

Report

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| Report to: | Community and Enterprise Resources Committee |
| Date: | 4 February 2020 |
| Report by: | Executive Director (Community and Enterprise Resources) Executive Director (Finance and Corporate Resources) |

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| Subject: | Strengthening of Corporate Resilience Function |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ set out the corporate resilience arrangements and seek approval to strengthen these with an additional officer

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the establishment of 1 Full Time Equivalent post of Resilience Officer on Grade 3, Level 8 (£40,549 - £41,169) within Roads and Transportation Services be approved.

3. Background

- 3.1. The Civil Contingencies Act 2004 establishes a clear set of roles and responsibilities for those involved in emergency preparation and response at a local level. It places statutory obligations on organisations including the emergency services, councils and NHS bodies to be prepared to respond to adverse events and incidents.
- 3.2. The legislation defines local authorities as “category 1” responders and consequently the expectation is that all councils will be at a level of preparedness and readiness to respond to any significant local incidents which may arise. These obligations are similar to the level of preparedness and readiness which is expected from the emergency services albeit the role of councils is a supporting role during the initial stages of an emergency. The subsequent recovery phase following any emergency would also be expected to place significant demands on local authorities.
- 3.3. “Resilience” arrangements in Scotland are supported by well structured organisational arrangements at national, regional and local (Lanarkshire) levels with the emphasis very much on a partnership approach. Notwithstanding this, the Council must be well prepared and ready to discharge its own responsibilities at a local level.
- 3.4. In recent times, local authorities have been severely tested by specific local events such as the Grenfell Tower Fire and more widespread events such as extended severe weather. Other known risks relate to power blackouts, cyber security and the impact of an influenza epidemic, among others.

4. Current Position and Proposal

- 4.1. The Council's current "Resilience" capacity is primarily delivered via a single specialist post of "Resilience Advisor". Whilst this post sits within the Road Services' structure, the officer provides a Corporate Resource/function. Support to this role is provided via the Emergency Management Team (EMT) structure which comprises senior officers from Services across the Council. It is noted the duties undertaken by EMT members are in addition to their day to day responsibilities at a Resources/Service level.
- 4.2. The Council's core resilience function works closely with partners across the emergency services both at a local (Lanarkshire) and a regional level. This is undertaken via well established Local Resilience and Regional Resilience partnerships covering a range of subject areas:-
- ◆ care for people during emergencies
 - ◆ business and community resilience
 - ◆ preparing for mass fatalities (flu pandemic scenario)
 - ◆ identification of critical infrastructure and associated risks
 - ◆ risk management/planning associated with key local facilities:-
 - Poniel whisky bond
 - State Hospital Carstairs
 - Dungavel Immigration Centre
 - ◆ fuel resilience – planning for shortages
- 4.3. As well as activity during normal working hours, as a category 1 responder, it is necessary for the Council to have in place arrangements to respond to out of hours emergencies. Current out of hours cover is shared between the Resilience Advisor and the five Council Resources, with each party covering 1/6th of annual cover requirements.
- 4.4. Following on from the above, it is noted that there are some areas of risks which are:-
- ◆ Reliance on a single individual (in the role of "Resilience Advisor") is a fragile arrangement. The loss of this key member of staff, for whatever reason, would leave a significant vacuum in the Council's capability which would take some time to reinstate, recognising specialist knowledge/skills and recruitment timescales.
 - ◆ Current voluntary arrangements to support out of hours cover can be fragile and rely on the availability of EMT members.
 - ◆ Without additional officer capacity the opportunity to provide relief to the resilience officer during an extended emergency situation would be limited.
- 4.5. In addition to current Resilience activity, there is also a need to dedicate resource to areas where further work is required, including a number which are identified as priorities at a national level. These include:-
- ◆ CONTEST (national counter terrorism initiatives)
 - ◆ Risk of significant power outages – preparing and planning for such an event

- ◆ Resilient telecoms – including implications of power outages and how such situations could be managed
- ◆ Community Resilience – supporting capacity building within communities themselves
- ◆ Major transport artery severance – planning for major incidents on the M74 for example
- ◆ Event Safety Advisory Group – working with event organisers to support event planning
- ◆ Persons at Risk Database – identify those at risk in the event of severe weather or major power outages
- ◆ Business Continuity - to support the planning for and continued delivery of critical services during an emergency event/incident

4.6. Additional resource is therefore required at Grade 3 level to progress operational planning in relation to the above activities. This in turn will allow the existing Resilience Advisor to focus on necessary activity at strategic level.

4.7. It is consequently proposed to establish an additional post at Grade 3 level.

5. Employee Implications

5.1. It is proposed that a post of Resilience Officer be added to the Roads and Transportation Services' establishment on a permanent basis as detailed below:-

| Post Title | No of Posts | Grade/SCP | Hourly Rate | Annual Salary | Gross Cost (inc. on costs 30.3%) |
|--------------------|-------------|-------------------------------------|-------------------|-------------------------|----------------------------------|
| Resilience Officer | 1 | Grade 3 Level 8 SCP 79-80 | £22.22- £22.56 | £40,549 - £41,169 | £52,835 – £53,644 |

This post has been graded using the Council's job evaluation scheme.

6. Financial Implications

6.1. The Resource has continued to experience a level of turnover in staffing, which in turn has resulted in budget capacity to support this post. The cost to employ a Resilience Officer is £53,000, including on costs, and it is proposed that these costs are met from the capacity within the employee costs budgets.

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no Climate Change, Sustainability and Environmental implications in terms of the information contained within this report.

8. Other Implications

8.1. There are no risk implications in terms of the information contained within this report.

9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

- 9.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

Paul Manning
Executive Director (Finance and Corporate Resources)

8 January 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Make communities safer stronger and sustainable
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities
- ◆ Protect vulnerable children, young people and adults

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

If you would like inspect any of the background papers or want any further information, please contact: -

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