

<b>IMPLEMENTATION OF LOCAL GOVERNMENT RESILIENCE RESOURCING MODEL</b>	<b>5<sup>th</sup> February 2019</b>
<b>TO: ENVIRONMENTAL SERVICES COMMITTEE</b>	
<b>FOR DECISION</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Resilient, Healthy & Engaged Communities
<b>Outcome</b>	Implementation of Local Government Resilience Resourcing Model
<b>Lead Officer</b>	Head of Health & Built Environment
<b>Cost: (If applicable)</b>	Not Applicable

### **Purpose**

To seek agreement from Members to implement the new local government resourcing model by agreeing to the principles set out within the attached Service Level Agreement

### **Background**

In May 2018, councils were requested to endorse a new local government resourcing model for the civil contingencies function. All councils approved this approach, subject to confirmation of a sustainable funding mechanism from the Department for Communities (DFC).

The desired outcomes of this new model are to:

- Provide confidence and assurance for Councils and their Chief Executives that multi-agency plans are in place which complement arrangements existing within Councils;
- Include sufficient resilience to provide adequate cover, particularly during response to emergencies;
- Embed adequate governance arrangements to ensure consistency and performance management across all Emergency Preparedness Groups (EPG) areas;
- Align as best as possible with other organisations planning and response structures to allow for effective planning and response.

It was agreed that any proposed model be based on a regional service hosted by a single council, where all officers would be employed through and DFC funding drawn

down. To summarise, this model establishes a regional team, employed through a single council and reporting to the Regional Officer, whilst working across the three emergency preparedness group (EPG) areas. The Regional Officer will report to a relevant Director within the employer council and an executive steering group consisting of CEOs from the three EPG areas and the SOLACE lead for this function. Each EPG will have a Resilience Manager, who will be responsible for the programme management of the EPG and co-ordinate planning, response and recovery activities across this area. A Resilience Officer who will be responsible for taking forward specific work streams, including training, exercising and task and finish functions will support them. Each EPG will require one Resilience Officer, with the Southern EPG requiring an additional officer, as evidenced by a risk to resource assessment carried out within the preliminary scoping of this model.

DFC have confirmed funding for this function until March 2021.

## **Key Issues**

The aim of the paper is to seek agreement to approve the implementation stage to allow the new model to come into effect. It outlines the proposed process required to complete the implementation of the agreed service delivery model for the civil contingencies function.

Jones, Cassidy & Brett Solicitors (JCB) and Belfast City Council - Legal Services have provided human resource and legal expertise for the transition to the new service delivery model. A Service Level Agreement (SLA) has been drafted in conjunction with both these partners. The SLA is an agreement between the lead council and the other ten councils. It details the governance arrangements required to enable the effective management of the new model by the lead council; including employment, governance arrangements, budget and dispute resolution.

JCB have confirmed that the implementation of the new model can be progressed using a TUPE transfer, as this work is deemed to fall within the review of public administration and thus the staff transfer scheme and circulars are applicable. Implementation can only proceed on agreement of the SLA.

Funding for all costs associated with the implementation and maintenance of the model post transfer are covered under the remit of Local Government Civil Contingencies Funding.

A copy of the SLA is attached with this report at Annex 2.

## **Resource implications**

**Financial:** This function will be wholly funded by DFC, however the SLA states that should there be a withdrawal or shortfall in funding, the shortfall shall be made up by councils in equal amounts.

**Human resources:** JCB have confirmed that the implementation of the new model can be progressed using a TUPE transfer, as this work is deemed to fall within the review of public administration and thus the staff transfer scheme and circulars are applicable

**Assets and other implications:** Office accommodation will be required in Armagh, Banbridge and Craigavon Borough Council, Fermanagh and Omagh District Council,

Causeway Coast and Glens Borough Council and Belfast City Council. All councils may be required to accommodate staff from this function as and when required, dependant on work priorities.

## **Recommendation**

The agreement of the SLA is an essential element to progress the implementation of the model and enable the adoption of a regional approach. It is recommended that council approve the implementation of the model. To achieve this, agreement to the terms set out within the SLA is sought and that authority be given to the Chief executive to sign on behalf of Council.

## **Annex 1: Paper to Develop a New Local Government Resilience Resourcing Model circulated May 2018**

### **1.0 PURPOSE OF PAPER**

The aim of this paper is to seek agreement from elected members to endorse a new local government resourcing model for the civil contingencies function. The paper aims to provide background to the development of the local government civil contingencies function, detail the changing environment of multi-agency arrangements and outlines the subsequent need for a new local government resourcing model for this function. This new resourcing model will ensure that the multi-agency planning and response arrangements allow Northern Ireland and our communities to remain a safe and secure place to live and work, by effectively identifying and managing the risk of emergencies, and maintaining multi-agency capabilities to respond to and recover from emergencies.

The paper recommends the actions that require agreement for the implementation of the proposed local government resourcing model. These include the agreement of a single employing authority and the need for the development of a service level agreement between this council and the other 10 councils.

### **2.0 SETTING A CONTEXT**

#### **2.1 Background**

In 2007, the four legacy Environmental Health Groups employed Emergency Planning Co-ordinators to resource this requirement. Belfast City Council employed this resource since 2004. The background to the legislative requirement placed on councils and the multi-agency arrangements that have developed in Northern Ireland since this time is included in the attached Addendum.

### **3.0 DEVELOPMENTS POST THE REVIEW OF PUBLIC ADMINISTRATION**

#### **3.1 Impact of Review of Public Administration**

In light of local government reform in April 2015, SOLACE appointed the Business Consultancy Service of the Department of Finance and Personnel to undertake an independent review of the local government civil contingencies arrangements in Northern Ireland. The terms of reference of this review was to clarify local government's role in relation to civil contingencies at an individual council, sub-regional and regional level and to identify a suitable framework for delivery of the

emergency planning function by councils. The recommendations from this report aimed to provide direction for local government to ensure fit for purpose, collaborative multi-agency working arrangements could be implemented for the good of the people and communities of Northern Ireland. All councils endorsed the recommendations emanating from this review.

To ensure the recommendations were actioned, a business case was submitted to DFC seeking funding from 2016-2021. This would allow a continued support to district councils in their delivery of robust civil contingencies arrangements with multi-agency partners on a sub-regional and regional basis. This business case was successful and funding drawn down in April 2017 for £680,000. This funding has been approved, in principle to 2021.

### **3.2 Strengthening of Multi Agency Arrangements**

In August 2017, a Regional Officer was appointed to co-ordinate and oversee the delivery of local government's civil contingencies work programme following the priorities set by SOLACE. The remit of the officer is also to ensure that appropriate cross council emergency planning arrangements and protocols are in place to enable local government to respond together in a coordinated and effective manner to manage the consequences of a major emergency affecting more than one council area.

In 2016, PSNI advised that the model of five Emergency Preparedness Group areas (EPGs) did not fit well with how PSNI co-ordinate their response. A disconnect existed between the planning areas and the police area co-ordination tiers and consequently the PSNI response model. Furthermore, there was significant resource required to support the five EPGs with some duplication of effort, therefore the reduction in the number of EPG would allow for greater efficiency. In consultation with all relevant stakeholders, it was agreed to reduce to three co-ordinating areas. This structure is illustrated in Annex 1.

One of the first priorities for the Regional Officer was to ensure a seamless transition to this new model, which came into effect in January 2018. The new EPG structures are jointly chaired by the PSNI and local government, with representation from all the emergency services, health sector, Department for Infrastructure, NI Water, NI Housing Executive, Met Office, Utilities, Voluntary sector and other relevant organisations essential to ensure an integrated approach to emergency planning, e.g. airports, ports.

## **4.0 WAY FORWARD**

### **4.1 The need for a new Local Government Resourcing model**

The introduction of this multi-agency EPG model requires a new local government resourcing model to provide adequate programme management of these new areas and sufficient resources to enable an effective response to emergencies. The desired outcomes of this new model are to:

- Provide confidence and assurance for CEOs that multi-agency plans are in place which complement arrangements existing within councils;
- Include sufficient resilience to provide adequate cover, particularly during response to emergencies;

- Embed adequate governance arrangements to ensure consistency and performance management across all EPG areas;
- Align as best as possible with other organisations planning and response structures to allow for effective planning and response.

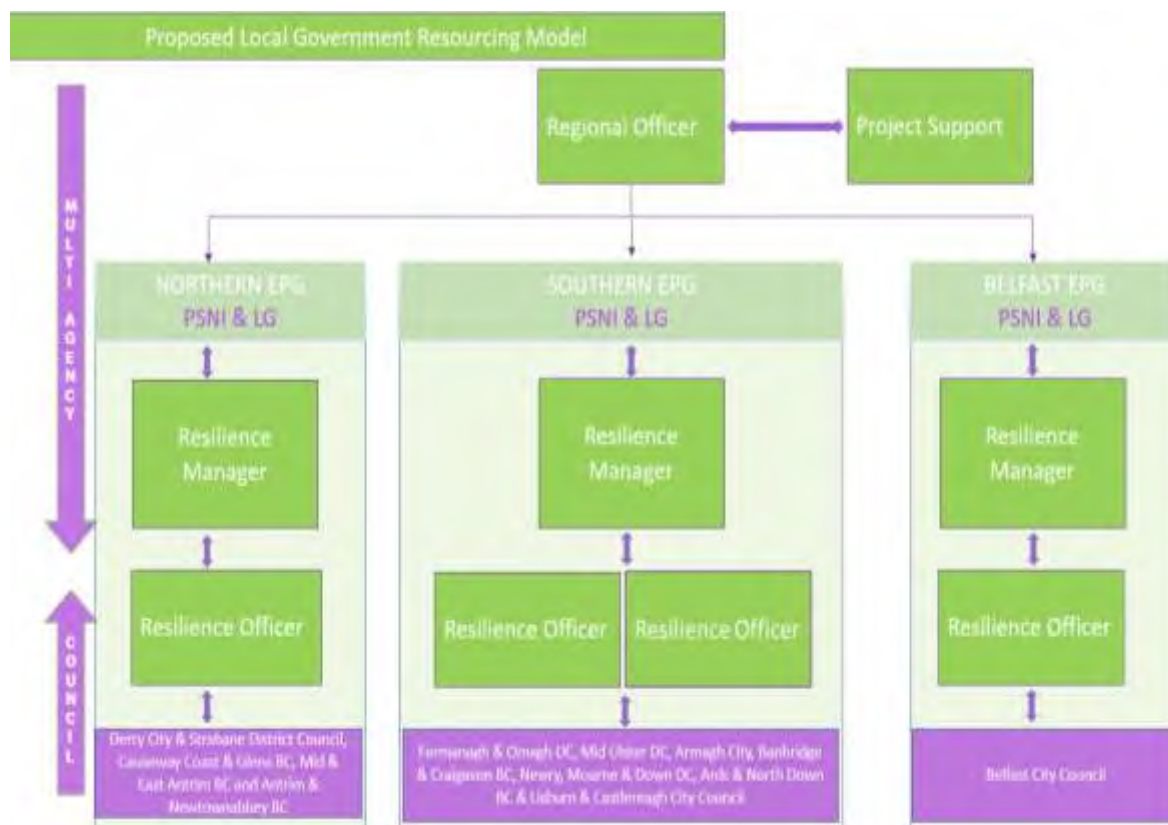
To enable these outcomes to be achieved, it is recommended that any proposed model be based on a regional service hosted by a single council, where all officers would be employed through and DFC funding drawn down. This would prevent the current duplication of financial and HR resources across the five legacy employer councils and enhance accountability and governance arrangements. This concept has been successfully employed for other shared service functions, e.g. Animal Welfare and potentially the Houses of Multiple Occupation (HMO) function.

#### **4.2 Proposed Local Government Resourcing Model**

A new function name has been proposed to both help rebrand this area of work whilst also making the distinction from a “blue light” response. The title; Local Government Resilience is proposed. This terminology is both outcome and citizen focussed.

Consultation with the councils and other key partners has been undertaken in tandem with a risk to resource assessment. This considered the risk categories as detailed within the 2013 NI Risk Assessment and cross-referenced these with the geography and demography of the new EPG areas. The model outlined in Diagram 1 details the optimum resourcing model. To summarise, this model establishes a regional team, employed through a single council and reporting to the Regional Officer, whilst working across the three EPG areas. The Regional Officer will report to a relevant Director within the employer council and an executive steering group consisting of CEOs from the three EPG areas and the SOLACE lead for this function. Each EPG will have a Resilience Manager, who will be responsible for the programme management of the EPG and co-ordinate planning, response and recovery activities across this area. A Resilience Officer who will be responsible for taking forward specific work streams, including training, exercising and task and finish functions will support them. Each EPG will require one Resilience Officer, with the Southern EPG requiring an additional officer, as evidenced by the risk to resource assessment.

**Diagram 1**



### 4.3 Proposed Way Forward

These changes are essential to develop a new approach to resilience, which will enable the delivery of local government’s role in sub-regional and regional multi-agency civil contingencies arrangements. SOLACE continue to work with DFC to ensure a sustained funding stream for this function continues which will allow for the restructuring to the proposed model. This new model will enable councils to work with the support of central government and others in a co-ordinated and joined up way for the good of the people and communities of Northern Ireland.

To implement these changes, the following actions will be required:

- All councils to have a shared understanding and vision of the outcome of implementing this model.
- Agreement by all councils to work to the new resourcing model, which will include one council becoming the employing authority.
- There are complex staffing arrangements associated with the legacy structures and there will be a cost to councils to implement this new model.
- A Service Level Agreement will be required between the employing authority and the other 10 councils.



**Annex 1: Multi-Agency Emergency Preparedness Groups Areas from January 2018**

**Police Areas**

**Northern Emergency Preparedness Group**

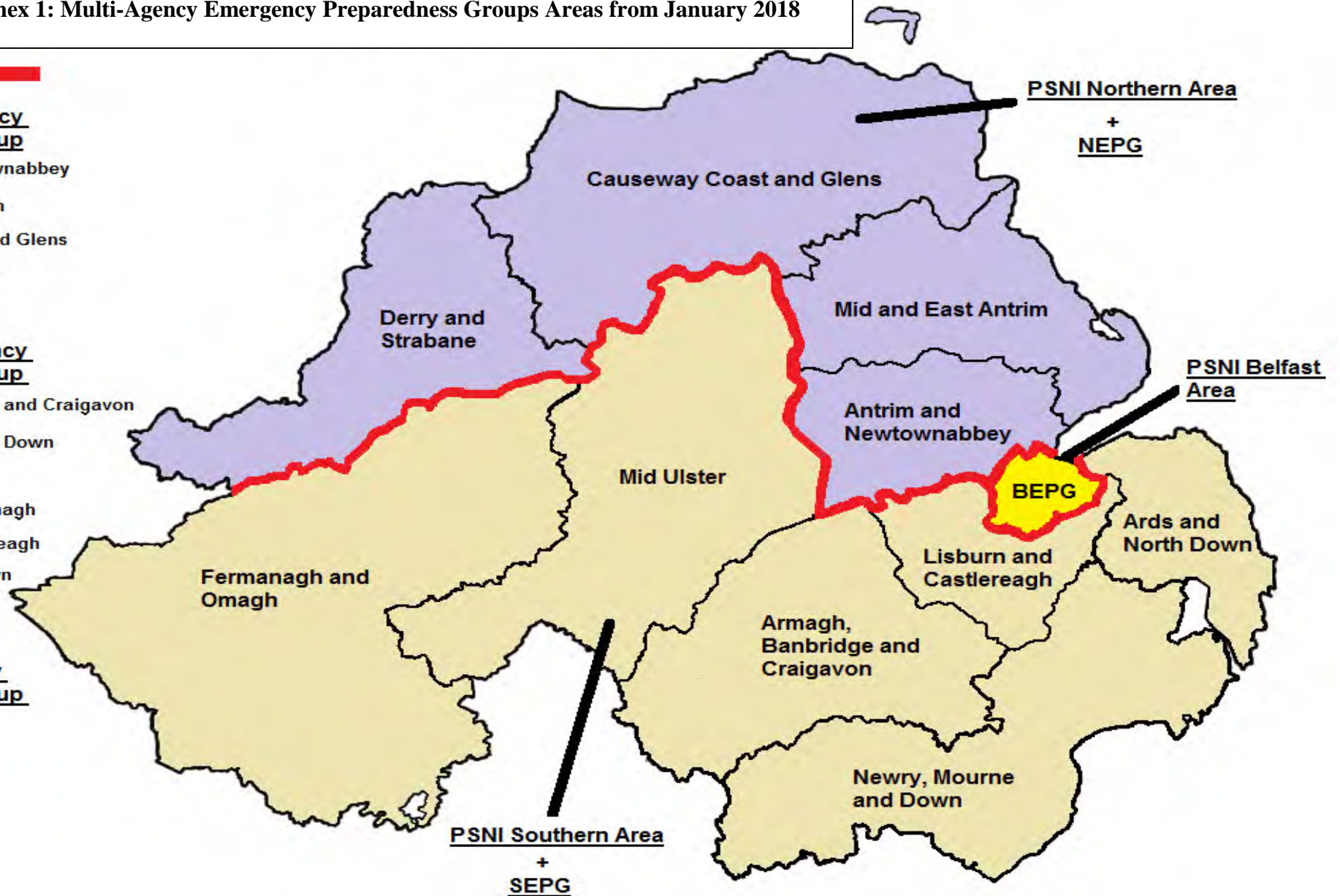
- Antrim and Newtownabbey
- Mid and East Antrim
- Causeway Coast and Glens
- Derry and Strabane

**Southern Emergency Preparedness Group**

- Armaagh, Banbridge and Craigavon
- Newry, Mourne and Down
- Mid Ulster
- Fermanagh and Omagh
- Lisburn and Castlereagh
- Ards and North Down

**Belfast Emergency Preparedness Group**

- Belfast



## **Addendum: Background Information**

The Northern Ireland Civil Contingencies Framework 2005 (refreshed 2011) sought to ensure that a similar level of protection was provided to the public in Northern Ireland as exists under the Civil Contingencies Act (2004) in Great Britain. This Act introduced a statutory framework identifying the duties of public service organisations in relation to civil emergencies. For a range of practical and constitutional reasons, Part 1 of the Act did not extend to organisations delivering transferred functions in Northern Ireland. The responsibilities under Part 1 are currently only applicable to the Police Service of Northern Ireland and HM Coastguard as Category 1 responders and to telecommunications providers as Category 2 responders. Part 2 of the Act in relation to the use of emergency powers applies across the United Kingdom.

The NI Civil Contingencies Framework introduced a framework for all other NI public service organisations to fulfil their civil contingencies responsibilities. The aim of the Framework is to ensure that the public in Northern Ireland receive a level of protection and emergency response that is consistent with their counterparts in the rest of the UK. As the Framework provided guidance, rather than legal duties it was adopted to varying degrees across the public sector organisations and the resources and time allocated to this work varied across organisations and geographically within Northern Ireland.

Local Government has contributed to emergency preparation, response and recovery in Northern Ireland for many years. This contribution was previously undertaken on a voluntary basis with no legal power or organised structure for delivery.

Article 29 of the Local Government (Northern Ireland) Order 2005 provided local authorities with discretionary powers to engage in emergency planning and allowed them to assist other organisations in leading local recovery. Following the issuing of the Civil Contingencies Framework, DoE issued Departmental Guidance to district councils in Relation to Emergencies (LG 07/06). This provided councils with a policy and legislative framework in which to undertake emergency planning, set out their powers in relation to emergencies and identified Chief Executives as responsible for advising their councils on the development and adequacy of their council's emergency planning and recovery arrangements. It also confers discretionary powers on district councils to make arrangements for reducing, controlling and mitigating the effects of any emergency, which may occur, and to prepare plans in co-operation with other organisations.

In 2007, the four legacy Environmental Health Groups employed Emergency Planning Co-ordinators to resource this requirement. Belfast City Council employed this resource prior to this date.

Since 2007, the Local Government Division of the DoE (now the Department for Communities, DFC) contributed to the funding of this work by providing an annual grant for cross-council and individual council preparations. Prior to 2015, this



funding was 50% match funded by local government and managed by the legacy Environmental Health Groups and Belfast City Council.

Since this time, there has been an increasing number of emergencies, which required multi-agency input in response and recovery, and the lessons learned from these needed to be incorporated into subsequent planning arrangements. These have ranged from extreme cold, ice and snow in December 2010, followed by a thaw resulting in loss of water supplies to widespread flooding events in 2007, 2009, 2011, 2015, 2016 and most recently the flooding to large areas of the North West in August 2017. In 2014, coastal flooding threatened thousands of homes, businesses and infrastructure around the NI coastline and led to significant damage in Eastern and Southern areas. In addition to the above severe weather events, there has been various accidents involving multiple casualties on buses and other vehicles, an airplane crash and fires on two ships in Belfast Harbour, a collision between two ships entering Belfast in 2012 and fire in large industrial sites. All of these emergencies required a multi-agency response as it is widely acknowledged that no individual agency can respond to emergencies alone and that planning and responding together is critical.

Due to the increase in frequency of such emergencies and the clear need for co-ordination of such situations, the Northern Ireland Executive agreed to enhance civil contingencies arrangements at a sub-regional and regional level in 2014. To enable this, District Councils were requested to enhance their involvement in civil contingencies and there was agreement in principal that additional funding would be provided to enable councils to support the administrative function of the new multi-agency Emergency Preparedness Group (EPG) structure. A business plan submitted in 2016 to DFC sought full funding for the implementation of this function. £680,000 per annum has been approved until 2021.

This structure aimed to ensure an appropriate level of preparedness was developed on a multi-agency basis to enable an effective response to emergencies, which have a significant impact on the local community. At this stage, there were five EPG areas, as illustrated below. Governance arrangements were embedded into this structure, with the strategic tier, the Civil Contingencies Group, NI (CCG, NI) chaired by the Head of the Civil Service.

Numerous reviews and debrief reports have identified the need for Civil Contingencies legislation for Northern Ireland and the scoping of this legislation is currently a work stream of the Civil Contingencies Group (NI) (CCG(NI)) alongside a task to identify and formalise the civil contingencies role of District Councils.



## **SERVICE LEVEL AGREEMENT**

### **1. Background**

- 1.1 Article 29 of the Local Government (Northern Ireland) Order 2005 provides Local Authorities with discretionary powers to engage in emergency planning, and assist other Organisations in disaster recovery.
- 1.2 The Northern Ireland Civil Contingencies Framework was introduced in 2005, and refreshed in 2011, to ensure an adequate framework was in place to allow public service organisations to properly respond to emergencies. The DoE issued Guidance to Councils in Relation to Emergencies. This Guidance provided Councils with a policy and legislative framework in which to undertake emergency planning, set out their powers in relation to emergencies, and identified Chief Executives as responsible for their Council's emergency planning. Belfast City Council, and the four legacy Environmental Health Groups each employed Emergency Planning Co-ordinators to resource this function.
- 1.3 Due to an increased frequency of emergencies, the Northern Ireland Executive agreed, in 2014, to put in place enhanced civil contingency arrangements at a sub-regional and regional level. A new structure of five Emergency Preparedness Groups (EPG) was put in place, with Councils playing an important role in supporting the administrative function of the EPGs.
- 1.4 In 2016, on advice from the PSNI, it was agreed that a reduction in the number of EPGs to three would allow for greater efficiency. This model came into effect in January 2018, and requires a new Local Government resourcing model to provide adequate programme management of these new areas, and to enable an effective response to emergencies.
- 1.5 The new Local Government Resourcing Model must achieve a number of outcomes, and it has been agreed that these would be best achieved through a regional service, hosted by a single Council that would employ all Officers and draw down funding. The Lead Council has agreed to undertake

this function on the basis of an agreed Service Level Agreement with the other 10 Councils.

- 1.6 The new function shall be termed 'Local Government Resilience' ('the Function')
- 1.7 The Parties have agreed to enter into this Service Level Agreement to outline their responsibilities to each other in respect of the Function. Each party hereto agrees that they have full legal power and authority to enter into this Agreement.
- 1.8 Armagh City Banbridge and Craigavon Borough Council has agreed to act as the Lead Council to carry out various tasks as outlined herein and on behalf of the signatories to this agreement.
- 1.9 The Department for Communities has agreed to fund the Function, initially until 2021.

## **2. Period of this Agreement**

This Agreement shall commence on 1<sup>st</sup> x 2019 and shall continue until the 31<sup>st</sup> March 2021 at which time it may be reviewed or extended.

## **3. Lead and host Councils**

- 3.1 Armagh City Banbridge and Craigavon Borough Council agrees to act as lead Council, to draw down funding from the Department of Communities to facilitate the administration and project management required to ensure that the Function is properly exercised under the direction of the Executive Steering Group (as defined in 4.1 below).
- 3.2 Causeway Coast and Glens Borough Council agrees to act as the host for the Northern EPG; Fermanagh & Omagh District Council agrees to act as the host for the Southern EPG and Belfast City Council agrees to act as host for the Belfast EPG.
- 3.3 Host council will provide all employees under this SLA with such reasonable office accommodation as shall be necessary to allow them to carry out their duties.

#### **4. Governance**

- 4.1 The Lead Council shall liaise with the other parties to establish an Executive Steering Group for the Function ('the ESG'). The ESG shall consist of the Chief Executives and Directors jointly chairing the EPGs, the SOLACE lead for the Function and the Regional Officer's line manager. Whilst the Lead Council shall be responsible for the day to day management of the Function, the ESG shall be responsible for monitoring the performance of the Function, and reviewing this SLA. The Councils shall agree Terms of Reference for the ESG.

#### **5. Employment Issues**

- 5.1 The structure shall be as per the diagram attached hereto at Appendix 1. This is a regional team, employed through the Lead Council, that will work across the three EPG areas. Overall management of the Function shall be undertaken by a Regional Officer. Each EPG shall have a Resilience Manager, who will be responsible for the programme management of the EPG, and shall co-ordinate planning, response and recovery activities across their area. Each EPG area shall also have at least one Resilience Officer who will be responsible for specific work streams. The Regional Officer will be based at Armagh City, Banbridge and Craigavon Borough Council with other staff hosted across the three EPG areas. Indicative draft job descriptions for the Regional Officer, Resilience Manager and Resilience Officer are attached hereto at Appendix 2.
- 5.2 The Councils agree that the transfer of staff assigned to the current civil contingencies function arises out of the Local Government Reform Process and that the Review of Public Administration (RPA) Local Government Staff Transfer Scheme and Circulars will apply to the transfer where relevant.
- 5.3 The legacy employer councils of the civil contingency staff shall indemnify the Lead Council in relation to any redundancy payments that may be payable as a result of or arising from the transfer whether voluntarily or compulsory.

- 5.4 In addition to 5.3, the Parties agree that the legacy employer councils shall indemnify and keep indemnified the Lead Council against any losses, except indirect losses, incurred by it in connection with any claim or demand by any transferring employee in respect of their employment prior to transfer, or the transfer itself. This indemnity shall apply provided that it arises from any act, fault or omission of the employer councils prior to the effective date of the transfer. The Parties shall execute whatever further Agreements that shall be necessary to give effect to the intention outlined in this Clause.
- 5.5. The legacy employer councils agree that any employee who is currently seconded to the civil contingency emergency planning function will have the right to return to their substantive post at the end of their secondment period.
- 5.6 The Parties agree that if there is a shortfall of funding of any future redundancy costs of civil contingency staff, not arising from 5.3 and 5.4 above, that this will be paid by each party to this agreement in equal shares.
- 5.7 The Parties will co-operate to ensure that requirements to inform and consult with employees and/or employee representatives are fulfilled.
- 5.8 Employees based in other Councils will be required to follow any Health and Safety procedures and policies laid down by the host Council, and generally, to act in a manner that is not disruptive to the host Council's operations. Should any host EPG Council be dissatisfied by the performance of any member of staff, they shall raise the issue with the Lead Council, who shall be responsible for undertaking any necessary disciplinary proceedings. Should the councils not be able to agree on the approach, the issue shall be escalated to the Councils' respective Chief Executives. Where an employee raises a grievance the Host Council will provide all necessary assistance to the grievance investigation, and where reasonably practicable in any recommended outcome.

5.9 A Data Sharing Agreement will be reached in relation to sharing of personal data.

## **6. Review**

The effectiveness of this SLA shall be reviewed on an annual basis by the ESG.

## **7. Training Programmes**

Various Training Programmes may have to be organised to ensure that all Officers are in a position to implement the Function. The Lead Council shall be responsible for organising such training as is necessary, and shall be the budget holder for same.

## **8. Drafting of Service Level Agreements/Funding Contracts**

The Lead Council shall be responsible for preparing whatever Service Level Agreements and Funding Contracts that are required to be in place between the Councils, the Department for Communities, and any other parties.

## **9. Expert Advice**

The Lead Council shall be at liberty to procure whatever expert advice it requires, including legal, to undertake its responsibilities under this Agreement.

## **10. Budget**

10.1 The budget for this function shall be circa £680,000 per annum for the first two years. The Lead Council shall be the budget holder, and shall be funded through the Department for Communities. Should the Department withdraw support, or should there be a shortfall in funding, the shortfall shall be made up by the Councils in equal amounts. The Lead Council shall report to the ESG on a quarterly basis on spend. The Lead Council shall prepare a draft budget each year on the anniversary of this SLA for agreement by the ESG.



10.2 There will be a charge by the Lead Council for central services equalling 3% of the budget. There will be a charge by each host council to cover reasonable expenses associated with hosting staff.

**11. Dispute Resolution**

In the event of any disagreement between the Parties the matter may be referred by any of the Parties to a suitable independent person to be agreed by the Parties for determination, failing which to a person nominated by the President for the time being of the Law Society of Northern Ireland.

**12. Relationship of the Parties**

For the avoidance of doubt this Agreement shall not be construed as a Partnership Agreement within the meaning of Section 1 of the Partnership Act 1980 nor is there any intention on the part of the Parties for form a Partnership.

**13. Variation**

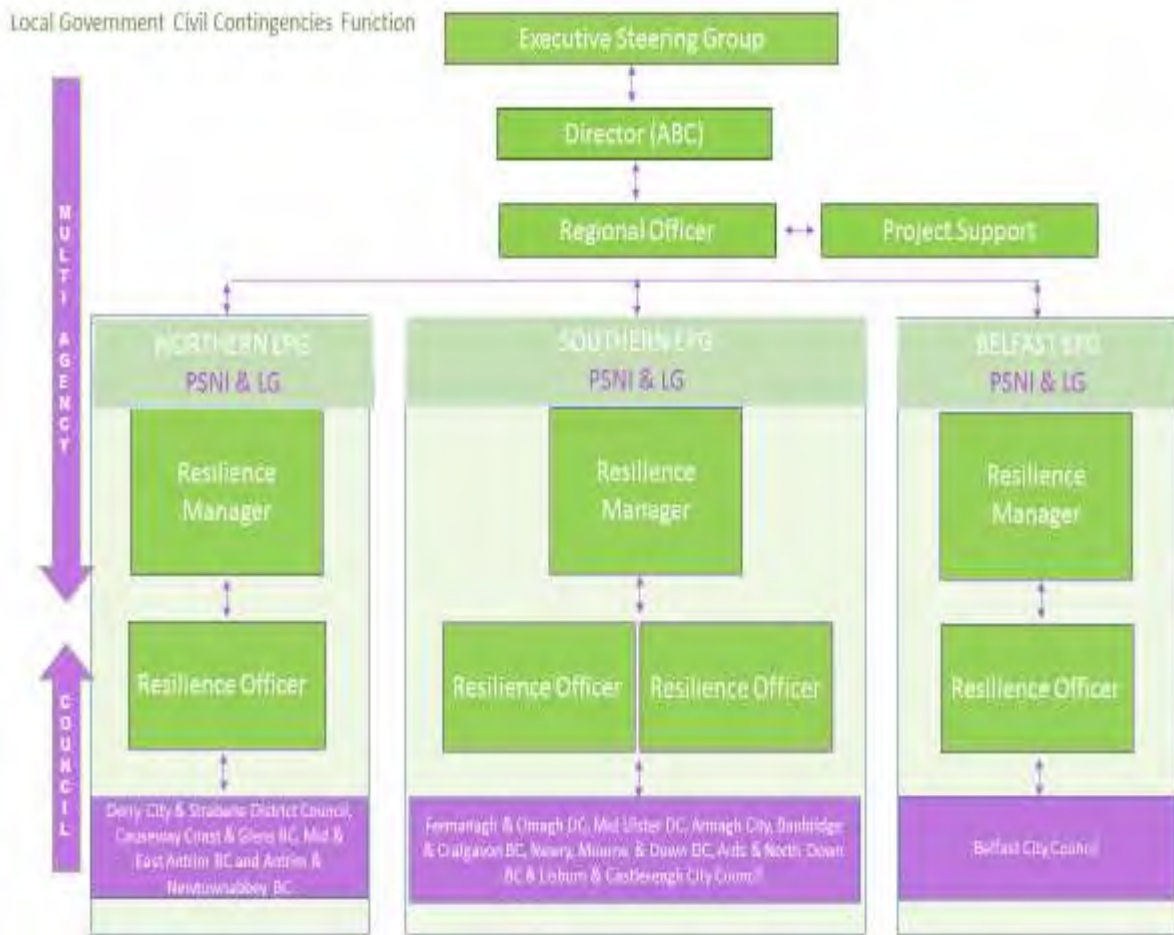
Any variation to this agreement shall be in writing and signed by all Parties.

**14. Law**

The Agreement shall be construed and applied in accordance with the Laws of Northern Ireland and the Courts of Northern Ireland shall have exclusive jurisdiction thereto.

**IN WITNESS** whereof this Agreement has been executed by:

# Appendix 1: Local Government Resilience Structure



## **Appendix 2: Indicative/Draft Job Description of Local Government Resilience Staff**

### **Draft Job Description for Regional Officer - Local Government Resilience**

Post: Regional Officer - Local Government Resilience

Directorate: People

Department: To be agreed

Location: Armagh, Banbridge & Craigavon Borough Council

Reports to: Director

Salary: PO 12 (plus on-call allowance)

Hours: 37hrs per week

Duration: 3-year contract, subject to funding, with possible extension, also subject to funding

### **JOB PURPOSE**

The post holder will be responsible to the Society of Local Authority Chief Executives (SOLACE), on behalf of the 11 District Council Chief Executives, for establishing and overseeing a robust cross council emergency planning mechanism for working with multiagency partners in optimising the role of district councils in NI Civil Contingencies.

The post holder will report to SOLACE and day-to-day line management will be provided by a Director of Armagh, Banbridge & Craigavon Borough Council

### **MAIN DUTIES AND RESPONSIBILITIES**

1. Work with District Councils and SOLACE to direct, manage and co-ordinate the sub-regional local government emergency planning staff, and others to develop and manage a local government civil contingencies work programme.
2. Direct, co-ordinate and oversee the implementation of the work programme.
3. Be responsible for directing and managing staff associated with this post.
4. Be responsible for reviewing existing arrangements and use the available resources (including staff, systems, funding etc.) to develop, in conjunction with the chief executives, the Department for Communities and the Executive Office a robust and inclusive, cross council emergency planning mechanism enabling councils to engage in civil contingencies at a regional and sub-regional level.
5. Promote the strategic and policy interface between central and local government to ensure district councils are fully represented in the development of effective civil contingencies arrangements for Northern Ireland and also including cross border arrangements with the Republic of Ireland.
6. Provide support to the SOLACE representative at the Civil Contingencies Group (CCG) (NI) and other partnership groups and forums.
7. Represent the local government sector generally at other regional and sub-regional emergency planning groups
8. Be responsible for building and maintaining collaborative working relationships with appropriate partners and stakeholders in order to create and enhance the profile and reputation of district councils and meet priority

objectives as set out in the local government civil contingencies work programme.

9. Be responsible for building and maintaining cohesion between district councils through the local Emergency Planning Officers and the sub regional emergency planning officers and secure the commitment of SOLACE and multi-agency partners to the civil contingencies priorities identified in the local government work programme
10. Broker agreements and mutual support arrangements between councils and multi-agency partners, including cross border partners, to ensure local government contributes effectively to civil contingencies in NI at both a local and a regional level
11. Act as the focal point for district council chief executives and multi-agency partners for ensuring the production of operational plans that detail multi agency planning arrangements to enable district councils to manage the consequences of a major emergency in a coordinated and effective manner.
12. Act on behalf of the district councils at sub-regional and regional levels in response to and recovery from a major emergency, engaging with and taking direction from the Chief Executives (or their representatives) in each of the affected Council areas and also with the multi-agency coordinating groups.
13. Be responsible on behalf of the district council chief executives for the funding allocated by the Department for Communities, ensuring accountable and effective control and work with SOLACE and the Department for Communities Local Government Policy Division to continuously review systems, controls and procedures for all financial activities in accordance with the policies and procedures agreed with the district council chief executives and in line with the agreed business case.
14. Be responsible for seeking out additional funding opportunities and strategic partnership collaboration that support and enhance the role of the local government sector in delivering effective civil contingencies in NI.
15. Be responsible for the financial management of the local government civil contingencies structure and for overseeing the co-ordination of district councils in multi-agency procurement processes in order to implement common tools, systems and platforms for enhanced emergency planning and response.
16. Oversee the development and efficient delivery of a rolling programme of training, familiarisation and exercising for councils and multi-agency partners.
17. Provide the key point of contact and information on local government civil contingencies arrangements and ensure that effective internal and external communication mechanisms are in place and appropriate local government representation at all relevant civil contingencies forums, including cross border and national forums.
18. Establish and Chair a Local Government Emergency Planning Officer's Forum or similar and to promote through this group cohesive planning, mutual

support arrangements, and co-ordination and management of policy development across the district councils.

19. Develop and implement a performance management system to monitor, evaluate and support the work of district councils in relation to delivering the local government civil contingencies priorities.
20. Produce timely briefings, publications, performance management and financial reports and papers for SOLACE and attend meetings when required.
21. Develop and maintain information management systems which support the work of district councils and the provision of high quality advice and decision making in relation to their role in NI civil contingencies.
22. Keep under review local government objectives, proposals, plans, procedures, staffing requirements and available resources to determine time frames, funding limitations and allocation of resources for various phases of work in order to complete work programmes efficiently.
23. Research, lead and coordinate policy development in line with this work; and specifically undertake research on behalf of the SOLACE as required.
24. Undertake such other relevant duties as may from time to time be required.

## **Draft Job Description for Resilience Manager**

Post:	Resilience Manager
Directorate:	People
Department:	To be agreed
Location:	To be agreed
Reports to:	Regional Officer
Salary:	PO5 (plus on-call allowance)
Hours:	37hrs
Duration:	Permanent

### **JOB PURPOSE**

To provide expertise in integrated emergency management to ensure robust cross council emergency planning arrangements are developed and maintained within the sub regional emergency preparedness area to allow for effective multi-agency preparedness, response and recovery from emergency situations. This post operates within a regional team and the post holder will be expected to work alongside and provide mutual support to the other Resilience Managers and Officers and the Regional Officer. The officer will deputise for the Regional Officer for on-call responsibilities and when on-call will be the first point of contact in an emergency situation.

### **MAIN DUTIES AND RESPONSIBILITIES**

1. Work with the Regional Officer, sub regional Resilience Managers and Resilience Officers to ensure robust cross- council emergency planning arrangements are in place to respond to emergency situations and dovetail into the arrangements developed with multi-agency partners.
2. Provide project management to the Emergency Preparedness Group and its constituent working groups within the sub region.
3. Provide assurance to the Joint Chairs of the relevant Emergency Preparedness Group that effective multi-agency planning arrangements are in place. Take responsibility for the production of timely briefings, publications, performance management reports and papers for the Joint Chairs and members as required.
4. Develop and maintain collaborative working relationships with relevant organisations through information sharing and proactive engagement, to ensure effective multi-agency emergency planning arrangements are in place to plan for, respond to and recover from emergency situations.

5. Together with the other sub regional managers and officers, meet priority objectives within agreed timeframes and to agreed standards, identified in the SCEP (Sub Regional Civil Emergency Preparedness Group) work programme, the local government resilience work programme and other applicable work programmes.
6. Work with relevant Councils' staff to manage the implementation of their emergency planning arrangements, project manage and deliver test exercises and undertake audits and reviews of these planning arrangements on a regular basis.
7. Prepare and present reports with formulated recommendations and detailed action plans for delivery to Council committees, senior management teams and emergency planning implementation groups regarding complex and sensitive civil contingencies issues that may impact the Council.
8. Activate and follow the principles of the Civil Contingencies Group (NI) Protocols to co-ordinate the multi-agency response and recovery to a range of emergency situations.
9. Maintain a robust and up-to-date contact directory for all relevant organisations.
10. Participate in and progress the work of the Cross Border Emergency Management Group's Strategic Plan.
11. Participate and progress the work of the Regional Community Resilience Group, by liaising with relevant organisations to identify priority areas for the establishment of community emergency plans and community resilience areas.
12. Ensure that the resilient communications platform; "Resilience Direct" is kept up to date and contains all relevant documentation that will be required to activate a multi-agency response to emergency situations.
13. Responsible for the financial management of the Department for Communities Civil Contingencies funding for the sub region, and provide timely reports to the Regional Officer on expenditure and variances.
14. Participate in the Regional Local Government Resilience Group and promote, through this group, cohesive planning, mutual support arrangements and development of a consistent approach to emergency planning arrangements across local government.
15. Participate in regional on-call arrangements with other Resilience Managers and the Regional Officer to ensure out-of-hours multi-agency notification of actual or potential emergency situations is in place across Northern Ireland.
16. Project manage and organise multi-agency testing on a regular basis within the EPG area and on a regional and cross-border basis.
17. Represent the Chief Executives on external training/test exercises.
18. Organise debriefs after exercises and real events, examine and assess improvement opportunities, incorporate agreed changes into the relevant sub-regional work plans and ensure these changes are assigned to the most appropriate organisation.
19. Develop IT, GIS systems and other suitable resources to ensure a collaborative approach to preparedness, response and recovery on a multi-agency basis.



20. Research and to keep up-to-date with all developments in the field of emergency management.
21. Provide an initial assessment of any reported emergency, inform the relevant Chief Executive as necessary, and advise the relevant organisations as stipulated within agreed protocols.
22. Provide support for Councils during the recovery period after an emergency situation.
23. Advise Councils on the appropriate resources required for the Emergency Management Rooms to ensure it which can be brought into operation rapidly in an emergency situation and the emergency management teams are aware of their roles and that of other organisations that may be involved in the response phase.
24. To undertake the duties in such a way as to enhance and protect the reputation and public profile of the local government resilience function.
25. Undertake any other relevant duties that may be required and are commensurate with the nature and grade of the post.

## **Draft Job Description for Resilience Officer**

Post:	Resilience Officer
Directorate:	To be agreed
Department:	To be agreed
Location:	To be agreed
Reports to:	Resilience Manager
Salary:	SO1/SO2
Hours:	37hrs per week
Duration:	Fixed Termed Contract to March 2021

### **JOB PURPOSE**

The post holder will report to the Regional Officer and day-to-day line management will be provided by a Resilience Manager.

The post holder will be responsible for providing administration and project support assistance to facilitate the development, implementation and operation of an effective regional local government emergency planning system.

Assist with the effective coordination, administration and efficient delivery of projects as part of the local government civil contingencies work programme.

Provide support to, and attend as required, internal and external meetings and forums.

### **MAIN DUTIES AND RESPONSIBILITIES**

1. Assist the Regional Officer and Resilience Managers with the effective coordination, administration and efficient delivery of projects as part of the local government civil contingencies work programme.
2. To support the Regional Officer and Resilience Managers in sourcing and providing training and exercising at all levels across the Emergency Preparedness Areas on an ongoing basis to ensure that all involved are fully trained.
3. To assist the Regional Officer and Resilience Managers to conduct debriefings after tests and real events and incorporate agreed changes into relevant multi-agency plans.
4. To assist in the development of consistent project standards and methodologies and to support appropriate project management processes and procedures.

5. To assist with multi-agency response efforts working in support of the Regional Officer and Resilience Managers.
6. To assist the Regional Officer and Resilience Managers to ensure designated multi-agency Emergency Co-ordination Centres are maintained and can be brought into operation rapidly in an emergency situation.
7. To assist the Regional Officer and Resilience Managers in advising on the use of resources in designated Emergency Co-ordination Centres.
8. To prepare and circulate minutes, agendas and papers for meetings, training events, exercises, etc. and service them as required.
9. To keep all relevant databases and contact directories up-to-date.
10. To undertake research in supporting the development of local government civil contingencies as required.
11. To assist in maintaining external communication systems as directed by the Regional Officer and Resilience Managers e.g. websites, social media and in developing promotional materials for projects as required.
12. To structure and maintain the relevant containers with the Resilience Direct platform, to ensure all information is up-to-date and stored in such a manner that is accessible by designated organisations.
13. To undertake the duties in such a way as to enhance and protect the reputation and public profile of the local government resilience function.
14. To provide secretarial support to local and regional resilience and internal working groups as required by the Regional Officer and Resilience Managers.
15. To undertake such other relevant duties as may from time to time be required.