

## Summer Operations Debrief – 20 October 2021

|                |   |
|----------------|---|
| Report author: | Marc Eyre, Service Manager for Assurance<br>Jess Rice, Emergency Management & Resilience Officer<br>Julia Long, Emergency Management & Resilience Officer |
| Report date    | 28 October 2021   |

### 1. Introduction

It was recognised that the ongoing Covid pandemic and travel restrictions would put increasing pressure on the summer operations across the Dorset Council area. The Dorset Council Operations Group (DCOG) was again instigated by Covid Silver from February (to ensure plan/resources were in place for Easter) through to the end of September, supported by a virtual Multi Agency Command Centre (MACC) provided by Event Control. DCOG was chaired by the Head of Service for Highways, with representation from relevant Council services, Dorset Police, Town and Parish Councils and the MACC. Duty Bronze officers were appointed, to differentiate operational response out of hours from the emergency response provided by the emergency planning team. The additional arrangements for 2021 summer operations were largely funded from the Contain Outbreak Management Funding (COMF).

Organisational learning is a key element of self-improvement. To assist this the Emergency Planning Team facilitated a debrief session on 20<sup>th</sup> October 2021. This was preceded by completion of an e-form by Dorset Council Operations Group representatives to identify:

- What went well;
- What didn't go so well;
- What could we do differently

In recognition that COMF funding is unlikely to be available for 2022/23 but pressures are likely to remain, the session also focused on the perceived ongoing “must haves” (both from the perspective of the DCOG representation and the Local Resilience Forum).

The session was facilitated by Marc Eyre, Service Manager for Assurance. Thank you to all those that contributed both in advance of the debrief and during the session itself, to Jess Rice for coordinating and arranging, and Julia Long / Georgie Connelly for supporting. In addition, a discussion was held with Bronze officers on 14<sup>th</sup> October.

### 2. Themes

The output of this work was themed into several key headings:

- Summer operations structures (DCOG);
- Multi Agency Command Centre;
- Information Sharing and Situation Reports;
- Operational / Bronze

Thank you to everyone that has contributed to this debrief session:

| <b>Feedback Received from:</b>   | <b>Debrief Attendance By:</b>   |
|--|---|
|  | Covid Silver: Matthew Piles   |
| Assurance/Emergency Planning: Jess Rice; Julia Long; Ovi Rominger; Marc Eyre | Assurance/Emergency Planning: Jess Rice; Julia Long; Marc Eyre                    |
| Communications: Kirstie Snow   | Communications: Kirstie Snow  |
| Place: Jamie Joyce; Sally King; Paul Hutton; Helen Heanes; Jack Wiltshire    | Place: Jack Wiltshire; Graham Duggan; Paul Hutton; Mark Foxwell; Giles Nicholson; |
| Place/Bronze: David Clegg; David Diaz; Matthew Boulter; John Newcombe;       | Place/Bronze: Matthew Reeks; David Clegg  |
| Dorset Police: Ged Want  | Dorset Police: Andy Edwards   |
| Weymouth Town Council: Jane Biscombe   | Weymouth Town Council: Jane Biscombe  |
| Controlled Events (MACC): Hannah Walley                                      | Controlled Events (MACC): Rob Walley; Hannah Walley                               |

**Bronze discussion 14<sup>th</sup> October:** David Diaz; John Newcombe; Matt Boulter; David Clegg

## Summary of Findings

DRAFT

## A) Summer Operations Structures (DCOG)

| A1) What Went Well? |   | A2) What Didn't Go So Well? |   | A3) What Could We Do Differently? |   |
|---------------------|---|-----------------------------|---|-----------------------------------|---|
| A1.1                | Timely set up of structures with budgets clearly allocated from COMF funding. February set up ensured plans/resources in place for the Easter weekend | A2.1                        | Not all discussions were relevant to the entire membership                                    | A3.1                              | Funding needs to be determined prior to 2022 summer planning  |
| A1.2                | Well chaired with effective membership; good knowledge sharing and decision making capability   | A2.2                        | Inconsistent expectations from Gold as to what level of information they should be sighted on | A3.2                              | Less use of acronyms  |
| A1.3                | "Coordinating" not "Command / Control"  | A2.3                        | Increased pressures on officers is not sustainable for future years                           | A3.3                              | Summer operations presentation to all attendees / command & control to explain arrangements in place and manage expectations (Gold / Silver / Bronze / Duty front line staff) |
| A1.4                | Enabled key messages to be shared with teams  | A2.4                        | Not all partners are engaged in the Safety Advisory Groups                                    | A3.4                              | Invite to other duty officers and SAG coordinator   |
| A1.5                | Good team working and reassurance that teams not working in isolation   |                             |   | A3.5                              | DCOG to determine risk levels (Green = Bronze level; Amber/Red= Bronze / Silver / Comms)  |
| A1.6                | Positive opportunity to reflect on previous week and look forward to future challenges  |                             |   | A3.6                              | Physical meetings   |
| A1.7                | Agility to stand up/stand down resources  |                             |   | A3.7                              | Strategic meetings between Dorset Police / Dorset Council should be retained throughout the year (quarterly)  |
| A1.8                | Effectiveness of DCOG meant that very few issues had to be escalated to Gold/Silver   |                             |   | A3.8                              | There is a need to recognize extra summer pressures/demands into job descriptions and remuneration for additional hours   |
| A1.9                | Parish and Town Councils were really appreciative of input and involvement  |                             |   | A3.9                              | Summer operations briefings for Parish and Town Councils  |
| A1.10               | Positive Local Resilience Forum recognition of DC's summer operation arrangements   |                             |   | A3.10                             | Raise Safety Advisory Group awareness with Parish & Town Councils and other partners that currently do not contribute   |

**"Must Haves" for 2022** – It was agreed that increased visitor demands were likely to continue into the next few years. Whilst this may be deemed a "new" business as usual, it is important to retain an iteration of the DCOG as a mean to coordinate and escalate to partner organisations. Early communication/engagement with key stakeholders – Gold / Silver / Bronze / Duty Groups / elected members / parish & town councils.

## B) Multi Agency Command Centre

| B1) What Went Well?   |   | B2) What Didn't Go So Well? |  | B3) What Could We Do Differently? |  |
|---|---|-----------------------------|--|-----------------------------------|--|
| B1.1  | Great support from MACC, managing incoming demands/incidents well             | B2.1                        | MACC operating hours   | B3.1                              | Review MACC operating hours (longer? Start/end later?)   |
| B1.2  | Flexibility of MACC – additional hours  | B2.2                        | Benefits of MACC not shared equally across services/partners | B3.2                              | MACC weekend meetings based on defined risk level (Green = Bronze; Amber / Red = Silver / Bronze / Comms)    |
| B1.3  | Weekend MACC meetings chaired by Silver (particularly during pressure points) | B2.3                        | Weekend MACC meetings did not always feel necessary          | B3.3                              | Reduce MACC update length (remove BAU)   |
| B1.4  | Regular MACC updates  | B2.4                        | Some shared information needed more restrictive circulation  | B3.4                              | Update reports sensechecked before circulation   |
| B1.5  | MACC - contact point for councillors  | B2.5                        |  | B3.5                              | Communication of contact point for councillors may need to be shared more regularly and expectations managed |
| <b>“Must Haves” for 2022</b> – There needs to be some level of central coordination, whether via a virtual MACC or an amended remit of the Bronze role. Otherwise co-ordination falls back on emergency planning response structures (DEPO / Silver). |   |                             |  |                                   |  |

### C) Information Sharing / Situation Reports

| C1) What Went Well?   |  | C2) What Didn't Go So Well? |  | C3) What Could We Do Differently? |   |
|---|--|-----------------------------|--|-----------------------------------|---|
| C1.1  | Good information flow via SitReps      | C2.1                        | Sitreps were patchy (not always submitted by key areas)                  | C3.1                              | Sitreps on an exception basis, rather than reporting BAU. Alternate solution at the session was for an easy 'tick box' method to report nil/BAU |
| C1.2  | Weather updates                        | C2.2                        | Operational teams struggled to complete Sitreps due to service pressures | C3.2                              | Consider how we incentivise SitRep completion   |
| C1.3  | Good info flow with LRF/Partners       |                             |  | C3.3                              | Consider more easy methods for SitReps to be returned by operational services (via mobile phones)   |
| C1.4  | BCP trigger meetings – wider awareness |                             |  |                                   |   |
| C1.5  | Updates for portfolio holders          |                             |  |                                   |   |
| <b>“Must Haves” for 2022</b> – Situation reporting will remain vital, but with improvements to ensure that it can be provided more easily by operational services, with the ability to report a BAU/Nil response (for instance, via mobile phone) |  |                             |  |                                   |   |

## D) Operational / Bronze

| D1) What Went Well?   |   | D2) What Didn't Go So Well? |   | D3) What Could We Do Differently? |  |
|---|---|-----------------------------|---|-----------------------------------|--|
| D1.1  | Bronze officer – Relevant “Place” experience                      | D2.1                        | Some duplication between MACC and Bronze Officer role   | D3.1                              | Consolidate MACC / bronze into single role. Note – If this was a change to Bronze role, it would most likely need to be fixed additional hours rather than a standby.              |
| D1.2  | Separation of operational / emergency response                    | D2.2                        | At times arrangements seemed overkill for essentially BAU   | D3.2                              | Improve contact detail on Delve (including out of hours)   |
| D1.3  | Contact information shared weekly                                 | D2.3                        | Difficult to get hold of some contact information   | D3.3                              | Input into out of hours review   |
| D1.4  | Service contacts responded well                                   | D2.4                        | Some disparities / duplication with out of hours set-ups  | D3.4                              | Streamline communication channels for duty officers  |
| D1.5  | Effective control of traveller incursions                         | D2.5                        | Not all Gold officers appreciated that this was operational not strategic   | D3.5                              | Determine how an out of hours response for gypsy/traveller issues can be maintained (whether via reinstating specific duty rota or embedded within existing operational duty role) |
| D1.6  | Gypsy/Traveller duty rota   | D2.6                        | Bronze officer was sometimes overwhelmed with the different communication channels (phone, text, email, Teams). Need to establish one communication channel |                                   |  |
| D1.7  | Additional resourcing on waste (extra collections / out of hours) |                             |   |                                   |  |
| D1.8  | Positive public feedback  |                             |   |                                   |  |
| <p><b>“Must Haves” for 2022</b> – It was agreed that increased visitor demands were likely to continue into the next few years. Whilst this may be deemed a “new” business as usual, it is important to retain an iteration of the DCOG as a mean to coordinate and escalate to partner organisations. Some level of out hours response for gypsy/traveller issues is key – either through reinstating the duty rota or embedding the knowledge with an existing operational duty role.</p> |   |                             |   |                                   |  |