017.	Complete	Yes					
	iii) Asset Management Action Plan			30/09/17	31/07/17	iii) using feedback from SAMPS and SLAs. Due at Asset Management Board October 17.	Green	Yes					
	iv) Agreement to adopt revised Corporate Landlord Model			21/03/17	19/05/17	Report to SLT approved on 21st March 2017.	Complete	Yes					
	v) Corporate Landlord Model SAMP and SLA templates			30/06/17	04/07/17	SAMP template in place and issued. SLA Draft was issued to Directorates for comment 3/4/17. No adverse comments received. SLA template finalised.	Complete	Yes					
	vi) SLAs in place for all accommodation and services			30/09/17	04/07/17	SLAs issued to all service areas and many returned signed. No major queries or concerns by recipients.	Green	Yes					
	vii) Asset Management Governance			30/03/17	27/04/17	Governance report to SLT 21/3/17.	Complete	Yes					
	viii) SAMPs in place for all services and review completed.			30/06/17	05/09/17	SAMPs received from all services, review completed.	Complete	Yes					
	ix) Corporate Landlord Complex Change Request procedure			30/09/17	22/08/17	Change Procedures within SLA draft issued to Directorates for approval 3/4/17. SLAs to be completed by 30/9/17. A more detailed Complex Change Request procedure is being drafted for agreement at AMOG.	Green	Yes					
x) Performance Management	30/09/17	27/04/17	vii) Performance Management see AMIP2017-17	Green	Yes								
AMIP2017-04 Team Structure	Review of Corporate Property Unit structure to:-	PW/PS	PS	Proposals in May 17 In Place Sept 17	27/04/17	Now Asset Management Service	Green	Yes	2, 3A, 9A, 9B, 9C, 20, 22	6, 7, 9, 10, B	1, 2		
	A) (2+3a) Create a Strategic Asset Management (SAM) team within AMS. Adequately Skilled and dedicated resource.			Sep-17	22/08/17	(2+3a) SAM (interim) Manager commenced 3/4/17. Permanent recruitment completed from 1/8/17. Two Strategic Asset Officers also included on structure and recruitment is underway.	Green	Yes					
	B) (6a) Identify Key AMS Contacts for services.			Mar-17	27/04/17	(6a) Completed	Complete	Yes					
	C) (9a) A Structure with clear delegated responsibilities and contact points.			Sep-17	05/09/17	(9a) Draft Structure in Place. Consultation with staff commenced 11/4/17 and completed 11/5/17. Officer Delegation agreed. Report to AMB on 12 June 2017 and to SLT on 13 June 2017. Job-matching completed and expressions of interest process and interviews complete. Underway. Roles have been advertised internally and to talent pool.	Green	Yes					
	D) (9b) Reduce management time on day-to-day issues and release managers to concentrate on section management and prioritisation of team activities.			Sep-17	27/04/17	(9) Service/ action plans and priorities are progressing. New Structure and SAM team will also address this point.	Green	Yes					
E) (22) Identify what the Service Priorities are and review roles against job descriptions and person specifications to ensure that staff are adequately qualified and trained to undertake the required tasks.	Sep-17	22/08/17	(22) Task review complete (see evidence file) new structure being implemented. Training plan in place. Request for funding to support RICS qualifications and support for undertaking APC underway.	Green	Yes								
AMIP2017-05 Engagement	Directorate Engagement:	SLT	Strategic Directors, Assistant CX, PS	Start April 17	09/05/17		Complete	Yes	3C, 6A, 6B, 6C	5, 9	1		
	i) Directorates to identify Directorate/ Service Property Representatives (M3/M2) to meet regularly with AMS leads to ensure that future aspirations and needs are understood, that all property activity is via the Asset Management Governance/ Corporate Landlord. Take an active role in the Asset Management Officer Group.			Start April 17	09/05/17	Directorates representatives identified. And first Asset management Officer Group (AMOG) meeting held 4/5/17. Further AMOG meetings arranged. Representatives tasked with and have completed Service Asset Management Plans. Multiple directorate Asset Management meetings were arranged to progress.	Complete	Yes					
	ii) Directorates to identify key Assistant Directors to lead on Directorate engagement in Asset Management and to be an Asset Management Board Member.			Start April 17	09/05/17	Directorate Leads identified at AD level. AMB now operational.	Complete	Yes					
	iii) Corporate Property Manager and AMS Leads to meet regularly with Directorate/ Service Property Representatives to understand all their Asset needs, create and monitor Directorate/ Service Asset Management Plans and to feedback on property issues raised by the Directorates/ Services.			Start April 17	09/05/17	Directorates representatives identified. And first Asset management Officer Group (AMOG) meeting held 4/5/17. Further AMOG meetings arranged. Representatives tasked with and have completed Service Asset Management Plans. Multiple directorate Asset Management meetings were arranged to progress. Asset Management have started attending Directorate and Service Management Teams.	Complete	Yes					

Asset Management - Improvement Plan 2017-2018													
Updated by:		Paul Smith - Head of Asset Management		Date of Latest Review		05/09/17		Version Number:		12			
Red = High Risk of Failure   Amber = Possible issues which are manageable   Green = no issues   Blue = completed													
Project/ Task Reference	Action	RMBC Lead Officer	AMS Lead Officer	Key Actions Dates	Date Reviewed	Comments	Status R/A/G	Covers Recommendations					
								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers		
AMIP2017 - 06 Property Reviews	(3b.) Carry out a Comprehensive Property Review.	PS	JM	Mar-18	22/08/17	1) Operational Estate review to align with Localities/ Integrated working review. Rotherham Working Together Workshop 3 "A Shared Neighbourhood Approach" on 4th May 17. Set 4 work groups up to report back in August 17. 2) Internal review of Operational Council Property is ongoing with projects with Adults - Learning Disabilities and CYPS. Completion and analysis of SAMPs will also allow focus on possible rationalisation sites. 3) PID approved by AMB 10/5/17 for operational review. 4) Review commenced and initial savings identified. Condition surveys underway.	Green	Yes	3B, 11	1, 2, 3	1		
				Sep-17	19/05/17	1) Commercial Estate review ongoing and with existing resources to be completed September 2017 - Subject to Condition data. In Action AMIP2017-11 2) PID approved by AMB 10/5/17 for non-operational Estate review. 3) Update to AMB on 7/8/17, condition survey receipt dates expected to extend completion date.	Green	Yes					
				Sep-17	19/05/17	3) Mapping of Estate Completed including Public Sector Partners . All Council ownership information is currently available within the Estates Team - Land Terrier System	Complete	Yes					
				Sep-17	05/09/17	4) The calculation of alternative use valuations of the whole estate with existing resources will take 5 years (tied in with normal reviews). Alternative uses are already investigated and calculated when properties are reviewed as a possible release by services or if a rationalisation is possible. This is to be implemented from this year as if all valuations are done immediately they will be out of date before needed.	Complete	Yes					
AMIP2017-07 Delegation	Constitution and Scheme of Delegation. i) Revised Financial Regulations and Contract Standing Orders - With Commissioner approval that they apply to AMS. ii) Devise a suitable scheme of delegation to AMS officers that is clear and efficient.	PW	PS	Jan-17	06/04/17	i) Asset Management worked with Legal and Democratic & Finance Services to develop clearer and more robust Financial Regulations and Contract Standing Orders. These were approved at Full Council 25/1/17.	Complete	Yes	9A, 9C, 15	9	1, 4		
				May-17	06/04/17	ii) "Property Officer" delegation approved by Commissioner Kenny 31/3/17	Complete	Yes					
AMIP2017-08 Corporate Landlord	Corporate Landlord model to be reviewed and re-launched. i) Revisit the implementation of the Corporate Landlord model and include all property related activity unless there are clear operational reasons not to do so. ii) The adopted approach to be formalised through simple consistent service standards (SLA's) iii) Provide simple guidance/promotional material to client departments. iv) Provide training for property staff to clarify what services are provided.	DW	SC	Review Model by May 17 Promotional Materials Sep 17 Roll out & full re-Launch by Sept 17	27/04/17	Corporate Landlord relaunched with additional properties transferred from 1st April 2017. Agreed at SLT 21/3/17 see also AMIP-2017-02	Complete	Yes	5	5, 6, 8, 9	1, 4		
				Sep-17	05/09/17	Draft SLA's reviewed at Asset Management Board 28/3/17 and revised versions issued to Directorates 3/4/17. No adverse comments. Individualised SLAs issued to service areas and a good number returned so far, signed.	Green	Yes					
				Oct-17	27/04/17	To be developed once SLA's and SAMPS are agreed. With Directorate Representatives.	Green	Yes					
				Oct-17	31/07/17	Training to Roll out in October once SLA's and SAMPS are agreed.	Green	Yes					
AMIP2017-09 Communications	Corporate Profile & Communications: i) Regular updates to be provided on action plans, progress and achievements via new governance structure, "Service Property Representatives" and attendance at DMT's. ii) Updated and maintained Intranet page with who's who, what we do, Property process guidance and Latest news. iii) Asset Management "re-launch" at an M3 Managers briefing. iv) Member/ Commissioner/ SLT briefings on Policy, Strategy, Action Plan and key projects. v) Ensure internal visibility of external activities such as SCR JAB and RTP-LEF. vi) Communication strategy and action plan to be created and maintained. vii) AMS Management to attend Cabinet Member/ Commissioner/ DMT, SLT and Area Assembly meetings as appropriate.	PS	DR	April 2017 onwards	22/05/17	1. Communication Gap analysis in progress 2. Staff communication distributed to assess actual/perceived communication gaps. 3. Draft strategy to be developed following communication gap analysis	Complete	Yes	7, 21	6, 7, A	2		
				Oct-17	05/06/17	To be agreed once documentation and structure is all in place. Updates commenced.	Green	Yes					
				Sep-17	31/07/17	Undertaken on 25th May 17 Corporate M3 Managers update re. Corporate Landlord.	Complete	Yes					
				May 17 Onwards	27/04/17	Agreed at Asset Management Board.	Complete	Yes					
				May 17 Onwards	27/04/17	Report quarterly to AMB and AMOG.	Green	Yes					
				Oct-17	22/08/17	Strategy prepared. To be rolled out following implementation of structure.	Green	Yes					
				March 17 Onwards	09/05/17	Commenced on back of AM Governance and SAMPS.	Complete	Yes					
AMIP2017-10 Training	Training: i) Identify and arrange appropriate Management training for AMS Managers. ii) Appropriate customer care training for all staff. iii) All staff training requirements are identified, included in Workbenches and rolled out. Including that identified in action AMIP2017-04 iv) Provide training for property staff to clarify what services Corporate Landlord/ AMS will provide.	PS/PW	DR	Training Workbench Aug/Sep 17 following PDR's	31/07/17	Asset Management Service Managers are commencing a Management 360 exercise to identify Training requirements. Head of Asset Management has taken up offer of Mentoring.	Green	Yes	6D, 10, 17, 19	B, D	2		
				Training Workbench Aug/Sep 17 following PDR's	22/08/17	Training Plan in Place that identifies:- 1) 360 review of Managers to identify training needs arranged. Completion date 19th April with following 2 weeks for analysis and feedback. 2) Gap analysis of staff skills, attitude and behaviours to identify training requirements. 3) 1 day customer care training for all staff arranged 18th, 19th April, 24th, 25th April. 4) Change Management Training all staff.	Complete	Yes					
				Training Workbench Aug/Sep 17 following PDR's	22/08/17	Training Workbench to be completed and all training needs identified through PDR's and 360 feedback.	Green	Yes					
				Oct-17	31/07/17	Training to Roll out once SLA's and SAMPS are agreed.	Green	Yes					

Asset Management - Improvement Plan 2017-2018													
Updated by:	Paul Smith - Head of Asset Management			Date of Latest Review	05/09/17			Version Number:	12				
Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed													
Project/ Task Reference	Action	RMBC Lead Officer	AMS Lead Officer	Key Actions Dates	Date Reviewed	Comments	Status R/A/G	Covers Recommendations					
								Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers		
AMIP2017-11 Maintenance Review	Detailed Property Maintenance Review:1. Operational/Corporate Landlord/FM & Contract.	PS	SC	Sep-17	22/05/17	Corporate landlord model implemented from April 2017, relaunched at M3 Managers in May 2017. Review underway. SLAs issued to all service areas.	Green	Yes	12	1, 6, 9	1		
	2 & 3. Review with CYPS Manager and Estates Manager the operation and provision of support to schools/commercial estate.			Sep-17	22/05/17	Discussions complete with CYPS and proposals in place/ taken place with Estates Manager to consider commercial estate and maintenance regime going forward.	Complete	Yes					
	4. Work with P2P to review and procure new day to day maintenance contract.			Sep-17	05/09/17	Maintenance contract put out to tender. Extension was in place on rolling basis to extend day to day maintenance until contract re-let. Tenders reviewed and successful party chosen.	Green	Yes					
	5. Review with other Local Authorities how they procure their maintenance contracts/servicing options.			Sep-17	22/05/17	Identified potential LA which delivers best practice Corporate landlord Model York Council. Contact to be made to review their working practices. Enquiry raised on CIPFA asset management forum for examples of best practice. Attending CIPFA event in May 2017.	Complete	Yes					
	6. Continue with regular maintenance/servicing as per action contained in AMIP2017-12			Ongoing	22/08/17	Regular maintenance/servicing ongoing.	Complete	Yes					
	7. To review the condition survey programme and determine most appropriate way forward to ensure condition information is up to date.			Mar-18	05/09/17	Price obtained from CIPFA, funding sourced and specification amended to include fire safety checks. Business Case approved with recommendation work is undertaken in house with agency support. Condition surveys of both commercial and operational assets commenced from 17/08/17.	Green	Yes					
	8. Review with Building Officers the capital maintenance investment programme for 2017/18 and going forward.			Sep-17	22/05/17	Building Officers requested to identify projects required to be in the 2017/18 programme and for future years.	Complete	Yes					
	9. To review with P2P the contracts register and establish a programme of contract renewals for property related activity.			Sep-17	22/05/17	Review of contracts register taken place and schedule of property related contracts identified	Complete	Yes					
	AMIP2017-12 Compliance Audit			CIPFA Compliance Audit Recommendations to be implemented: 1. Review all servicing requirements for each building and identify statutory/legislative servicing requirements.	PS	SC	Apr-17	22/05/17					
2. Review with Procurement Team the servicing contracts so fully understand current position with regards to the contracts register.		Apr-17	22/05/17	2. Contact made with P2P. Details of contract expiry dates now established.			Complete	Yes					
3. Work with Asset Information Officer and Building Officers to consider filing structure and use of CIPFA Asset Manager for compliance storage options.		Apr-17	22/05/17	3. Issues raised at FM meeting and initial file structure in place on "W" drive. To agree information to be recorded on asset manager system completed.			Complete	Yes					
4. Review options for record keeping for compliance and consider whether there are alternatives.		Mar-18	22/05/17	4. Access data base already developed within the FM team. Need to review other solutions ie CIPFA or other electronic record keeping. Discussions to be had with CIPFA to discuss use of asset manager system			Green	Yes					
5. As part of restructure consider introduction of a Compliance Officer and a Premises Fund Officer to manage compliance.		Jul-17	31/07/17	5. Role for a Building Compliance Manager approved within a new structure. Linked to AMIP2017-04.			Complete	Yes					
6. Review with Procurement and Building Officers a programme for managing all service contracts including regular contractor compliance and performance meetings.		Apr-17	22/05/17	6. All principal contractor compliance meetings already in place /fully documented and recorded. Nominated Building Officers attend with Corporate Facilities Manager.			Complete	Yes					
7. Review with Building Officers method for storage and retrieval of compliance information ensuring all visits are recorded on CIPFA Asset Manager system.		Apr-17	22/05/17	7. File structure already set up on "W" drive plus email folders for managing compliance with contractors.			Complete	Yes					
AMIP2017-13 Fees	Review Internal Fee Recharging.	PS	MS/JM	Jun-17	22/05/17	Trading account, CECs & surplus target reviewed. Possible budget issues if fees are reduced as a surplus is built into R&E budgets. Report went to R&E DLT 3rd May 17. Further discussions with finance required on effects on General Fund Budget. Awaiting Cabinet report on Trading.	Amber	Yes	14		1		
AMIP2017-14 Soft FM	Review of all Soft Facilities Management services to be carried out	PW	KP	Apr-17	22/05/17	Facilities Services Review of the operational estates completed and new regime commences 1/4/17. Included in ASR.	Complete	Yes	16		1		
AMIP2017-15 Data Management	Review of Property Data Management.	PS	DR	Jun-17	09/05/17	Initial review of data management completed. Report to now progress via Asset Management Leadership Team.	Complete	Yes	17	1	1		
AMIP2017-16 Academies FM	Academies - Facilities Management i) Review true costs of Facilities Management services to schools.	PS	RH	Apr-17	22/05/17	(i) Progressed true costs of Building Managers service to academies. Based on the 3 building managers that serve schools overall running costs £140,863. Potential income £212,200. Review completed.	Complete	Yes	18		1		
	ii) Look at a number of service options and offered to Academy Schools on a true trading basis.			Apr-17	22/05/17	(ii) There were 3 service options considered, option 3 proffered, where only statutory checks made plus a menu of additional services at additional costs to school. New Draft SLA written, currently being reviewed by the team and by a small selection of schools acting as a critical friend. Will then be rolled out to Academies in May 17. With Commencement in September 17 at the start of the Schools financial year. Review completed.	Complete	Yes					
	iii) Alignment with Corporate Review of trading services and portfolio of service delivery to schools.			Sep-17	22/05/17	Academies have been consulted and schools are on board with proposed changes. New SLAs are currently being written which will come into operation from September 2017. Awaiting response of trading review.	Green	Yes					

Asset Management - Improvement Plan 2017-2018											
Updated by:	Paul Smith - Head of Asset Management			Date of Latest Review	05/09/17		Version Number:	12			
Red = High Risk of Failure   Amber = Possible issues which are manageable   Green = no issues   Blue = completed											
Project/ Task Reference	Action	RMBC	AMS	Key Actions	Date	Comments	Status	Covers Recommendations			
		Lead Officer	Lead Officer	Dates	Reviewed		R/A/G	Evidence Bank Updated	Health Check Report 25/11/16	Commissioners Letter 29/11/16	Commissioners 4 Tests for Return of Powers
	<b>Performance Management</b> i) Review existing measures and benchmarking activity in Asset Management for appropriateness.			i) to iii) by May 17 iv) in line with action AMP2017-03	22/05/17	Existing measures for Design & Projects, FM, CYPs, FM, Estates & Energy teams reviewed.	Complete	Yes			

# Strategic Asset Management



*Big hearts, big changes*



## The story so far...

- Corporate Property Unit provided professional advice and managed some assets.
- Holding directorates managed some assets and their budgets.
- Decisions made could be directorate/team focused and not to wider benefit of Council.
- CIPFA Health Check recommended adoption of Corporate Landlord and creation of Strategic Asset Management function.
- Other recommendations are in the Asset Management Improvement Plan.

# The position now

- All Council land & property are viewed as strategic assets – service and community need considered alongside property issues.
- An Asset Management Plan is almost complete – Policy, Strategy and Action Plan.
- One Public Estate and partnership working are underway.
- Service Asset Management Plans and Service Level Agreements are in place.

# The Improvement Plan

- 17 over-arching improvement recommendations derived from Health Check.
- Ranging from governance to a restructure to the creation of a comprehensive Asset Management Plan.
- Monitored at Asset Management Board and reported to Cabinet.
- Recent recommendation for return of powers – awaiting final confirmation.

# Asset Management Governance Structure

Meets Monthly

**Asset Management Board (AMB)**  
 Cabinet Member, Commissioner and Senior Management oversight, leadership, advice and guidance to the AMOG. Including monitoring and review of:-  
 Asset Management Policy  
 Asset Management Strategy  
 Asset Management Action Plan  
 Corporate Landlord Activity  
 Performance Management

**Asset Management Champion**  
 Cabinet lead can oversee that the asset management policy and strategy is aligned with the Council's aims and objectives.

Meets Monthly

**Asset Management Officer Group (AMOG)**  
 Overall responsibility for developing a corporate approach to the use of property assets throughout the Council. Leads on the creation, implementation and progress monitoring of the Council's Asset Management Plan and the Corporate Landlord approach. Recommendations are reported to AMB.

**Asset Management Lead Officer**  
 Responsible for property asset management processes and for achieving property asset performance and outcomes aligned to the organisation's aims and objectives.

Actively involved in AMOG

Service Property Representatives

**Asset Management Service Strategic Asset Management Team**

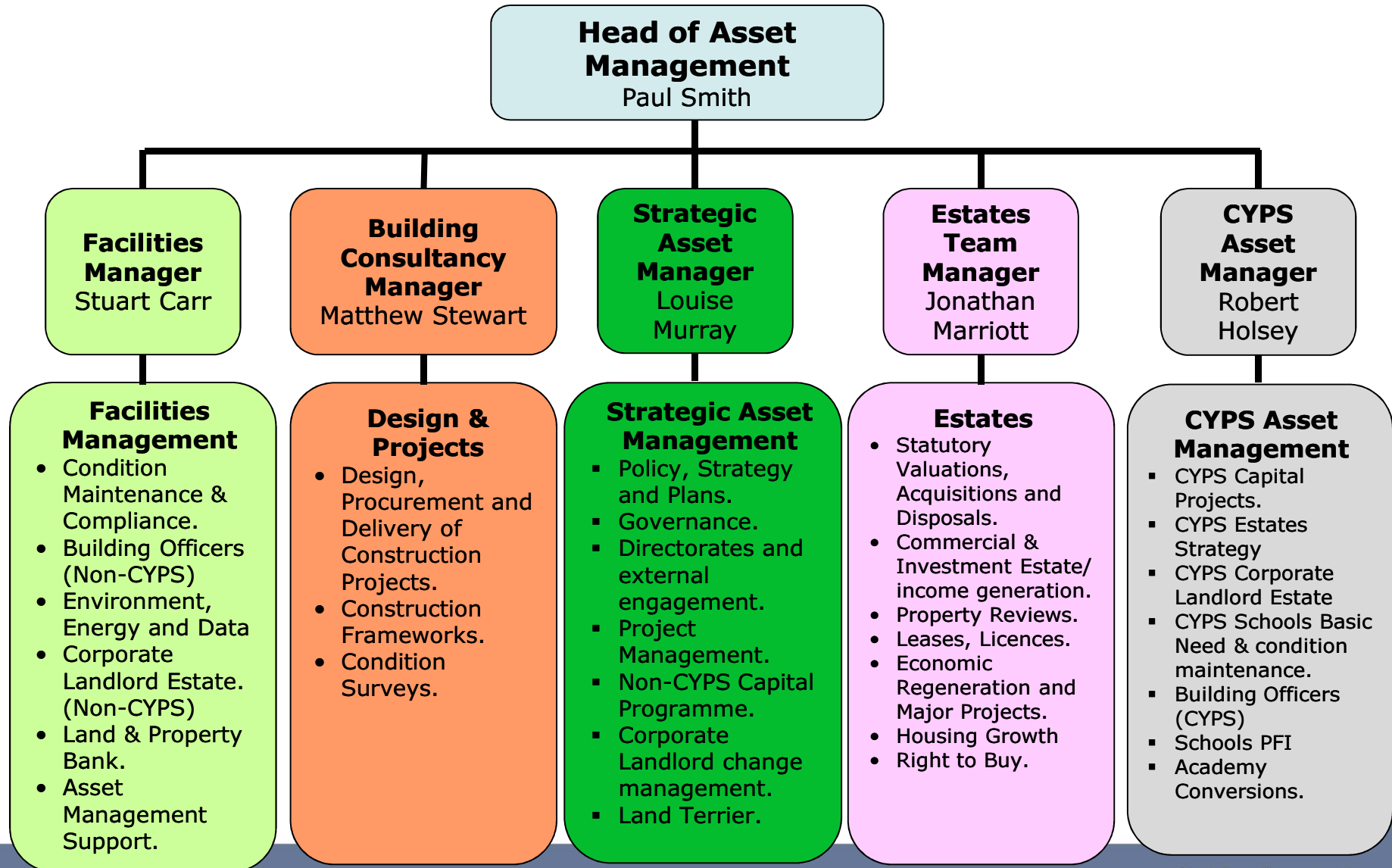
Develop Service Asset Management Plans and SLAs

# The Asset Management Plan

Comprises a Policy, a Strategy and an Action Plan and five main policy objectives:

1. Enabling delivery of Council's services and priorities.
2. Supporting economic growth, housing growth and town centre regeneration.
3. Maximising opportunities through adoption of One Public Estate.
4. Developing growth income through commercial/non-operational activities.
5. Maximising commissioning opportunities for property projects and services.

# Asset Management Team Structure



# The Reviews

- Operational Property Review – includes 248 varied operational properties; based on SAMPs, strategy, condition survey outcomes and action plan. Completion date is 31<sup>st</sup> March 2018.
- Commercial/non-operational Property Review – includes 232 varied assets; based on condition survey outcomes, lettability and investment return. Completion date is 30<sup>th</sup> September 2017 though this will be extended as condition surveys have only recently commenced following identification of funding.

# The Outcomes

- Reviews will enable rationalisation of portfolios leading to release of assets and also savings.
- Contributes to housing and economic growth.
- £2.32m capital receipt in 2016/17; £1.17m so far this year against a £2.0m target.
- Revenue savings of £780,000 (2014/15), £284,000(2015/16) and £664,000(2016/17)
- £612,560 so far this year against a £1.178m target.
- Next year, the target is £594,000.
- Rigorous asset challenge and Directorate co-operation will be key to achieving stretching target.



## Other Improvement Points

- Property Maintenance Review and Compliance.
- Review of Soft Facilities Management.
- Facilities Management provision to Academies.
- Review of Internal Fee Recharging.
- Constitution and Scheme of Delegation.
- Performance Management.
- Data Management.
- Directorate Engagement.
- Corporate Profile and communications.
- Staff training.

# What are we doing differently?

- Increased internal engagement – via AMOG/AMB and with service representatives.
- Strategic working with directorates to ensure optimum outcomes.
- Closely working with Housing and RiDO to help deliver housing and economic growth.
- Supporting revenue savings and capital receipts targets through rigorous asset review and challenge.
- Improved member and community engagement.
- Decisions made in line with approved Policy.

# The future

- Increased engagement with members and all internal/external customers.
- Completion of reviews leading to strategic rationalisation of the estate.
- Implementation of a planned, preventative maintenance plan.
- Identification of sites to facilitate housing and economic growth both owned and acquired.
- Increased partnership working.
- Generation of growth income through investment acquisition.



Any Questions?