

# Storm Arwen Recommendations

## Executive summary

Storm Arwen swept across the Moray area on 26 & 27 November 2021. The Met office had issued Yellow, Amber and Red warnings for exceptionally strong winds with a confirmed risk to life, property, transport, and infrastructure across the East coast of eastern Scotland and north-east England with amber and yellow warnings also covering a large portion of the country. Moray Council and Health and Social Care Moray staff worked in extremely challenging conditions to manage the consequences of the storm which included widespread loss of power, disruption to rail and road travel with rail lines and roads closed due to fallen trees and debris, damage to properties and infrastructure and people left without power or water, some for several days.

The Grampian Local Resilience Partnership (GLRP) activated on Friday 26 November 2021 in anticipation of the red wind warning and met a total of 32 times in response over a 13-day period

In addition to the GLRP group a Care for People group was activated in order to coordinate the care for people effort on the ground, initially supporting the existing vulnerable people in the community and as the power outages endured ensuring all without power were able to access support. A Transport sub group and a Public Communications Group were also established.

Debrief reports were created at National, GLRP and Health and Social Care Moray (HSCM) and Moray Council level. These three reports made their own recommendations in strategic and operational response delivery.

The recommendations across the National, Grampian and Moray reports carry four common areas that look to be developed.

1. Communications
2. Community Resilience
3. Care for People
4. Organisational resilience (Infrastructure & People)

## Communication Recommendations

### National

1. The Scottish Government and Resilience Partnerships review processes for sharing briefing and information during circumstances which challenge usual methods of communication.
2. The public communications subgroups of the Resilience Partnerships should review and test their plans to ensure that all opportunities for coordination and communication are maintained when those responding, and those in need of assistance, are without power or telecoms. This may include greater use of more traditional means of communicating, for example radio broadcast, town hall gatherings, leafleting, or cascade of information through community groups

3. Energy network operators and the wider utilities sector review their processes for establishing restoration plans and timelines, and communicating regular updates to responders and the public.
4. The Scottish Government and Resilience Partnerships review processes for sharing briefing and information during circumstances which challenge usual methods of communication.

#### Grampian Local Resilience Partnership Recommendations

1. Consider how we communicate with the public during power outages, use of radio messaging for example. (PCSG) UPDA. TE - **Work is already underway by the North RRP PCSG scoping out the public messaging during a widespread NETS failure.**

#### Moray Council and Health and Social Care Moray (HSCM) Recommendations

1. Communications staff on call to support MERC across range of communications activity, including social media.
2. Take forward Power Resilience planning and take into that work a review of communication arrangements during a power outage. This should include development of telecommunication strategies in a power outage.

#### Actions required

- A review of out of hour's communications within Moray Council is underway. Looking at the need to have staff dedicated to facilitate these specialist duties during an emergency event. In order to manage flow of communication across all agreed communication platforms. Ensuring that service providers and the public are correctly informed of information relevant to the situation. This will form part of the development of an emergency communication delivery strategy.
- Corporate Communication have now developed an information leaflet template that can be populated with pertinent information for distribution to physically affected areas.

### **Community Resilience Recommendations**

#### National

1. Resilience Partnerships ensure that key Voluntary and Community Sector assets and capabilities in their areas are adequately mapped, and processes for their swift activation, deployment and coordination are developed on a collaborative basis. Local authorities consider what more they can do to support and develop community resilience in their areas.
2. Resilience Partnerships fully integrate the Voluntary Sector into their planning and response structures, and offer representation at resilience meetings at all levels.
3. Resilience Partnerships consider what strategic planning may be required to support communities during such events, including the designation of assistance centres or pre-positioning of generator capacity.

#### Grampian Local Resilience Partnership Recommendations

1. Further work required in respect of promoting personal/household and community resilience in preparation for disruptive events. (Local Authorities)

## Actions required

- The Community Support unit in Education, Resources and Communities have established a development process for growing community resilience groups. This includes liaising with community councils. A new Community resilience group has been established in Burghead and Cummingston. This includes administration support in applying for available grants.
- Prioritise development of community resilience groups in relation to localities most affected by known risk.
- Development of key contact within community groups to support local response requirements

## Care for People

### National

1. Resilience Partnerships consider what strategic planning may be required to support communities during such events, including the designation of assistance centres or pre-positioning of generator capacity.
2. The Scottish Government, Scottish Resilience Partnership, COSLA Improvement Service and local authorities work together to complete the final implementation of PARD with any local authorities who wish to participate, and thereafter to ensure its use is integrated into wider response plans

### Grampian Local Resilience Partnership Recommendations

1. Grampian Care for People Group in conjunction with LA's review the approach to welfare centres/hubs and provide guidance. Care for People Group to link in with national review of Care for People arrangements to influence. (Grampian Care for People Group / Local Authorities)
2. Continue to progress and expedite plans for the introduction of PARD in Grampian and ensure inclusion of Utility Companies in these plans. (PARD Working Group) UPDATE - A PARD working group has already been established and SSEN, SGN & Scottish Water are included.
3. PARD Working Group to take cognisance of boundary issues in the development of PARD for Grampian. Due to SSEN geographical boundaries differed from Local Authority boundaries. (PARD Working Group)

### Moray Council and Health and Social Care Moray (HSCM) Recommendations

1. Moray Council and HSCM to jointly work to re-invigorate Care for People planning in Moray and clarify organisational roles and responsibilities in an LRP Care for People response during major incidents and emergencies.
2. Moray Council and HSCM to escalate the joint development and implementation of an improved process and system to support the rapid identification of vulnerable individuals following the declaration of a major incident. This work to include:
  - a. Vulnerability definitions.
  - b. Vulnerability information requirements, for example about people with clinical needs that are reliant on power i.e. people with hoists, air mattress, enteral tube feeding and on oxygen therapy.

- c. Improved data quality and robust systems of maintenance of information.
- d. Mechanisms to improve cross checks of vulnerable people, mapping addresses etc across multiple systems e.g. consideration of unique reference numbering across data systems.

#### Actions required

- To review and refresh all current policies and procedures in relation to Care for people
- To clearly identify areas of organisational responsibility for Moray Council and HSCM
- To develop and agree vulnerability definitions and ability to identify person vulnerable during an incident.

#### **Response and organisational resilience (Infrastructure & People)**

##### National

1. Resilience Partnerships review their Command, Control and Co-Ordination arrangements for an emergency which involves the loss of both power and telecoms, and actively involve utilities companies in local planning where required to ensure linkage with national developments.
2. Resilience Partnerships ensure that activation and mobilisation processes, including links with energy companies, non-statutory organisations such as trunk road operating companies, and with relevant local businesses, are scoped and tested regularly. Resilience Partnerships ensure processes and protocols for mutual aid are in place and are effective
3. The Scottish Government and Scottish Resilience Partnership review and where possible streamline the mechanisms for coordinating requests for, and offers of, resources and assets at a national level during complex responses.

##### Grampian Local Resilience Partnership Recommendations

1. Further enhancements to Page One to include agencies not already signed up and feasibility of including MS Teams link in activation message to be explored. (Police Scotland)
2. Depending on nature of the incident, future responses should consider establishment of a Transport/Infrastructure Group to coordinate activity on the ground.
3. Consider forming a transport sub group/logistics group in response; brief remit of group to be added to Response & Recovery Arrangements.
4. Hold a briefing session on MACA for partner agencies to fully understand role of the military and specialist support available for civil emergencies

##### Moray Council and Health and Social Care Moray (HSCM) Recommendations

1. As a new Category 1 responder subject to the full legal duties under Civil Contingencies Act 2004, review HSCM Resilience/Civil Contingencies capacity and capability against HSCM emergency planning, preparedness, and incident response requirements, and put in place suitable and sufficient arrangements to address any capacity and capability gaps.
2. Scottish Government to be requested to develop guidance to provide clarity regarding HSCP Category 1 organisational role and responsibilities and for Preparing Scotland guidance to be updated in light of the changes to IJB and HSCP status under Civil Contingencies Act 2004.
3. Each organisation to undertake a review and refresh of organisational major incident and emergency response arrangements (in hours and out of hours) along with the protocols and procedures that underpin and support these, incorporating best practice guidance and the learning from the Storm Arwen response.

- a. HSCM and Council– review incident response plans to ensure: clearly defined roles and responsibilities for those responding to the incident; clear C3 arrangements for incident response; action cards and work flow; an appropriate level of supporting infrastructure; principles and expectation of robust and clear incident record keeping (including incident logs, decision logs and action logs).
- b. Arrangements for a core incident response team (in hours and out of hours) to be built into emergency response plans, supported by call-in protocols. Core response team should incorporate key incident response roles as well as supporting roles/functions: consideration should include emergency response officer, communications, GIS, ICT skill sets, administrative support and personnel to support incident record keeping.
- c. As part of planning moving forward, take account of the suggested operational support measures identified during the Storm Arwen response, for example consideration of:
  - i. An emergency response officer and depute to cover holidays and extended emergencies
  - ii. Communications staff on call to support MERC across range of communications activity, including social media.
  - iii. Attendance at Council IMT rather than reliance on LRP to provide the forum for information sharing and response planning

#### Actions required

- To develop available resourcing resilience during emergency events
- Development of Resilience Hub on share point to hold incident response guidance and documentation
- Review and refresh Major Incident and emergency response protocols and procedures
- Ensure the organisation is linked to and participates in all National, Grampian and category 1&2 responder alert systems and can access additionally provided resources.

#### Training

A number of training requirements have been identified through debriefs that have been completed.

Training is required at multiple levels of responders involved.

Focusing on roles and responsibilities and understanding command structure of strategical, tactical and operational delivery.

#### Action required

- Refresher training for MERC's – including strategical and tactical requirements
- Joint table top exercising for MERC's and HSCM SMOC's
- Utilising available training on Resilience Direct that is applicable to emergency event responders.

Additional Resilience Learning modules can be provided through the Scottish Resilience Development Service (ScORDS) Learning Hub. These modules are supportive for specific roles carried out by individuals or departments.

1. Resilience Structures in Scotland,
2. Stress Management in a Crisis,
3. Public Communications in a Crisis,
4. Effective Multi-Agency Working,
5. Situational Awareness and Decision Making in a Crisis,
6. Integrated Emergency Management.
7. Risk Assessment in Scotland
8. Resilience Responsibilities in Scotland.