

# Major Incident Plan, Flooding Update and Future Flood Alleviation Projects

Sam Barstow, Colin Knight, Richard Jackson and  
Ian Danks

[www.rotherham.gov.uk](http://www.rotherham.gov.uk)

Rotherham  
Metropolitan  
Borough Council 

# Content

- Update on the actions following the IPSC review in to the Emergency Plan
- Update on the recent flooding incident and the Council's emergency response
- Update on activity in relation to flood alleviation alongside proposed future works

# MIP Review and Recommendations

Scrutiny Review of Emergency Planning	Cabinet Decision	Proposed Action – Feb 2018	Update – January 2020
<b>Rrecommendations</b>			
1. An on-going programme of training sessions for Parish Council members should be arranged to ensure any new members receive training on the subject.	Accepted	A full training plan is being developed following ratification of the refreshed Major Incident Plan and this recommendation will be incorporated.	Working with Janice Curran to put in place a programme of training for 2020. Training took place in September 2019, however attendance was limited and a few training sessions were cancelled at late notice owing to non attendance.
1. 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.	Deferred	Inclusion of procurement permanently within the BEOR will be considered as a part of the planned test of the Major Incident Plan.	The role of the procurement team was explored as part of exercise Thunderbird (and subsequently after this exercise), the teams affected were of the opinion that it was more appropriate and pertinent that a representative of the Directorate in its holistic sense was located in the EOR, and procurement would feature in specific Directorate response arrangements (as had previously been in place when procurement was contained within a different directorate). This has not been put in place, though support was available during the flooding incident however there is an opportunity now to further consider the position following a debrief of the incident.
1. Through the Shared Service Agreement funding is secured for a Community Resilience Worker.	Deferred	Agreement on this proposal would need to be sought with colleagues within Sheffield City Council. These discussions have been opened following a meeting on the 2 <sup>nd</sup> January 2018	Activity has been undertake to increase resources by the Joint Committee however this has had to be prioritised in areas such as improving business continuity or uplifting resources.

# MIP Review and Recommendation

Cabinet's Response to Scrutiny Review of Emergency Planning Recommendation	Cabinet	Proposed Action – Feb 2018	Update
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.	Accepted	This work requires scheduling within the forward plan for IPSC.	<p>Whilst initially scheduled for late 2019 this issue was deferred as a result of the Major Incident in November 2019.</p> <p>Initial work has taken place on the scope of a review, which is likely to seek to bring together a range of documents however this is now likely to provide more benefit if conducted after the debrief and review of the Council's response to the flooding event referred to above.</p>
1. Mandatory training is to be provided to all Members about the Major Incident Plan to increase their awareness and involvement in any major incident.	Accepted	Training took place on the 28 <sup>th</sup> November and further training is to be scheduled	Last Member training was carried out on the 6 <sup>th</sup> December 2018 with a previous session held on 22 <sup>nd</sup> Jan 2018. The training is recognised as an integral part of the Member Development Programme.
1. 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.	Accepted	Most volunteers have received some training within the last 12 months; it is planned that moving forward the frequency of training will reduce from on average once per month to quarterly or six monthly; still to ensure regular training is delivered, but less frequent, this is in keeping with best practice and guidance that suggest that each person involved in the authority's response arrangements should undertake training and exercise opportunities at least once per year and it is recommended we adopt this as a mandatory approach.	<p>All emergency planning volunteers have received initially training in relation to their role. Subsequent testing of plans has led to further development for some volunteers and many played a role during the response to the November 2019 floods.</p> <p>For existing volunteers there is a regular training programme in place and through 2019 the team have run General EOR training 5 times, role specific training an additional 5 times, RD information sessions, Scenario awareness sessions etc</p>

# MIP Review and Recommendation

Cabinet's Response to Scrutiny Review of Emergency Planning Recommendation	Cabinet Decision	Proposed Action – Feb 2018	Update
1. 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.	Accepted	A report has been prepared and approved by SLT for a corporate exercise to take place, supported by all directorates. This is scheduled to take place in March 2018, A briefing both before and after the event will be provided to SLT members.	<p>Exercise Thunderbird (council corporate exercise) was held in April 2018, with a number of learning points identified and being monitored for implementation through the corporate resilience governance group. Council officers participated in a number of multi-agency exercises for eg, regional Brexit preparations, SY LRF Gold Rush, COMAH exercises etc throughout 2019, but the programme was heavily hampered by Brexit preparations.</p> <p>Additionally, the Emergency Planning team conducted exercise cold call in June 2019 – an exercise to test the call out arrangements of the Major Incident Plan (this was scheduled to be repeated in December, but not conducted given the flooding incident in November had tested this arrangement in a live scenario).</p>
1. A targeted approach to recruitment from employees who can be "job matched" to appropriate roles in the operation of the Major Incident Plan.	Accepted	Recruitment continues to be a challenge, however, officers have begun to target particular roles to seek to increase volunteer levels.	A small number of localised activities have taken place to increase volunteers to come forward, including case study information being prepared, existing volunteers sharing their experiences etc. But unfortunately this had little to no impact (as many volunteers came forward, an equivalent number were lost). It is a standard item on the resilience governance group agenda (next meeting January 2020) and is a prevalent issue coming through the debrief following the recent flooding event.
1. There are sufficient volunteers to staff the EP for at least two shift changes.	Accepted	Shifts within the Borough Emergency Operations Room will last for six hours and this demand can currently be met, although resilience is extremely limited. Good practice suggests the need to be able to staff for 72hrs, which is 11 shift changes. Resources would be extremely stretched under this level of demand.	As above re Exercise Cold call, ie Exercise Cold call was ran in June 2019, this exercise is designed to test the availability of volunteers to respond should a Major Incident occur, the outcome of this exercise was of 67 volunteers tested, 33 (49%) were available to deploy immediately, 17 (25%) were not available and 17 (25%) were uncontactable. This debrief is scheduled to be presented to the next resilience governance group for consideration.

# MIP Review and Recommendation

Cabinet's Response to Scrutiny Review of Emergency Planning Recommendation	Cabinet Decision	Proposed Action – Feb 2018	Update
<p>1. 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.</p>	Accepted	<p>A range of work is underway with LRF partners to address this recommendation through the LRF structures. This includes joint learning and, additional GOLD symposiums alongside considering;</p> <ul style="list-style-type: none"> <li>- South Yorkshire Local Resilience Forum (SYLRF) Major Incident Response and Recovery</li> <li>- SYLRF Mutual Aid Activation</li> <li>- SYLRF Recovery Structures and allocation of recovery leads</li> <li>- SYLRF Recovery capability, capacity and sustainability</li> <li>- Business Continuity impacts</li> </ul>	<p>The LRF regularly run partner events (ie Gold Symposium) to facilitate multi-agency appreciation of different organisations roles and responsibilities, as well as things like JESIP (joint principles of interoperability) training across partners.</p> <p>Flow charts and decision tree processes are included in Incident Management documents indicating prompts to notify parish councils and/ or multi-agency partners – suggest this is discharged</p>
<p>1. A facilitated meeting/away day involving the emergency services and RMBC major incident staff on the ground to promote team working.</p>	Accepted	<p>Early discussion as to the potential for other workshop style events, at tactical or operational level are to be explored further by Emergency Planning leads and the LRF training and exercising group. A further meeting is scheduled for the 6<sup>th</sup> November.</p>	<p>LRF view is this is delivered through the existing training and exercising programme – all of which are aimed at officers at different layers of the organisation – suggest this is discharged</p>

# MIP Review and Recommendation

Cabinet's Response to Scrutiny Review of Emergency Planning Recommendation	Cabinet Decision	Proposed Action – Feb 2018	Update
1. The Corporate Risk Manager is involved in the role of a "critical friend" any amendments of the Major Incident Plan	Accepted	In future the team will ensure that Corporate Risk Manager is included in consultation following amendments.	In place, the Corporate Risk manager is a key member of the corporate resilience governance group, and by virtue involved in all aspects of planning and preparations – suggest be discharged
1. A flow chart to be designed detailing the Major Incident Process and highlighting how and when Members are to be involved in the process.	Accepted	Section 2.5 on page 12 of the Incident plan contains a flow chart detailing contact arrangements, which includes elected members.	In place
1. 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.	Deferred	The new Head of Service in this area has been tasked with supporting delivery of these aspects and has liaised with Sheffield counter-parts. A meeting of the Joint Committee was held on 25th October 2017 with further meetings scheduled in line with the constitution. It is recommended that the interventions made be monitored for affect and if required, this recommendation may ultimately be accepted if any issues remain.	Discussions have taken place at the joint committee and renewed commitment made. Meetings took place during 2019 on 26 March, 30 July and 3 December.
1. The situation relating to the unsupported IT systems is rectified.	Accepted	A revised Business Continuity approach has been developed and agreed by SLT in October 2017. This will develop an alternative system without the need of an IT system to support it.	This refers to BCMS shared, which we have ceased using, and now use a paper based system for developing BC plans. Whilst disappointing, this is appropriate at present, and will, as part of the maturity of BCM look to digitalise some aspects going forward, under the direction of the corporate resilience governance group.

# 7<sup>th</sup> 8<sup>th</sup> and 14<sup>th</sup> November

- Pumps were deployed to Catcliffe.
- 80 individuals were evacuated from Parkgate, with 68 individuals presenting to the Reception Centre opened at Rotherham Town Hall.
- The Council completed 6 assisted evacuations, for individuals either experiencing difficult conditions or identified as having additional needs
- The Council received around 160 reports of flooding from members of the public
- 30 schools closed (all but Kilnhurst reopening shortly after)
- 4250 sandbags were distributed.
- Garden waste service collections did not take place on Friday 8<sup>th</sup> November, but all missed collections took place on Monday 11<sup>th</sup> November

# 7<sup>th</sup> November/8<sup>th</sup> November



# Recovery



# Recovery Now

- Over 500 residential properties visited, assessed or contact made by officers
- 135 residential properties are known to have been flooded internally above the floorboards
- A further 137 residential properties have suffered flooding either underneath floorboard or to external areas/buildings
- Laughton Common was worst affected with 55 internally flooded properties, above floorboard level
- 49 households were displaced (unable to return home)
- 3 households have been provided permanent alternative accommodation by the Council
- 46 households remain displaced
- Kilnhurst school is likely to remain closed until the Easter, though all students are receiving education in alternative schools and applications are progressing to place temporary classrooms on the site
- 369 Businesses have been affected
- Of those 277 were directly affected
- 81 Businesses closed as a result of flood impact with many now open
- 46 roads require remedial work, some of which is significant

# Flood Alleviation Scheme (FAS) projects (already delivered since June 2007 floods)

**Several projects (with actual completion dates) – Report, Tables 2.1 and 2.2:**

- Rotherham Renaissance FAS Phase 1
  - Templeborough to Rotherham FAS (2008)
  - Removal of Don Bridge near Parkgate (2009)
  - RUFC stadium/RMBC offices development (2012/13)
  - Chantry Bridge/bus station flood defences & pumping station (2011 & 2018)
  - Additional Planning Guidance (2011) in place to support future RRFAS phases and development of sites that are fully compatible with RRFAS
- Catcliffe temporary pumping arrangements (2008)
- Laughton Common FAS Phase 1 (2009)
- Aston FAS (2014)
- Wath trash/debris screens (2014)

# FAS Projects Currently Being Developed (with current level of Council resources)

## Several projects (with proposed construction dates) – Report Table 2.3:

- Remaining phases of Rotherham Renaissance FAS
  - 2A – flood defences upstream of RUFC stadium & minor watercourse improvement works at Parkgate (2020/21, with pre-construction and construction phases funded)
  - 2B – Forge Island defences (2019/20, with pre-construction and construction phases funded)
  - 2C – Canal Barrier at Forge Island (2021/22 – in a Winter stoppage, with pre-construction funded and construction partially funded)
  - Downstream phases from Forge Island to Parkgate, and Kilnhurst (Needs pre-construction and construction funding)
- Parkgate FAS (Needs pre-construction and construction funding)
- Whiston Brook FAS at Whiston (Needs pre-construction and construction funding)
- Eel Mires Dike FAS at Laughton Common (Needs pre-construction and construction funding)

# Proposed High Priority FAS Projects (if Council had substantial capital funding)

**Council currently lobbying for £51m of external flooding to deliver construction of 7 projects – Report, Table 2.4:**

- Rotherham Renaissance FAS (£24m)
  - Phase 2C (Canal Barrier at Forge Island)
  - Future downstream phases (including those in Town Centre, Parkgate and Kilnhurst)
- Parkgate FAS (£10m)
- Whiston Brook FAS at Whiston (£4m)
- Eel Mires Dike FAS at Laughton Common (£3m)
- Catcliffe permanent pumping station (£5m)
- A6178 Network Resilience at Templeborough (£1m)
- A633/A6123 Network Resilience at Parkgate (£4m)

**Subsequent slides have more detail on each project...**

# Multiple benefits of FAS Projects

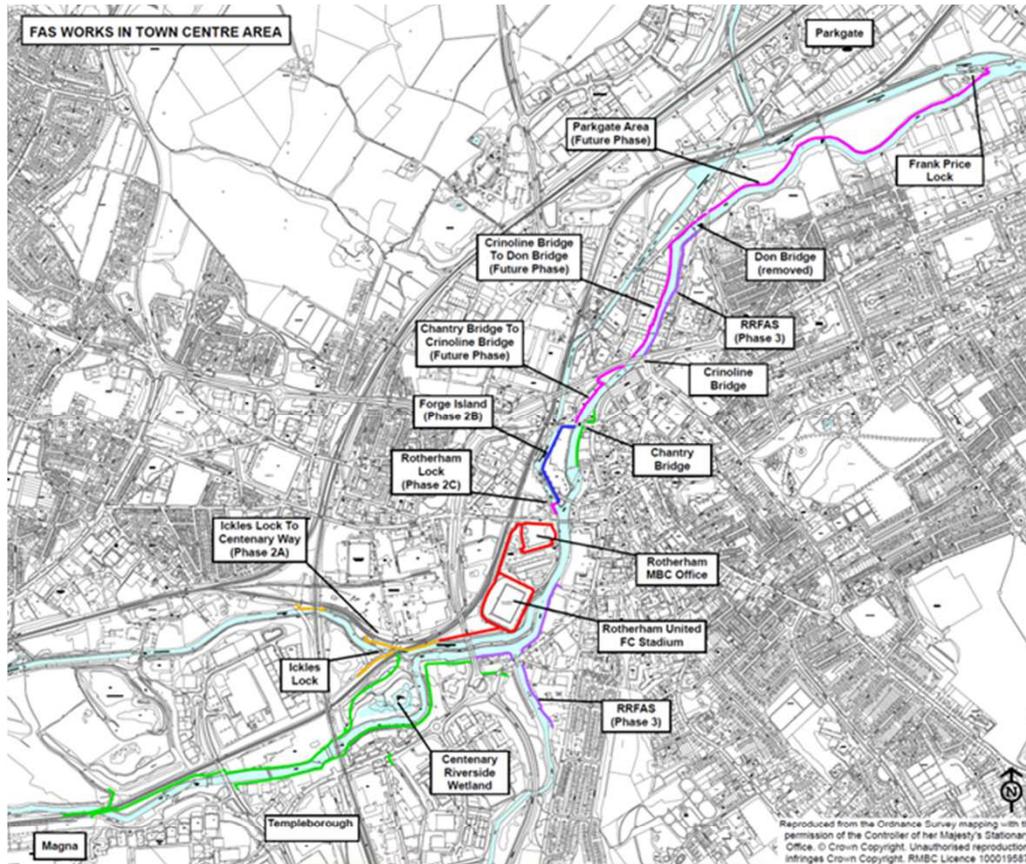
## Beneficiaries vary by scheme, but typically include:

- Residential properties
- Businesses (including retail, commercial and industrial)
- Schools
- Highways network (including key routes used by emergency services in floods)
- Rail and Tram/Train network (including Rotherham Central)
- Canal network
- Development sites

## Delivering FAS projects can also:

- Strengthens partnerships with stakeholders, funders and landowners
- Improves community engagement and resilience
- Deliver environmental improvements (including public realm works)

# Rotherham Renaissance FAS (£24m ask)



## Problem:

- Prolonged catchment wide rainfall (such as November 2000, June 2007 & November 2019)
- Results in flooding across South Yorkshire
- Currently no overall flood defence system in place, but the Council have built some sections

## Solution:

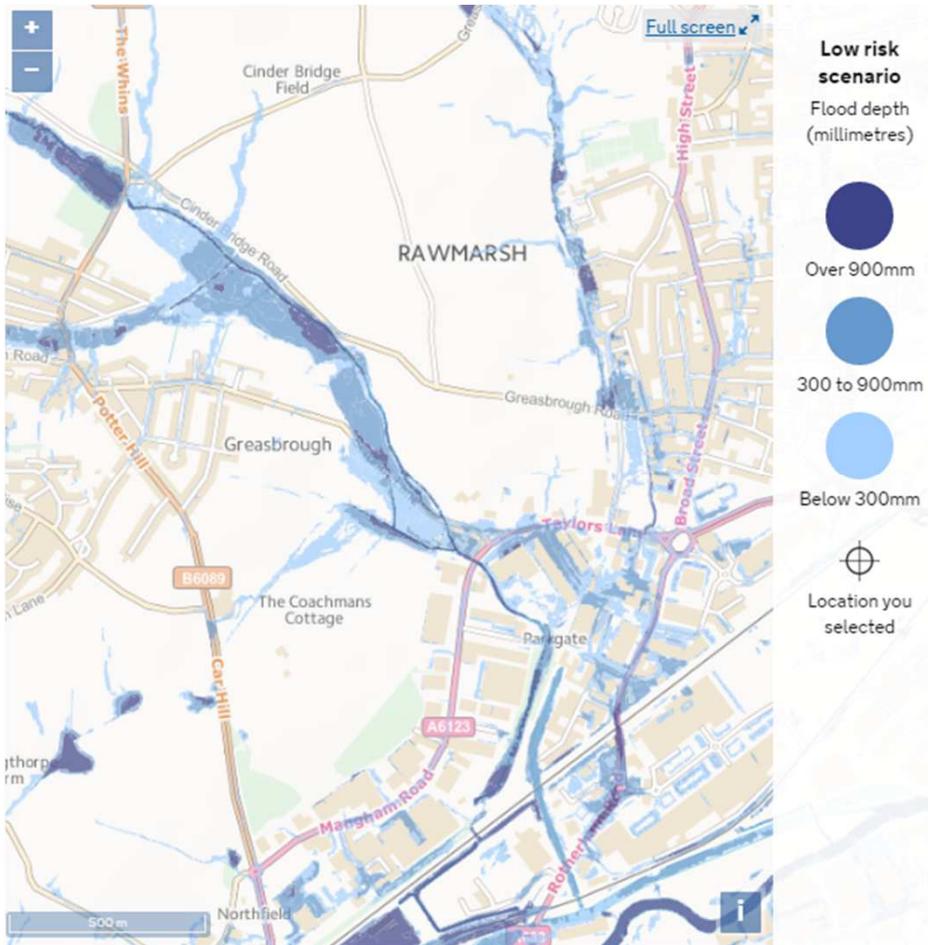
- £50m Rotherham Renaissance FAS (RRFAS)
- Additional works on watercourses along RRFAS
- Additional works to reduce surface water and drainage impacts behind RRFAS flood defences

## Current Status:

- Green & red – £20m already constructed
- Orange – Phase 2A (flood defences upstream of Rotherham United FC stadium)
- Blue – Phase 2B (flood defences at Forge Island)
- Pink – Phase 2C (Canal Barrier, Forge Island)
- Phases 2A, 2B and 2C due to be constructed in parallel over 2020, 2021 and 2022
- Magenta & Purple – Future phases that need funding
- Additional Planning Guidance in place for remainder to help developers and the Council



# Parkgate FAS (£10m ask)



## Problem:

- There are 2 watercourses that flow into the River Don and cause flooding in Rawmarsh & Parkgate
- Watercourse capacity is limited and flows are routed through an extensive culverted system
- Flooding from multiple sources (e.g. River Don, watercourses and Yorkshire Water systems)

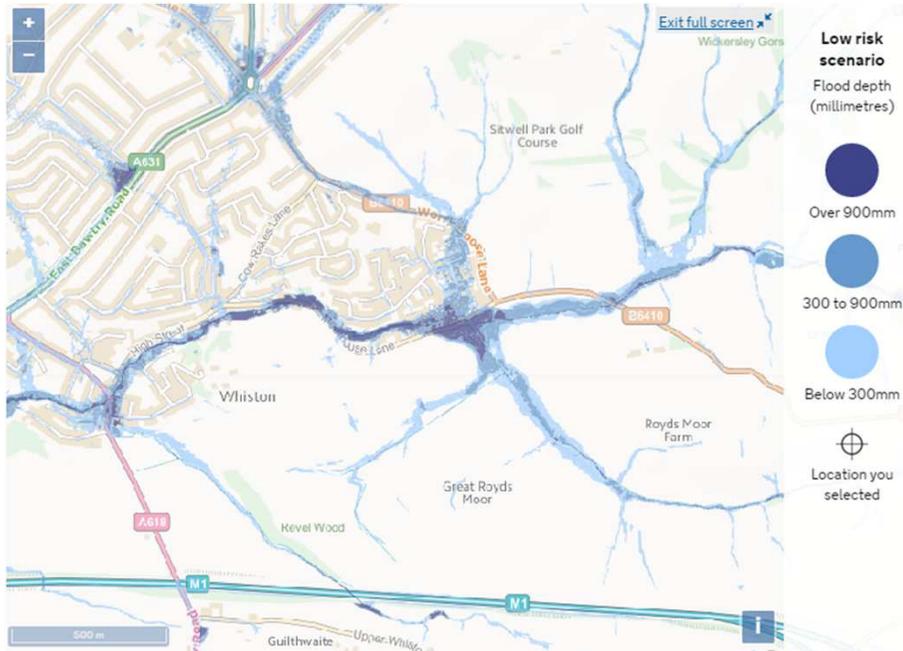
## Solution:

- Needs large upstream storage areas in rural areas (on Wentworth Estates land)
- Needs localised capacity improvements in urban areas (within watercourse channel)
- Also relies on the majority of the £50m Rotherham Renaissance FAS (RRFAS) being built

## Current Status:

- Localised capacity works being constructed as part of RRFAS Phase 2A work in 2020 and 2021
- Feasibility work for storage areas ongoing and nearing preferred option selection
- Next priority is business case development and public consultation

# Whiston Brook FAS (£4m ask)



## Problem:

- Whiston Brook flows through the village and has limited capacity
- Flood risk management responsibility rests with the Environment Agency
- Approximately 60 residential properties can be flooded from the brook

## Solution:

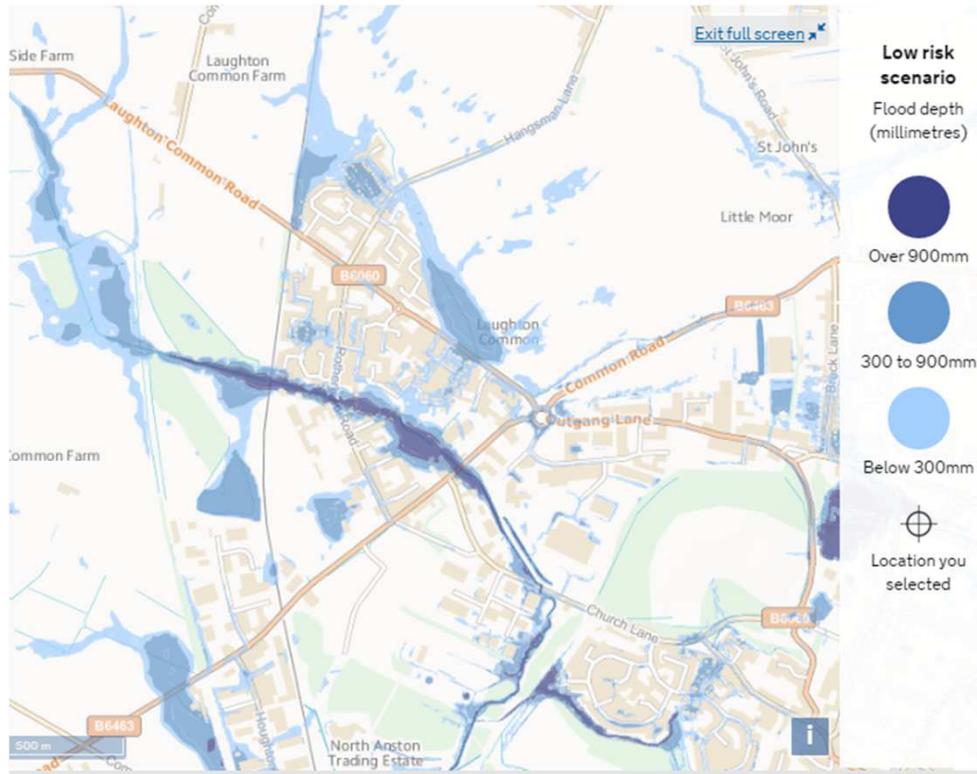
- Needs large upstream storage area in rural areas (upstream of the village)

## Current Status:

- Project was ongoing before November 2019 floods
- Feasibility work completed and preferred option selected
- Preferred option is not affordable under current central government funding rules
- Current priority is to seek additional funding



# Eel Mires Dike FAS (£3m ask)



## Problem:

- Eel Mires Dike flows through a residential area
- Several culverts have limited capacity
- Flood risk management responsibility rests with the Council
- Approximately 50 residential properties can be flooded from the dike (and its small tributary)

## Solution:

- Needs upstream storage areas in rural areas (upstream of the properties)
- Needs localised capacity improvements in urban areas (within watercourse channel)
- Needs some culverts to be replaced

## Current Status:

- Project was ongoing before November 2019 floods
- Feasibility work ongoing and nearing preferred option selection

# Catcliffe Permanent Pumps (£5m ask)



## Problem:

- A watercourse flows through a residential area in a culvert
- Water in the culvert backs up when the River Rother levels are high
- The Council operate temporary pumps for several days, relying on several operatives
- Yorkshire Water and the Environment Agency undertake pumping operations at the same time

## Solution:

- When the temporary pumps reach the end of their useful life they will need replacing
- A permanent pumping station will require less operatives for pumping operations

## Current Status:

- Need for scheme identified
- Next priority is to undertake a feasibility study

# A6178 Network Resilience in Templeborough area (£1m ask)



## Problem:

- The highway and its drainage systems are in poor condition
- Both the carriageway surfacing and the drainage system will not function as they should during heavy rainfall

## Solution:

- Carriageway resurfacing needed
- Repair to drainage systems needed
- Replacement of a culvert that passes beneath the highway is needed

## Current Status:

- Need for scheme identified and preferred option selected
- Next priority is to undertake design work

# A633/A6123 Network Resilience in Parkgate area (£4m ask)



## Problem:

- The highway and its drainage systems lack capacity in heavy rainfall
- Flooding leads to delays on the network in on a very busy strategic route
- Diversion routes are long

## Solution:

- Needs large upstream storage areas in rural areas (on Wentworth Estates land)
- Also relies on the majority of the £50m Rotherham Renaissance FAS (RRFAS) being built
- Also relies on the £10m Parkgate FAS being built

## Current Status:

- Need for scheme identified and preferred option selected
- Next priority is to undertake design work and planning applications