# ABERDEEN CITY COUNCIL

| COMMITTEE | Public Protection Committee |
|---|---|
| DATE | 7th December 2021 |
| EXEMPT | No |
| CONFIDENTIAL | No |
| REPORT TITLE | Resilience Annual Report |
| REPORT NUMBER | COM/21/267 |
| CHIEF OFFICER | Fraser Bell |
| REPORT AUTHOR | Fiona Mann, Emergency Planning, Resilience and Civic Lead |
| TERMS OF REFERENCE | 2.1, 2.3, 2.5 |

## 1.     PURPOSE OF REPORT

To provide the second annual assurance report on the Council's resilience arrangements in fulfilment of its duties as a Category 1 responder under the Civil Contingencies Act 2004.

## 2.     RECOMMENDATION(S)

That the Committee -
a) notes the progress made in embedding the Council's resilience arrangements during 2021; and
b) approves the revised Generic Emergency Plan appended with tracked changes.

## 3.     BACKGROUND

3.1     The Council has emergency planning responsibilities to fulfil as a Category 1 responder, as defined by the Civil Contingencies Act 2004. This report provides an annual position statement on our activity and preparedness in the areas set out in the Act, including details of further planned improvements to ensure that the Council is in as strong a position as possible to respond to emergencies and incidents affecting the public.

3.2 Officers last reported to the Committee on 2 December 2020, summarising all resilience activity in the 12 months' prior. This period had focused largely on our response to COVID-19, as well as our transition into the early stages of recovery. As a Category 1 responder, the Council had managed a number of concurrent risks over this time. During 2021, this management of concurrency continued as the pandemic transitioned into longer term management and our system of organisational resilience responded to new and emerging risks. This past year has allowed us to strike a balance between the demands of an on-going pandemic and preparing for/responding to other emergencies concurrently. In this way, the Council's organisational resilience arrangements have become further embedded.

3.3 To recap, our responsibilities under the 2004 Act are as follows:

- To **assess the risk of emergencies occurring** and using this to inform contingency planning;
- To maintain **emergency plans** and **business continuity plans**;
- To **inform the public** about civil protection matters and to maintain arrangements to warn, inform and advise the public in the event of an emergency;
- To share information with other **local responders** to enhance coordination, and to co-operate with other local responders to enhance co-ordination and efficiency; and
- To promote business continuity by providing advice and assistance to **businesses and voluntary organisations**

There are specific duties for a local authority, including supporting the emergency services during a response, and these are listed in full in our General Emergency Plan.

In September, the UK Government issued a call for evidence on a proposed National Resilience Strategy, taking cognisance of the impact of the pandemic, concurrent events and the types of emergencies which are likely to be caused by climate change and other risks, in the future. This is expected to lead to changes to the legislation and its supporting guidance "Preparing Scotland".

3.4 The Committee has oversight of the following areas, which are covered from paragraph 3.5 below:
- Our compliance with the Council's duties relating to resilience and local emergencies, including staffing arrangements and systems for incident management;
- Our approach to maintaining and reviewing Business Continuity Plans in accordance with the priorities allocated to them;
- Recommendations in response to local, regional and national lessons learnt reports in respect of emergency planning matters and monitoring their implementation; and
- Our response to the National CONTEST strategy and associated plans relating to Counter Terrorism.

**Assessment of Risks**

3.5     Management of risk relating to COVID-19 has continued to feature as part of the Council's duties as a Category 1 responder during 2021. These risks are now embedded in the Corporate, Cluster and Operational risk registers. Corporate risks are monitored by the Risk Board and the Audit, Risk and Scrutiny Committee, whilst Chief Officers monitor their Cluster and Operational risks regularly, including horizon scanning for new or escalated risks. Senior Management Teams continue to monitor the impact of COVID-19 and EU Exit on the delivery of critical services and to reflect this in their risk registers.

3.6     The Council continues to maintain situational awareness of EU Exit related matters through engagement with external networks and local partners including CoSLA, Grampian Local Resilience Partnership (GLRP) and the Local Authority Resilience Group (LARGS). The potential risks that were identified have either been closed or integrated into "business as usual" risk management.

3.7     In June this year the Risk Board approved changes to the officer sub-groups reporting on both resilience and business continuity, covering our duties under the Civil Contingencies Act.



3.8     The Organisational Resilience Group was refreshed as the City Resilience Group (CRG) and terms of reference and membership were revised to reflect its emphasis on managing a) risks which could cause an emergency in the city which threatens the safety of our residents and b) risks which could hamper an emergency response in the city. Collectively, these risks form a Place Risk Register, which allows the CRG to assess, monitor and manage the risk of emergencies occurring which would impact upon the place of Aberdeen. The activities of the Business Continuity Group are covered at para 3.** below.

3.9     The Council's corporate risk register, monitored by the Risk Board, ensures that the risk of compliance with our civil contingencies responsibilities is effectively managed. This will be reported to the Audit, Risk and Scrutiny Committee in February 2022 along with the relevant assurance map. This will provide assurance that the required controls are in place and will complement the scrutiny of risks at the GLRP Working Group.

3.10    The Council's Duty Emergency Response Co-ordinators (DERCs) and Tactical Leads remain on call 24/7 throughout the year and are responsible for assessing and managing risks during emergency response. This structure has added much needed resilience, both in managing operational responses and in supporting activations of the GLRP. Tactical leads support the DERC with their strategic response, manage initial rotation of operational staff if the incident is protracted, ensure that any health and safety risks to public and staff are mitigated, and make recommendations to the DERC in respect of any decisions required under emergency powers and standing down or further escalating the incident. This key role in the management of emergency response has now been in effect for a year. It has provided the Council with a significant tactical capability and ability to competently discharge the role of the tactical response layer, as set out in the GEP. This has been achieved without additional staffing resource and by utilising existing expertise and proved particularly effective during the response to Storm Arwen.

3.11    In 2021 we have also seen an additional DERC joining the rota, along with a number of new Tactical leads, giving us a like for like number of each role which enhances our resilience and resource specifically in the event of concurrent incidents and/or events. Also enhancing the Strategic and Tactical layers are more formalised Operational leads in services which are commonly key to an emergency response. Again, this utilises existing resource and expertise and is spreading our resilience and capability across a wider group of staff. This builds our capacity and makes us more resilient as an organisation.

3.12    Participation in the COVID-19 strategic GLRP has continued throughout this year, where the Council has been represented by the Chief Executive. This "all risks" group has been working to a strategy to protect and preserve life, support the ongoing work of all agencies in relation to COVID-19 and the return to new normality and create and maintain a shared situational understanding. As the city has continued its recovery and progressed to on-going pandemic management, including roll-out of the vaccination programme, understanding the wider impacts on each of our partners has been essential. The Council has continued to provide support where required, including transport and staffing to ensure life and limb services are able to continue. In October 2021, the Council provided feedback to Scottish Government on the proposed terms of reference for their COVID-19 Enquiry. Progress on this will be reported through the relevant committee when the exact scope and timescales for the enquiry are known.

3.13    The Council has over the year responded to a number of concurrent incidents and effectively managed these through the Council's emergency response structures, including subsequent de-briefs. Improvement actions are identified and overseen by the CRG. A summary of the incidents and resulting improvements is below:

| Incident | Improvements identified | Status |
|---|---|---|
| **Northfield Academy Fire**<br><br>March 2021 | Further guidance required to DERCs and Tactical Leads on when incidents can and should be managed operationally, rather than through the DERC. | Complete and active.<br><br>It is recognised that there is a degree of judgement required in each case. |

| Incident | Improvements identified | Status |
|---|---|---|
| | | Coordination by the DERC and Tactical Lead will be required for an incident that requires coordination across multiple services or has the potential to require this. |
| **Scottish Gas Network outage at Great Northern Road**<br><br>21/8/2021 | Need to improve access to vulnerable persons information to assist with Care for People obligations. | In progress - Person at Risk Database (PARDS) is a tool to allow access to information on vulnerable people using Geographic Information System (GIS). This requires development learning from examples of good practice and with support from Scottish Government. |
| | Requirement for improved data sharing arrangements ACC and SGN. | In progress - in an emergency the Civil Contingencies Act allows for a level of information sharing across agencies and Cat 1 and 2 responders but a proactive solution to allow for planning and preparation is needed and linked to PARD above. |
| | Incident comms with Scottish Water and ACC require improvement. | In progress - discussion required with Scottish Water to look at improved comms for future |
| **City Centre Power Outage**<br><br>24/9/2021 | Requirement to create an on-call rota for Facilities 24/7 365 days utilising a generic phone number. | Complete and active. |
| | Advise Regional Communication Centre (RCC) that if they go into Disaster Recovery mode and instigate their Business Continuity Plan the DERC must be informed for situational awareness and for potential concurrent issues. | Complete and active. |
| | Requirement for an integrated/ permanent generator at Marischal College to allow for adequate power provision and continuous power provision if a future power cut or 'Blackstart' event occurs. | In progress – business case being developed across ICT, Corporate Landlord and Facilities Management. |

| Incident | Improvements identified | Status |
|---|---|---|
| | Specifically, to protect the IT network and the security of the building. | |
| **NHSG Mutual Aid Request – vehicles and drivers**<br><br>October 2021 | None. | Not applicable. |

**Storm Arwen**

At the time of finalising this report for publication, the Council is moving towards the recovery stages of the incident. The scale and severity of the storm proved challenging for all agencies and the Council participated in an activation of the GLRP whilst concurrently activating our Generic Emergency Plan and various business continuity plans. De-briefs will be held in the coming weeks (both internally and at GLRP level) however the response from Council officers was swift and thorough. Any improvements which are identified for our resilience structures will be taken through the City Resilience Group in due course.

3.14 Exercising and training continues to be a priority for the organisation, with full support from ECMT which is critical in ensuring engagement from all relevant teams. The following have been completed this year:
- DERC "Page One" training – June 21
- Unannounced activation of GLRP – October 21 (multi agency)
- DERC refresher training – August 21
- Unannounced test activation of Royal and Ceremonial planning
- Emergency Planning introduction & winter preparedness / training and presentation across Multi Agency partners – October 21
- DERC and SMOC refresher presentation – November 21
- ACC Emergency Response Teams, Winter preparedness exercise November 21

3.15 Training and development will continue throughout 2022, to ensure that the Council's emergency response teams, ALEOs and community groups are clear on their roles and how to execute these in the event of risks manifesting, individually or concurrently. This is done through a combination of

1. Page turn exercises on emergency plans and business continuity plans;
2. Presentations/discussions to check assumptions and shared understanding eg winter preparedness;
3. Table top exercises which facilitate role play including concurrency of factors as part of a single emergency as well as concurrent incidents eg mass evacuation;
4. Live play exercises which are as close as safely possible to an actual incident eg power resilience failure; and
5. Drills which are coordinated and supervised closely and test existing protocols and plans.

3.16    The continued use and ongoing updating of the Resilience Hub, a sharepoint site which provides a toolkit for the Council's emergency response teams, has been a strong focus over the past year and content within the Hub is constantly growing. This assists with situational awareness, sharing of historical data and lessons learned, partnership contacts, relevant legislation and regulation reference documents. The Resilience Hub is also a safe place to share information and updates on incidents and acts as the single point of contact for current information eg emergency plans and activation packs. A few examples of items within the Hub:

- Monthly updates posted UK PROTECT Bulletin
- Links to reports such as Coronavirus lessons learned to date UK Parliament
- Sharing of partner rotas
- Weather updates and operational updates
- Addition DERC and SMOC channel to allow immediate information flow between our NHS colleagues senior manager on call and our DERC
- Templates for managing incidents and debriefs from incidents

3.17    Risks are also assessed and monitored regularly through the GLRP which manages a risk register and resulting workplan. The Emergency Planning, Resilience and Civic Lead (EPRCL) represents the Council on the GLRP Working Group which meets every six weeks. The EPRCL works closely with Chief Officers to help manage their contribution to emergency response. During the current year, this flagged development work to build resilience around Council-owned and managed buildings i.e. Aberdeen Art Gallery, Beach Ballroom, Provost Skene House etc. Integration into and improved understanding of the Council's emergency planning and resilience structures has ensured that these buildings are well prepared to respond to any emergencies or major incident. The EPRCL supported the Royal Opening of Aberdeen Art Gallery, including high profile guests, and the official opening of Provost Skene's House, which have tested resilience plans successfully and helped ensure that mitigations are in place. These include the introduction of a wif-fi and cellular radio system which is being rolled out across Council owned and managed buildings providing "all call" capability in the event of a major incident across multiple sites, and the use of CCTV suite in Marischal College to incorporate all venues thus allowing external monitoring, faster response to incidents and multi-agency support. The event, involving high profile guests, was a test of our public safety approach as a Council and demonstrated strong links across services and between partners in protecting the public.

3.18    The community safety partnership undertakes the multi-agency Operation Fawkes each year in the lead up to and including Bonfire Night. This involves key local partners such as SFRS, Police Scotland and Aberdeen City Council. The Operation aims to tackle unauthorised bonfires, fireworks, fire hazards and the accumulation of waste or hazardous materials that represent potential fire risks.

Each year a substantial protocol document is completed and agreed between partners. This covers operational details associated with responding to incidents – such as partner shift rotas and main contacts, as well as the

responsibilities of each agency involved in the planning and activity. The protocol document also sets out the types of diversionary activity being undertaken with young people, including sport and dance, which is being adapted as necessary in light of the ongoing Covid-19 pandemic.

3.19 ALEOs support the Council to carry out our Category 1 responder duties in a number of ways, for example use of premises, staff and equipment as a rest centre in an emergency. This has included a review of ALEOs emergency powers, public liability insurance and business continuity plans by the ALEO Assurance Hub. These relationships allow additional resilience for the emergency response plans. Workshops are being scheduled to take place with each of the five ALEOs in late 2021/early 2022, and this will build upon their understanding of the Council's civil contingencies responsibilities and how they can support us in meeting these, as well as their role in supporting the Prevent strand of the CONTEST strategy (managing the risk of radicalisation in Aberdeen).

**Emergency Plans and Business Continuity Plans**

3.20 The **Generic Emergency Plan** (GEP), which was approved by the Committee in December 2019, has been in use since the start of the COVID-19 pandemic. Officers provided an update to the Committee in October 2020 advising that the GEP has been augmented with a suite of supporting documentation to ensure a robust activation of the Plan. During 2021, this documentation has been kept under review and adjustments made accordingly. Some revisions to the GEP were identified as part of the Council's review of the response, transition and recovery stages of the COVID-19 response, and these are tracked in the appended version of the Plan. These reinforce the role of our ALEOs in supporting us to meet our obligations and also add to the role of the DERC to consider the requirement for communications plans (internal and external) for incidents lasting more than a few days.

3.21 Integrated Joint Boards (IJB) became Category 1 responders under the Civil Contingencies Act in April 2021. The Aberdeen City IJB received a report which outlined the duties under Act and which explained how the Chief Officer of the Aberdeen City Health and Social Care Partnership (ACHSCP) would fulfil these duties on the IJB's behalf. Prior to the legislation coming into effect, the Council and the ACHSCP had been working very closely on civil contingency matters, that the Chief Officer of the ACHSCP (and staff) had been involved in meetings of the GLRP and had also participated in the response to a number of incidents in the last year.

The introduction of the legislation helped to formalise these arrangements and improve existing partnership working, for instance on the review of the **Aberdeen City Care for People Plan**. The Care for People Group is co-chaired between the Council and the ACHSCP. The review of the Plan was recommended in an internal audit of civil contingency arrangements in the Council. The Care for People Group reviewed the Plan, building on work undertaken in the Council on resilience matters and streamlining the Plan to make it more user friendly.

The Plan was approved by the Care for People Group in May 2021. In terms of governance, representatives from the Partnership are members of various Council groups and boards which helps to further enhance the working arrangements.

3.22 This past year has also seen significant movement in the preparation of the Council's **Power Resilience Plan** to put in place preparations for a 'Blackstart' prolonged power outage across the city and beyond. This is being progressed through both a working group of internal operational teams and task and finish group of the GLRP where there are multi-agency mitigations to put in place. This work is vital to assist each local authority in compiling their own plan as it gives context to local multi agency expectations and ensures a joined-up approach in the event of a GLRP activation.

3.23 The Council's Regional Communications Centre (RCC) is critical to the smooth working of the DERCs and other emergency response team. A number of actions have been taken to bolster this resource including:

1. Creation of generic numbers for all emergency teams thus reducing risk of wrong person being called or time delay in response.
2. Business Continuity Plan exercise with RCC to ensure clarity on disaster recovery arrangements
3. Providing access for key RCC staff into Resilience Hub team channel
4. Regular catch ups with EPRCL and RCC managers / supervisors
5. RCC invitation to incident debriefs where the RCC has taken the call and passed to DERC or if the RCC has been the team in an incident

3.24 The Council has in place a schedule of other emergency plans which are developed and reviewed in conjunction with partners on the GLRP and with peer review from colleagues in other local authorities. These include:

| Plan | Status | Notes |
|---|---|---|
| Fuel Plan (GLRP - plan) | Complete. | Reissued October 2021 |
| Care for People Plan | Complete. | Reissued October 2021 |
| Cyber | On-going | Robust BCPs are in place – plan to integrate BCP into ACC Emergency Response processes and structures. |
| Plans covering other events and ceremonial occasions | On-going – multiple exercises carried out along with test activations of plans internal and multi-agency | Plans have had adaptations to take account of Covid – 19 regulations and instructions from Scottish Government are accounted for. |
| City Centre Lock Down plan (CONTEST) | Draft initiated December 2021 | Completion 2022 Q3 |

| Plan | Status | Notes |
|---|---|---|
| Move to Critical Plan<br><br>(to be used when UK moves to highest level of terror threat) | Assessment has been completed, the plan is being refreshed and a final review and sign off will be required. | Completion 2022 Q2 |
| Coastal Pollution Plan | On going City emergency plan required.<br><br>By way of assurance there is an LRP plan 2019 Jan – 2024 that would be activated. | Completion 2022 Q2 |
| Pipeline Activation Pack | This is not a priority plan as there is an overarching Forties pipeline GLRP plan.<br><br>Sections of AWPR and Dyce roads have small section of pipeline running beneath – arrangements to be reviewed. | Completion due 2022 Q3. |
| Scientific and Technical Advice Cell (STAC) activation and management plan | There is a GLRP plan and activation process, has been well exercised successfully during Covid – 19 | |
| **Multi Agency Incident Response Guidance (MAIRG) for Art Gallery** (Police Scotland, Scottish Fire and Rescue, Scottish Ambulance Service and tenant operators.) | | 2022 Q2 |
| Flooding Response Plan | Removed plan from the initial list as identified in 2020. There are robust operational procedures and 24/7, 365 days flooding operational leads on duty.  The GEP is there for DERCs who also have the Tactical lead for support. | Not applicable. |

3.25    The Council's Business Continuity Group (BCG) chaired by the Corporate Risk Lead continues to provide assurance to the Risk Board that:

- Critical Service/Functions have plans in place;

- Plans are maintained and reviewed;
- Plans are tested in accordance with the testing schedule; and
- Good practice and improvement activities can be shared and communicated with other plan holders across the organisation.

3.26 The Group's activities in 2021 focused principally on commencement of a Discussion Based Exercise of all plans in accordance with the 2021 Testing Schedule which will lead to commencement of Desk Top exercising in the Quarter 4 of 2021. Key activities have included:

- The Group's Terms of Reference were revised to reflect the change in the groups reporting arrangements and to include review of the organisation's Institutional Climate Risks.
- Review and updates to the Business Continuity Framework and supporting documentation which included, the Business Continuity Policy, new templates for Discussion Based and Desk Top exercises and flow charts.
- A Business Continuity channel was established within the Managers Portal (MS Teams) which hosts the organisation's BCP related documentation including, the organisations BCP's, plan testing schedule, BCG documentation including annual workplans, completed test and plan activation documentation.
- Satisfactory completion of Internal Audit recommendations in relation to the testing of plans.

3.27 A Discussion Based Exercise was conducted by plan holders with progress being monitored by the BCG and reported to the Risk Board. The primary objective of the exercise was to bring staff/teams together as group so that they could be informed of the plan, its detail and individual responsibilities within the plan.

The template created for the exercise supported the review by guiding a structured discussion that would identify potential problems, weaknesses, and solutions to ensure that the detail within each plan was up to date and relevant. The exercise also supported staff training and the embedding of BCP within each service area.

The positive feedback on the exercise provided to the BCG by plan holders confirmed that the exercise achieved its objectives by prompting plan updates, raising staff awareness and the creation of new BCP's that incorporates changes to operational processes and team structures.

The updated plans were uploaded to the Business Continuity Channel and will be used as the foundation documentation for the Desktop Exercising commencing Quarter 4 of 2021.

3.28 The review/test of plans and arrangements within School settings was completed in September and involved review and update of plans to include, structural changes to buildings, changes associated with pupil intake and staffing changes.

3.29 The Risk Board assigned ownership of the Council's Critical Service List to the Assurance Team to align the list with the organisations BCP and Emergency Planning arrangements. The list will be reviewed annually by Chief Officers and reported to the Risk Board.

The Critical Service List will be utilised to:

- Guide the Council's response to events when there is a requirement to stand down and/or reinstate services and activities.
- Guide contingency planning when there is a requirement to relocate staff and resources to support critical services.
- Establish the criteria and priority for the testing of plans by the BCG to ensure that plan testing in Critical Services areas is prioritised and to inform the types of scenarios and plan combinations.

3.30 Work is currently underway to replace the existing MS Word based BCP Template with an Excel/SharePoint based list utilising the same approach adopted with the Council's Risk Registers.

The updated template incorporates data fields that will capture the following BCP events:

1. Loss of Staff
2. Loss of Digital Systems
3. Loss of Building or Equipment
4. Loss of Critical Supplier

3.31 The format and design of the template will result in the creation of a single Corporate Plan which is held in a digital format that will support the identification of:

1. Cross services dependencies.
2. Cross service disruption and scale.
3. Critical services and resources levels across the organisation.
4. Critical services, equipment and resources required across the organisation.
5. Critical facilities required across the organisation.
6. Minimal levels of service and resources required across various timelines.

3.32 It is anticipated that this work will be completed by Quarter 2 2022 and will provide the organisation with:

- Improved performance and oversight of the organisation's Business Continuity plans and requirements in order to respond to a Business Continuity event or events (recognising the need to plan for concurrent activations)
- Intelligence for services to use in responding to an event or, if activated, an Incident Management Team dealing with concurrent events.
- Improved assurance to internal and external organisational resilience groups through improved scenario planning and testing activities.

**Warning and Informing the Public**

3.33   The Council's External Communications team operates a 24/7/365 on-call rota as part of which they will inform the public and media of an emergency situation. There is an agreed Emergency Incident Response Protocol which sets out a clear pathway for how the public are informed.

Our External Communications team are members of the GLRP Public Communications Group – this group plays a crucial role in coordinating of public communications. It has been a priority group during the different phases of the COVID-19 pandemic. Each phase of the pandemic has distinct public messaging requirements, and the group meets regularly throughout each of these phases to coordinate a dynamic local public communications response appropriate for each stage.

3.34   2021 has seen the continued and successful use of easy-to-understand infographics and accompanying social media posts for on-going resilience incidents such as winter weather and flooding.

These include warnings to the public before such an event happens, what the Council is doing during these incidents including working with internal and external partners, and the recovery stages of an incident or an emergency.

Information from these social media posts is sent to local media including radio, television, and newspapers to disseminate to as wide an audience as possible either through social media, websites or more traditional media methods. This work was developed with colleagues in Operational Services and external communications to better inform the public.

**Working with Local Responders**

3.35   **Multi Agency Incident Response Guidance (MAIRG) for TECA**
(Police Scotland, Scottish Fire and Rescue, Scottish Ambulance Service and tenant operators.)

This document was produced by the EP lead due to the site being an ACC asset (February 2021) as guidance intended to provide site specific information to assist responding agencies in the initial stages of a coordinated multi agency response to an incident at the TECA site.

- Hazards (Risks and Threats) have been identified to allow planning and preparedness
- Roles and responsibilities of each agency have been clarified
- Response arrangements detailed and documented
- Marshalling areas, RVPs, FCPs, Cordons, Casualty Clearing Stations- all identified
- Individual TECA business operators' emergency procedures defined and documented
- Response Flow Chart

The document will be reviewed annually by all partners or after any incident, whichever is first.

3.35 **Offshore Europe February 2022 at P&J Live TECA**
Chairing of LRP working group for P&J Live and OE: our role is to understand the emergency plan for the event and review alongside the venue MAIRG ensuring that in the case of an emergency on site, at Offshore Europe, ACC is fully sighted on the procedures, key individuals and response plans. As this is a Council owned asset and the largest business event to take place in the city with huge economic impact, extensive media coverage Locally, Nationally and Internationally. It is vital all parties are working together to identify any risks and put in place mitigations.

January 2022 a multi-agency site visit and event documentation page turn will take place, further site visits will take place during the build up to the event.

January 2022 a table top exercise for the event at the venue will take place

A second DERC and Tactical lead will be put in place for the week in February to ensure business as usual incidents are managed separately and without compromise.

3.36 **COP 26 Preparedness for Aberdeen City**
EPRCL lead attended numerous multi agency and Police Scotland meetings as well as receiving presentations and documents regarding COP26. With a view to understanding its potential impact for the City and on business as usual Operational Policing resource.

From the information received we provided 3 minute briefs to the Risk Board in the run up to the event, detailed briefings in advance of the event for ECMT, and handover notes for DERCs weekly including any situational awareness. This was managed through an internal working group to ensure preparedness for potential protest in the City including the Public Transport Unit, Roads and External Comms. The group also worked together to:
- Identify potential sites/ roads at risk from Protest and add to already identified areas via Police Scotland;
- Ensure awareness of all relevant ACC and ACC partners with regard the potential for protest in the City; and
- Identify mitigations for activation in case of infrastructure blockade during the COP 26 period.

3.37 **Bridging Accommodation for Afghan Families**
Teams within the Council were also involved with the planning and preparation for the Afghan families' arrival to the City as part of the Home Office resettlement programme. Whilst led by colleagues in Community Empowerment and Early Intervention, the EPRCL took on a role to ensure resilience structures were wrapped around this activity. This included completion of risk assessments on the arrival process, accommodation, security and health and safety, support to hotel management on each of these, coordination of site audits by Scottish Fire and Rescue Services and colleagues

in Environmental Health, the creation of emergency contacts and an emergency process, and briefing of GLRP partners for situational awareness.

3.38 **Multi-agency Resilience Workshop**
This was held on 12th October 2021 - DERCs and Tactical Leads took part in the session alongside colleagues from Aberdeenshire and Moray Councils, Police Scotland, Scottish Fire and Rescue Service and Scottish Government. This session covered:
- A general Resilience Overview
- An introduction of the Health and Social Care Partnership into the Civil Contingencies Act 2004
- How to activate the GLRP in a crisis
- Met Office Winter Preparedness

3.39 **Aberdeen Health and Social Care Partnership**
The SMOC and DERC familiarisation sessions, information sharing, training and exercising is an important part of the overall emergency response plans that ACC, there is huge value in this partnership / relationship, particularly with Public Health being under considerable pressures as the pandemic progresses.

3.40 **CONTEST**

CONTEST is the UK national strategy which aims to reduce the risk of terrorism through "the four Ps" –

- **Prevent**: stop people from becoming terrorists or supporting terrorism
- **Protect**: improve our protective security to stop a terrorist attack.
- **Prepare**: work to minimise the impact of an attack and to recover as quickly as possible
- **Pursue**: investigate and disrupt terrorist attacks.

3.41 As a Category 1 responder, the Council has a role to play in delivering on each strands and this is shared across multiple services and led by the Chief Officer – Governance as lead point of contact. Council officers participate in monthly "Bridge" calls which are chaired by Police Scotland Counter Terrorism Unit and have added some of our ALEOs and owned and managed venues to this meeting. This provides an overview of the current threat level and also any intelligence locally. It allows shared situational awareness across the North East of Scotland and provides briefings on topics such as COP26 or new training opportunities such as ACT awareness.

3.42 **Prevent – to stop people becoming terrorists or supporting terrorism**
A new Online Prevent e learning product has been developed with colleagues within Organisational Development. This course is mandatory for all Council staff and is promoted to our ALEOs also. This course has assisted us in ensuring that the statutory Prevent training has still been accessible throughout the pandemic. The previous Prevent Professional Concerns (PPC) panel has now been replaced by Prevent Multi Agency Panel (PMAP). The PMAP process forms a key part of Prevent. The process adopts a multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorism. Statutory Guidance has been issued to partners with responsibilities

under Prevent along with a serious of training events and consultation with a view of all partners having fully implemented the new PMAP process by 2022/23.

**Protect – to strengthen our protection against a terrorist attack**
ACC submitted a return as part of the UK Government's consultation on the Protect Duty. This was launched as a result of the Manchester Arena Terrorist Attack in 2017. This Protect duty will be targeted at venues, organisations, businesses, local and public authorities and/or individuals who own or operate at publicly accessible locations. Such a location is defined as any place to which the public or any section of the public has access. This will impact on Council services which run venues or operate buildings which are open to the public. The results of the consultation will be reported to a future meeting of the relevant Committee.

Online ACT (Counter Terrorism awareness product for UK) e learning is to be made mandatory by end of 2021, for all ACC staff and is promoted to our ALEOs, Community and Business Resilience groups.

**Prepare – to mitigate the impact of a terrorist attack**
The impact of Covid-19 has meant that multi agency opportunities to exercise have been very limited across the GLRP which clearly impacts on CONTEST.However officers have undertaken to add a counter-terrorist element of testing during a wider exercise by the end of 2021. This will be an in-house exercise but shared with our multi agency colleagues regards observing and our debrief. Colleagues in Digital and Technology have enabled the use of an app on all Council devices which provides step by step actions to take in the event of a terrorist attack

## Supporting Business and Voluntary Organisations

3.43    The Council's Event Guidance platform includes guidance for business and voluntary event organisers around event planning, risk assessments, adverse weather, budgeting and contingency planning – www.aberdeencity.gov.uk/eventguide

3.44    A Community Resilience Working Group has been established in 2021 to help discharge our duty to provide advice and assistance to the public in connection with the making of arrangements and integrating arrangements into the LA emergency planning process for the City. The Working Group aims to ensure that individuals, businesses, community networks and voluntary organisations are empowered to prepare for, respond to and recover from emergencies and disasters. It has a working objective to recognise communities' current activities in the area of resilience whilst enabling and supporting resilient behaviours in our communities, enabling community led social action, and helping communities to partner with the voluntary sector.

3.45    Business Resilience promotion, advice and guidance is part of the council's duties under the Civil Contingencies Act and we have started to formalise this by using vehicles that had been successful during the Covid-19 pandemic in

getting information discussion and decisions straight to the key people in our businesses.

Aberdeen Inspired and the Council are working together to update city centre businesses on the important aspects of business resilience through crisis, using the Union Street Business Network meetings as a platform and sharing information through the fortnightly IN Touch newsletter.

Key areas of discussion have been winter readiness; including flood preparedness and salting/ gritting provisions – what the council do and what business can do to help themselves. Protect legislation will be a topic for discussion in 2022.

**Festive Arrangements**

3.46 A rota specific to the Festive period is in place with DERC, Tactical and Operational leads. We are conscious of the increased risk of concurrent events due to COVID-19, normal winter pressures and potential one-off incidents. These arrangements will be shared with elected members and published on the Council's website in early December.


**4.     FINANCIAL IMPLICATIONS**

4.1     There are no direct financial implications arising from the recommendations of this report.


**5.     LEGAL IMPLICATIONS**

5.1     There are no direct legal implications arising from the recommendations of this report. The establishment of response structures in accordance with the Generic Emergency Plan has helped to ensure compliance with legislation and guidance.


**6.     MANAGEMENT OF RISK**

6.1     The Council's resilience arrangements rely on a constant cycle of risk management, and this is reflected in the Generic Emergency Plan and its supplementary procedures.

| Category | Risk | Low (L) Medium (M) High (H) | Mitigation |
|----------|------|-----------------------------|------------|
| **Financial** | Financial risks presented by the pandemic have been documented | L | As outlined in reports to Council. |

| | | | |
|---|---|---|---|
| | in reports to Council. | | |
| **Legal** | Compliance with statutory guidance and legislation is necessary to ensure the Council is not exposed to legal challenge. | L | The implementation of the Generic Emergency Plan supports the Council to meet its civil contingencies duties. |
| **Employee** | Risks to staff throughout the pandemic response and through other emergencies. | M | Managed through the Place Risk Register overseen by the City Resilience Group. |
| **Customer** | Risk that customers' needs are not met and lack of clarity on the availability of services arising from the pandemic. | L | Managed through the Place Risk Register overseen by the City Resilience Group. |
| **Environment** | Risk to the city's external spaces. | M | Managed through the Place Risk Register overseen by the City Resilience Group. |
| **Technology** | Risk to digital systems as part of an emergency response or as an emergency itself. | L | Managed through the Place Risk Register overseen by the City Resilience Group. |
| **Reputational** | Risk of negative publicity in media/social media around the Council's response to emergencies. | M | Managed through the Place Risk Register overseen by the City Resilience Group. |

## 6.    OUTCOMES

**7.1**    The recommendations contained within this report have no direct impact on the Council's Delivery Plan however if emergency response is not effectively managed and risks mitigated, there could be an impact on the delivery of organisational objectives.

| Design Principles of Target Operating Model | |
|---|---|
| | **Impact of Report** |
| **Organisational Design** | The Council's organisational structure has required to be flexible during the response to manage the impact of the pandemic. For example, some members of staff have transferred from less critical areas to more critical areas to ensure the continued delivery of critical services. |
| **Governance** | The Council's governance structure has been tested throughout the emergency response and has proved to be effective. The governance arrangements have proven to provide the flexibility needed to manage the impact of a pandemic. |
| **Process Design** | The lessons learned section details adjustments to process as a result of this event. |
| **Technology** | The Digital Resilience risk workstream established at the outset of the response ensure that our technological capabilities were always at the forefront. |
| **Partnerships and Alliances** | The Council has played a key role at the GLRP over the course of the year and has introduced multi-agency partners to ACC structures where appropriate. |

## 8. IMPACT ASSESSMENTS

| Assessment | Outcome |
|---|---|
| **Equality & Human Rights Impact Assessment** | Full EHRIA not required |
| **Data Protection Impact Assessment** | Not required |
| **Duty of Due Regard / Fairer Scotland Duty** | Not applicable |

## 9. BACKGROUND PAPERS

None.

## 10. APPENDICES

Appendix A – Generic Emergency Plan (amended)


## 11.    REPORT AUTHOR CONTACT DETAILS

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