

ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET

1. Meeting:	Cabinet
2. Date:	25 April 2012
3. Title:	Response to the “Scrutiny Report of the Winter Weather Review Group”, October 2011
4. Directorate:	Resources

5. Summary

This report provides Cabinet with a response to the Scrutiny review of the Council’s response to the severe weather experienced by Rotherham and neighbouring districts in late November / early December 2010. The scrutiny review was presented to Cabinet on 22 February 2012.

The scrutiny review commended the efforts of officers and communities during the event, while raising a number of learning points. In addition to the scrutiny review, there has been a full de-brief of all agencies by the Local Resilience Forum (LRF). The LRF de-brief concluded that although a number of problems were experienced, the overall outcome was a success.

Both the scrutiny report and the report following the LRF de-brief make recommendations to further strengthen the agencies’ ability to respond to incidents of this nature. For its part, the Council implemented many actions in the period following the incident and will now take further actions to consolidate its preparedness for severe weather events. The Council will also continue to work with partner agencies to develop our collective resilience to similar incidents occurring in the future.

Attached to this report is an action plan that provides a full response to the recommendations made in the scrutiny report. The Emergency Planning Team is currently co-ordinating a refresh of the Emergency Plan and action based on scrutiny review recommendations will be taken on board as part of the refresh.

The response is scheduled to be presented to the Overview and Scrutiny Management Board on 27 April 2012.

6. Recommendations

6.1 Cabinet is asked to agree the proposed response to the Scrutiny report

7. Proposals and details

This report provides a response to the 'Scrutiny Report of the Winter Weather Review Group' dated October 2011, following the severe weather event of late November / early December 2010.

The scrutiny report, which was presented to Cabinet on 22nd February 2012, commended the efforts of many involved in responding to the incident. It stated:

"The review found that many officers, councillors, members of the public, emergency services and other partners worked extremely hard during this period to ensure that a minimum level of essential public services were provided across the Borough, in addition to assisting with the critical incident on the A57.

Without this effort & determination, the impact on individuals & communities would have been much greater than it was.

The high level of neighbourliness and community spirit in Rotherham was underestimated - one of the key conclusions to this review is that this community resilience needs to be harnessed by the Council to achieve a more co-ordinated response in similar adverse weather conditions..."

The report also indicated that communication and co-ordination could have been improved. The report suggests these and other benefits could have been helped through the activation of the Emergency Plan, although it acknowledged that *"some officers directly involved in the co-ordination of services during the incident would not agree with this finding"*. The Emergency Plan was not activated during the response to this episode of severe weather. On this occasion, the Chief Executive, the Borough Emergency Coordinator and the Emergency & Safety Manager discussed its activation during the incident and agreed that the response was being adequately resourced and did not require the activation of the Plan. Officers will continue to seek to improve communication and co-ordination, while ensuring this is done in an efficient way and within an overall response which is proportionate to any particular incident.

The Local Resilience Forum (LRF) conducted a full de-brief quickly after the incident (on 6th January 2011), and a number of RMBC officers attended this debrief while other officers submitted written feedback, as did staff from many other agencies. The LRF report makes it clear that the various agencies saw:

"... the A57 rescue operation as being a complete success.... There were no fatalities or serious injuries suffered as a result of the incident.... The multi agency rescue operation was coordinated.... The dedication and hard work of all contributors, in exceptionally difficult circumstances, should be recognised."

Notwithstanding this, the LRF report highlighted various challenges that were mirrored in the scrutiny review.

A number of actions referred to in the scrutiny and/or LRF reports were implemented by officers during the period following the incident, including:

- A new system that will strengthen the recording and review of business continuity plans has been tested and will be rolled out shortly
- Strengthened liaison with partner agencies
- Revision and re-issue of an emergency plan template for parish councils
- Adjusting arrangements and preparations for Winter 2011/12
- Better provision and access to 4x4 vehicles
- Some extra provision of salting facilities
- Agreements with farmers for assisting in any future similar incidents.

Other areas where actions are being taken to further strengthen existing arrangements, having been signposted in the scrutiny and LRF reports, include:

- Working with the LRF on developing an overarching LRF Severe Weather Plan and the dovetailing of individual agency plans into it
- Working with partner agencies on developing a better understanding between all of terminology and using commonly agreed terms in a multi-agency response
- Developing and refining RMBC's own severe weather arrangements, both internally, in respect of coordinating our activities, and externally, improving multi-agency liaison arrangements
- Continuing to keep the Borough Emergency Plan and Business Continuity arrangements under review to address any developmental issues.

Additionally, various issues raised in the reports will need to be considered as part of a wider piece of work on community resilience, including developing and supporting the roles of parish councils, area assemblies, local groups and volunteers.

The full schedule of scrutiny recommendations is contained in **Appendix 1** to this Report, along with the response to the recommendations and the proposed further actions to be taken. The Council's newly appointed Emergency and Safety Manager will progress the recommendations in conjunction with the appropriate personnel from other departments.

The Emergency and Safety Manager will also work with LRF colleagues to implement multi-agency recommendations.

When significant updates have been completed, options for updating officers and Members with any changes will be considered including training and briefings.

8. Finance

There are no direct financial implications arising from this report.

9. Risks and Uncertainties

Low temperatures and heavy snow, as identified in the Emergency Planning Risk and Hazard Assessment for Rotherham and Sheffield, are risks for organisations and communities each year. These events cause many disruptions for the Council in maintaining service delivery, together with staffing issues, as many officers may be unable to travel to work or not be suitably prepared to work through agile means.

Provision of suitable responses within the Council's emergency and business continuity planning helps to mitigate the risks.

10. Policy and Performance Agenda Implications

Winter preparedness contributes to the Council's theme of helping to create safe and healthy communities.

11. Background Papers and Consultation

- 'A Scrutiny Report of The Winter Weather Review Group', Oct 2011
- South Yorkshire LRF 'Debrief of A57 Incident'
- Other Directorates have been consulted in the preparation of this report.

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Appendix 1

Recommendation	Comment/Action Taken	Further Action (if required)
<p>1. It is recommended that the Council work with partners to develop common agreement and compatibility with regard to the terms used in emergency planning arrangements. This is subject to differing organisational objectives and service requirements. To provide clarity, the Council's Borough Emergency Plan should set out a Glossary of Terms used by all partners in this regard.</p>	<p>The Local Authority works closely with its emergency response partners through the South Yorkshire Local Resilience Forum (LRF).</p>	<p>Terminology will be raised within the LRF.</p> <p>The Borough Emergency Plan will be amended to incorporate a Glossary of Terms commonly used within the LRF.</p>
<p>2. Linking to the above, it is recommended that consultation is undertaken across all directorates and with partners to revise the Borough Emergency Plan to enable a tiered system intrinsically linking corporate emergency planning arrangements to service business continuity plans.</p>	<p>A link between Emergency Planning and Business exists in the Emergency Plan.</p>	<p>A full review will be undertaken as part of a current refresh of the Borough Emergency Plan.</p>
<p>3. As part of this recommendation, roles & responsibilities are also reviewed with emphasis on clarifying the 'hierarchy' of roles within the plan.</p> <p>Specifically:</p> <ul style="list-style-type: none"> • Borough Emergency Co-ordinator • Strategic Liaison Officer • Forward Liaison Officer • Emergency & Safety Manager 	<p>The key emergency response roles and their responsibilities are documented in the Borough Emergency Plan. Staff recruited to these roles are provided with ongoing training.</p> <p>The Borough Emergency Coordinator has the overall strategic responsibility, in consultation and liaison with the Chief Executive, during both a Minor and Major Incident.</p>	<p>The recommendation will be implemented as part of the current refresh of the Borough Emergency Plan.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>4. The Council and its Partners develop a Severe Weather Plan that is activated in conjunction with emergency planning arrangements. Section 8 of the Plan currently makes reference to severe weather. The Severe Weather Plan should set out a number of key activities to be undertaken as part of our response:</p>	<p>The LRF has not yet progressed this issue in respect of a multi-agency plan.</p>	<p>The review of the Emergency Plan will incorporate the need for developing a RMBC Severe Weather Plan over and above its current incorporation into other plans.</p>
<ul style="list-style-type: none"> An agreed criteria between partners that puts the Borough onto an 'Alert Status', this should reflect the levels set out in the Cold Weather Plan for England; 	<p>The Cold Weather Plan for England is a specific plan for Health agencies and has not been adopted by the wider emergency response community either locally or nationally.</p> <p>However, the issue of the delay in alerting the Local Authority has been picked up in the LRF's A57 Debrief Report and assigned a recommendation to rectify this locally for any future incident.</p>	<p>Continue to work with LRF partners to implement the recommendations from the LRF's A57 Debrief Report.</p>
<ul style="list-style-type: none"> Once the alert is triggered, a meeting between partners to enable clarity in the event of a developing situation; 	<p>The LRF has produced a "Strategic Leaders Guide" which documents the process of instigating a Strategic Coordinating Group (SCG), including telephone conferencing options.</p> <p>It should be noted that during the response to the A57 Incident the Council was involved in a number of telephone conferences with partner agencies.</p>	<p>The Emergency Planning Service will ensure SLT members are aware of the Strategic Leaders Guide and invite Strategic Directors to LRF training.</p> <p>The Emergency Safety Manager will also raise with the LRF Partners the need for a Silver (Tactical Co-ordinating Group) Protocol to deal with events that may not warrant the declaration of a major incident but are still significant.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<ul style="list-style-type: none"> A written statement recording a range of anticipated problems that can be used as a briefing further down the ranks of each organisation; this document should be rationale based supporting subsequent decision making; 		<p>The recommendation will be considered during the current refresh of the Borough Emergency Plan, to include the provision of (a) briefing template(s).</p>
<ul style="list-style-type: none"> A range of locations identified as being suitable Control/Command centres; 	<p>The Council's Emergency Operations Room has recently relocated to Riverside House. In addition, the authority has a contingency base identified at Garden Rooms, Clifton Park.</p> <p>The Operations Room was not activated during the response to this episode of severe weather. The Chief Executive, the Borough Emergency Coordinator, and the Emergency & Safety Manager discussed its activation during the incident and agreed that the response was being adequately resourced and did not require the activation of the Operations Room. This decision was reinforced by the absence of a declaration of a 'major incident' by any other LRF responder.</p>	<p>Any further possible locations will be considered and, where appropriate, added to available resources.</p>
<ul style="list-style-type: none"> A contingency plan for all Forward Liaison Officers (FLOs) to set out roles, possible work locations and communication responsibilities; 	<p>These requirements are defined in an Action Card included in the Borough Emergency Plan.</p> <p>As part of supporting FLOs flexibility, and following the 2010 severe weather event, the Emergency Planning Shared Service has taken on the contract for the lease of the Land Rover therefore providing the FLO 24/7 access to this 4x4 vehicle.</p>	<p>Provisions for FLOs will be continuously reviewed, and training adapted accordingly.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<ul style="list-style-type: none"> In the event of worsening weather, the Network Management Team (Streetpride), work alongside the Emergency Planning Team and report back recommended action to the co-ordinating officer 	<p>There are good working relationships with Streetpride and these would/are used in an emergency.</p>	<p>The arrangements will be reflected in any severe weather plan</p>
<ul style="list-style-type: none"> An overview of protocol for staff regarding their roles & responsibilities if they cannot get into work or if they attend an alternative location to work; individual service managers would clarify detail as part of business continuity; 	<p>A HR protocol is in place that covers options for attending work in severe weather.</p>	<p>Services will be advised to cover attendance at work issues in business continuity plans, as appropriate.</p>
<ul style="list-style-type: none"> A requirement to instigate the Recovery Plan proportionately in relation to the incident; this will support communities to return to normal following severe weather; 	<p>It was determined that a Recovery Coordinating Group (RCG) was not needed on this occasion by the relevant officers and an RCG was not requested by partners.</p>	<p>Future BEC training will include an emphasis on recovery planning.</p>
<ul style="list-style-type: none"> Essential staff (to be identified by individual services) should be supported to ensure they have the right equipment in the event of severe winter weather. A 'Grab Bag' is one way of achieving this and would contain specific items as seen in the appendices. The Council could consider providing the bag itself as a corporate item & consider ways in which it can support staff in the provision of necessary equipment. This may take the form of advice or training for severe weather conditions and should be undertaken in conjunction with the Emergency Planning Team. 		<p>The Emergency Planning Team will support services with appropriate advice and training and will work with them to progress this issue.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>5. The proposed Severe Weather Plan should reflect action to be taken in relation to the scale of the identified severity. The Department of Health's Cold Weather Alert Service and the associated Cold Weather Plan for England should be utilised. For example, winter through planning & low level activity at levels 1-2; Business Continuity at levels 2-3; and the Council's Emergency Plan would kick in at levels 3-4.</p>	<p>There is some benefit in identifying trigger levels for emergency responses. However flexibility needs to be maintained to ensure decisions can reflect the circumstances in individual cases. The 'Cold Weather Plan for England' for instance has as a criterion for its highest trigger level "exceptionally severe weather or threshold temperatures breached for more than six days". However, as the A57 Incident has shown us, the impact of a snow related incident can happen over a very short space of time.</p>	<p>The Severe Weather Plan will aim to provide guidance on factors affecting actions to be taken.</p>
<p>6. A database is available on the Council's 'Yourself' system detailing all staff, where they live and work base, plus skills available in an emergency situation – however, arrangements to access this information during an emergency or incident needs to be agreed across the Council as part of business continuity arrangements as well as where emergency planning is activated.</p>		<p>The Emergency Planning team will work with HR and ICT on accessing relevant data.</p>
<p>7. That Business Continuity Plans are reviewed in light of recent reductions in staff numbers to ensure that a minimum of service delivery is viable.</p>	<p>A new system that will support business continuity planning has been tested and will be rolled out shortly to help services to refresh their plans.</p>	<p>The Emergency Planning Team will support services to refresh their business continuity plans using the new electronic system.</p>
<p>8. Further sharing of information across geographical boundaries needs to be implemented. This applies to the City Region to identify problem areas based on experience of this snow incident. For instance, Nottinghamshire & Bassetlaw Council's should be invited to participate in this exercise, particularly with regard to road & transport issues.</p>	<p>The Emergency Planning Shared Service is currently reviewing Mutual Aid arrangements with other Local Authorities. Sharing of information will be re-examined in this process.</p>	<p>The Emergency Planning Team will review information sharing arrangements with neighbouring Local Authorities.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
9. We recommend greater joint working between the Council and the Ambulance Service to assess how the Streetpride Network Management Team can work with the service to assist with access for emergency vehicles in similar circumstances.	It is normal working practice for Streetpride to liaise with the Yorkshire Ambulance Service and vice versa.	The Emergency Planning team will liaise with Streetpride to ascertain any opportunities to further strengthen arrangements they have with the Emergency Services.
10. In accordance with the Community Resilience Agenda, Parish Councils should also be involved in any discussions and planning exercises to co-ordinate road clearance for emergency vehicles.	The Emergency Planning Shared Service has produced an Emergency Plan Template for Parish Councils. This has been recently revised and re-circulated in line with government Community Resilience Guidance.	The approach to developing further the practical involvement of parish councils will form part of work involved in developing Community Resilience.
11. Communication links have now been set up via a Facebook Account & internet websites for PCT staff, which is maintained by their Communications Team in the event of an emergency. The Council may wish to consider setting up a similar facility for use in an emergency planning context.	Social Media is an expanding and important source of information for the public. The council uses Twitter during day to day communications with the public as well as in an emergency.	The Emergency Planning Team will work with Communications Team to review how we use Social Media in an emergency.
12. The review group recommend to the PCT that they keep a register of locums who may be available to do prescriptions at identified locations in the event of an emergency – further work may need to be undertaken by the GP Consortium & the PCT to identify how pharmacy services could be provided in similar conditions. These arrangements would be integrated in to the Council & the PCT's Emergency Planning systems.	The future emergency Planning arrangements for the NHS, taking into account the major NHS change programme, are still to be determined. Once finalised, whichever NHS body becomes responsible for these arrangements would be expected to provide a single point of contact for GPs and other similar facilities which they can disseminate amongst the NHS community.	The Council will continue to work with the PCT and its successor on an ongoing basis.

Recommendation	Comment/Action Taken	Further Action (if required)
<p>13. The PCT recommend to the Council, that work is undertaken to ensure a joint agency approach on the coordination of 4x4 transport required in these conditions. It is proposed that one organisation is able and authorised to offer this service. The placement of these resources should be based upon incidence of vulnerability, need & risk to life.</p>	<p>This matter has been discussed through the LRF with partner agencies following the issues that arose in the winter of 2010. The PCTs were informed at the time that, whilst other agencies would assist where available, they should review their own Business Continuity arrangements, as Local Authority and other agencies' vehicles may be already be deployed delivering their organisations' critical services.</p>	<p>The issue will be revisited with the LRF to determine what co-ordinating arrangements are being / can be put in place.</p>
<p>14. Managers indicated that they preferred RMBC to provide a direct service in such extreme circumstances so that the Council could ensure that care services were co-ordinated. The review group support an agreement whereby the Council co-ordinate agency staff in a repeat situation.</p>		<p>Care services will be asked to provide for alternative options as appropriate in their business continuity plans.</p>
<p>15. Vulnerable locations need to be identified for clearance as recommended by the PCT & NHS Rotherham. This should also apply to identify locations where an emergency control room could be established.</p>	<p>This matter had been addressed by EDS, PCT and NAS in preparation for winter 2011-12.</p>	<p>Joint working will continue annually prior to the onset of winter / as and when required</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>16. The review supports Adult Services requirement that a rota is in place for the use of available 4x4 vehicles to pick up and transport staff to locations where they are needed; this information to be included in the Emergency Plan and all Business Continuity Plans with each directorate making contribution to the cost of using these vehicles. This recommendation is also supported by the PCT.</p>	<p>The Council's 4x4 vehicles need to be prioritised to ensure the Council can deliver as many of its critical services as possible.</p>	<p>The Emergency Planning Shared Service will further review the Council's current planning arrangements for the use of the limited fleet of 4x4 vehicles during severe weather.</p>
<p>17. The review group identified a need to hire 4x4 vehicles to ensure the transportation of essential staff to specific locations. This has already been implemented via the Enabling Care Service which leases vehicles throughout the year. In the winter months, regular vehicles are replaced with 4x4's - staff have been trained to drive these vehicles in snow.</p>	<p>As per recommendation, action already taken.</p>	<p>No further action required.</p>
<p>18. It is recommended that service managers review how they send their service updates through to the Communications Team so that the Council website can be more dynamic and informative.</p>	<p>In an emergency the Emergency Planning team liaises with the Communications Team to ensure the public are kept informed, this can be via the website, social media and the local radio.</p>	<p>Links with Rec 11. The Emergency Planning Team will work with the Communications Team on methods of keeping all stakeholders informed.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>19. A list of phone numbers for building caretakers should be drawn up so that a group text can be sent informing them that staff may be looking to leave their buildings en mass, potentially leading building closure and security requirements. In return, staff should have clear communication & reporting mechanisms if they can't access a building. Additional key holders need to be nominated.</p>	<p>Facilities Management operate an 'out of hours' on-call Caretaker service through a dedicated mobile number. As the majority of council staff are now based in Riverside House this will be become less of an issue.</p>	<p>The Emergency Planning Team will keep under review building and caretaking requirements and ensure these are adequately reflected in the Emergency Plan and relevant communications.</p>
<p>20. RMBC officers (especially the FLO) attending an incident must be more visible to other agencies, community groups & members of the public. A review of how to achieve this should be undertaken.</p>	<p>All Forward Liaison Officers and Assistant FLOs are provided with florescent clothing which identifies their role.</p>	<p>The Emergency Planning Team will consider any other requirements that need to be met.</p>
<p>21. In extreme snow conditions, discretion should be used around whether or not to provide salt bins to un adopted roads – this should specifically apply where it can be shown that vulnerable or elderly residents are located;</p>		<p>The Emergency Planning team will work with Streetpride to assess the extent to which this recommendation can be adopted</p>
<p>22. The Council should work with neighbouring authorities to ensure that where possible there are consistent levels of gritting on priority routes crossing county borders. We acknowledge that due to operational demands, this may not always be possible, but where achieved, this would enable emergency vehicles to travel safely during ice & snow incidents;</p>	<p>Streetpride has reciprocal agreements with all neighbouring authorities as outlined in the Winter Service Manual. Forecasting is provided at a local level (each authority) and salting is carried out to an appropriate point in a neighbouring authority.</p>	<p>Also, links with Rec 8. The Emergency Planning Team will continue to review mutual arrangements with neighbouring Local Authorities</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>23. Where road humps are used, residents need to be advised of the technical difficulties re snow clearance. For future road design specifications, snow clearance should be a factor taken into consideration prior to construction;</p>	<p>In the Winter Service Manual on the salting network, roads with road humps are identified so drivers can maximise ploughing at these locations.</p> <p>Before install of new road humps Highways should consult winter maintenance. However, while planning for winter weather should be factor in the location of traffic calming measures, general day-to-day safety should be put first.</p>	<p>The Emergency Planning team will continue to keep arrangements under review.</p>
<p>24. Where difficulties arise with road access or clearance, alternative ways of managing snow & ice should be considered – such as utilising a snow warden service.</p>	<p>Streetpride has received 25 volunteers to assist with organising snow clearance. This group will be provided with appropriate training and are anticipated to be available to call on from the 2012/13 winter period.</p> <p>Under severe conditions Streetpride can revert to salting the ‘Strategic Network’. This is a shorter network that has been agreed by partner organisations.</p> <p>The system has been improved since 2010 so that in the event of a ‘whiteout’ situation managers can be more proactive in using their staff to clear snow. Sections that would not be able to carry out their day-to-day activity (e.g. streetcleaning) have been allocated areas and key locations to salt, including schools and doctors’ surgeries.</p>	<p>The Emergency Planning team will keep arrangements under review and support further initiatives to extend resources available for snow clearing.</p>
<p>25. It is recommended that the security of salt bins is improved to deter members of the public abusing the provision in these conditions. Colouring salt may be one idea to consider.</p>	<p>It should be noted that securing bins could result in members of the public being unable to access salt when they most need it.</p> <p>Any reports of commercial abuse (businesses using salt from council bins for their own premises) are reported to the Police.</p>	<p>Streetpride will investigate the feasibility of using coloured salt for the winter period 2012/13.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>26. Pick up points for grit could be established after the initial snowfall & clearance. These would be accessible only for parish councils, area assemblies, farmers & listed community groups to access. The review group accept that this is subject to salt stocks and that it shouldn't impact on the Council's primary duty to keep the highway safe.</p>	<p>Streetpride has entered into agreements with four Parish Councils, licensing Parish Council Salt Bins on the adopted highway. The bins complement the existing Streetpride salt bins that are strategically located throughout the Borough.</p> <p>Streetpride also makes provision of salt for SY Fire & Rescue, Yorkshire Ambulance Service and other council departments.</p> <p>Salt stocks are now kept at 2 satellite depots as well as the main stock at Hellaby Depot.</p>	<p>Streetpride will continue to look at other opportunities for provision.</p>
<p>27. With the assistance of the National Farmers Union, Area Assemblies & Parish Councils, service agreements should be put in place for a pool of farmers to assist with the clearance of heavy snowfalls. The Council will agree a suitable rate of payment for those farmers actively supporting the Council & communities in this way. The agreement would state the geographical boundary within which a farmer would operate.</p>	<p>Streetpride wrote to all local farmers to ask if they would be willing to assist where they had the capacity / resources to do so. Further discussions have been held with the farmers who responded and the farmers have agreed areas they could help salting / clearing.</p>	<p>The Emergency Planning team will continue to keep arrangements under review.</p>
<p>28. Where farmers agree to work with the Council, a subsidy should be provided to pay for equipment for tractors e.g. a plough front.</p>	<p>A payment agreement has been reached to cover any help provided by farmers. The majority of farmers have JCB's with snow clearing capabilities and do not require any subsidies.</p>	<p>The Emergency Planning team will continue to keep arrangements under review.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
29. Assess the most cost effective solution to mitigate future freezing; i.e. consider the re-routing of external pipe work to an internal location where this is appropriate; the refit of boilers with a larger diameter condensate pipe; fitting internal taps to allow internal drainage in the case of freezing;	A small number of other installations where a high risk of future freezing has been identified have been re piped internally to minimise future risk. Internal piping of condensates is aimed for on all new installations and is current achieved on 80% of new installations.	The performance of heating systems will be kept under review and actions taken as appropriate to mitigate any risks of failure during cold weather.
30. Given the cost to re route pipe work – the council supply & fit lagging to vulnerable pipes as a medium term measure;	As recommendation 29	As recommendation 29
31. Consider advising tenants on optimum temperatures & duration for boiler usage to reduce the incidents of freezing pipes during severely cold weather – guidance should also relate to the external temperatures in relation to use of boiler;	Advice is to be disseminated to tenants annually in early October prior to the onset of Winter. In 2011, a Housing Services publication; ‘Round Your Place’ focused specifically on advice and guidance to tenants about keeping warm and avoiding issues caused by the cold.	Advice will continue to be provided to tenants as appropriate.
32. That information & advice relating to keeping warm & tackling fuel poverty is issued extensively to all tenants at the outset of winter. This will link to the Council’s (with partners) Affordable Warmth Strategy. Also see recommendations under Elected Members.	As recommendation 31	As recommendation 31
33. Report to the Improving Places Select Commission setting out details of boiler repair & pipe replacement programme with rationale for action taken.		Neighbourhoods and Adult Services will be asked to provide an update to the scrutiny commission.

Recommendation	Comment/Action Taken	Further Action (if required)
34. That all Parish Councils are supported to further develop local emergency plans in line with the guidance on Community Resilience Planning; this should involve contributions from the Emergency Services, PCT & other partners to ensure all representations are included;	The Emergency Planning Shared Service has produced an Emergency Plan Template for Parish Councils. This has been recently revised and re-circulated in line with Government Community Resilience Guidance.	Further work on this issue will form part of work involved in developing Community Resilience.
35. The Area Assemblies should be a key partner in the above along with other identified community groups – such as local church groups/wardens;		Work on this issue will form part of work involved in developing Community Resilience.
36. As referenced above, the Council assist Parish Councils to be able to draw on a 'bank' of available farmers who already have in place an agreement to clear snow in severe conditions;	See Recommendation 27.	Details of the farmers agreeing to help in severe weather conditions will be provided to parish councils
37. The review group understand that Parish Council Clerks or their representative's are included as key contacts in the Borough Emergency Plan; therefore they must be automatically contacted in the event of severe weather to assess local circumstances.		Work on this issue will form part of work involved in developing Community Resilience. In the event of any severe weather in the meantime, Emergency Planning and Communications Teams will note the need to keep parish councils informed and act accordingly.

Recommendation	Comment/Action Taken	Further Action (if required)
38. That consultation takes place with Area Assembly staff to define their role in adverse weather or emergency incidents; this should be an integral part of the Emergency Plan;		Work on this issue will form part of work involved in developing Community Resilience.
39. Area Assemblies should be given the support & resources to develop a snow warden scheme for whom they are responsible & will co-ordinate their activities; this role should dovetail with the Network Management Team who will be focussed on road clearance in priority areas including vulnerable locations or residents within the community;		Work on this issue will form part of work involved in developing Community Resilience.
40. A communication role with other volunteers, engaging with local organisations and supporting local members in emergency incidents		Work on this issue will form part of work involved in developing Community Resilience.
41. In the event of adverse weather, churches/undertakers be able to phone a specific number to have routes cleared for a funeral cortege.	Information on routes and contact details should be made available and accessible to all parties. The needs of all people should be considered and addressed based on the respective priorities. Any specific demands will need to be considered against any other requirements.	The Emergency Planning team will assess whether existing arrangements could be strengthened.
41. Ensure that all learning points submitted by VAR are picked up by the relevant council directorates and captured into business continuity plans as appropriate to specific service delivery.		The Emergency Planning Team will ensure that any relevant lessons are built into revisions being made as part of the learning from the severe weather incident.

Recommendation	Comment/Action Taken	Further Action (if required)
<p>42. Whilst this review focuses on extreme weather situations, some of these points may be relevant to the provision of adult social care at any time of the year. For example, where volunteers (ACR) are actively supporting the elderly & the vulnerable, either in extreme weather or other circumstance, that they have a clear referral point through which to highlight broader needs.</p>	<p>The scrutiny review report has been passed to the Director for Adult Services to consider and to work with the Emergency Planning Team on developing responses.</p>	<p>The Emergency Planning Team and Director of Adult Services will assess any social care specific lessons and implement relevant arrangements to address these.</p>
<p>43. The role of SLT along with Cabinet Members should be referenced within the emergency plan with particular emphasis on the importance of an emergency meeting to support strategic communication & decision making during adverse weather.</p>	<p>The role of the SLT will be to coordinate the Council's response to the overall multiagency LRF response as well as maintaining, as far as possible, 'business as usual' for normal Council activities. Cabinet Members have a role in communicating with, reassuring and supporting the public in any major incident.</p>	<p>These roles can be re-examined in the current refresh of the Borough Emergency Plan.</p>
<p>44. Emergency Planning Training for Members that simulates an adverse weather incident rather than a 'chalk & talk' exercise;</p>	<p>Some training has recently be made available for Councillors.</p>	<p>A further session is planned for June 2012.</p>
<p>45. A pack of relevant information including a who's who contact list detailing Parish & Area Assembly Contacts</p>		<p>To be considered as part of the refresh of the Borough Emergency Plan.</p>

Recommendation	Comment/Action Taken	Further Action (if required)
<p>46. In the event of adverse weather or any incident that does not result in a control room being established, Members require a priority communication route for sending & receiving information updates. This could be either via a single phone number or an e mail address connecting to a centrally based co-ordinating officer. This recommendation should form part of the review of responsibilities within the emergency plan and business continuity plans.</p>		<p>To be established as part of a refresh of the Borough Emergency Plan.</p>
<p>47. It is recommended that a referral is made to the Member Training & Development Panel to identify training to enable Members to become 'Cold Weather Champions' for their Wards; this would involve distributing information (via council surgeries and other local meetings)) about cold weather projects, payments & grants and other appropriate advice. They would be supported by officers to undertake this role. This recommendation works alongside the principles within the Cold Weather Plan for England.</p>		<p>The Emergency Planning Team will liaise with relevant officers supporting the Members Training and Development Panel to identify relevant training and support for Members, additionally taking into account their role in the developing Community Resilience programme.</p>