

# Information Briefing

Report  
from:

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Solicitor and Monitoring Officer

Date:

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Report to:

Co-ordinating O&S Committee

## **Covid 19 – Temporary Governance Arrangements**

### **1 Executive Summary**

- 1.1 To set out temporary governance arrangements during the Covid 19 outbreak, including how decisions are currently being taken.

### **2 Recommendations**

- 2.1 To note the temporary governance arrangements during the Covid 19 outbreak.

### **3 Background**

- 3.1 On 18 March 2020 the Council activated its emergency plan in response to the Covid 19 outbreak. This means that since this date the City Council has been operating its full command and control structure and, as such, normal reporting and decision-making rules have changed and do not apply in this response.
- 3.2 The Constitution and the Emergency Plan sets out how decisions will be made during the Emergency. The information below summarises the command and control structure, including setting out the purpose, roles and responsibilities.

### **4 Command and control**

- 4.1 The Strategic / Tactical / Operational Command and Control structure is a nationally adopted framework by all emergency response organisations. The command and control structure ensures a joined-up approach to emergencies at various scales. This approach splits the response into three sections:
  - Strategic (also referred to as Gold)
  - Tactical (also referred to as Silver)
  - Operational (also referred to as Bronze)

## 5 Gold Command (Strategic Team)

- 5.1 The Strategic Team is headed by the Gold Commander. The role of the Gold Commander is set out in the City Council's Major Emergency Plan.
- 5.2 The Chief Executive is usually appointed as Gold Commander, unless delegated.
- 5.3 Graeme Betts was Acting Chief Executive at the time the emergency plan was activated and was designated Gold Commander.
- 5.4 On 18 May 2020, Chris Naylor became the Council's Interim Chief Executive and will take over the role of Gold Commander on 25<sup>th</sup> May.
- 5.5 The purpose of the Strategic level is to consider the emergency in its wider context; determine longer-term and wider impacts and risks with strategic implications.

GOLD COMMAND (STRATEGIC TEAM)	
Lead Officer	Chris Naylor (Chief Executive) from 25 <sup>th</sup> May
2 <sup>nd</sup> in command	Jonathan Tew (Assistant Chief Executive)
Purpose	<ul style="list-style-type: none"><li>o To keep under review the Strategic response of the Council in the event of a major emergency.</li><li>o To ensure preparations have been made for a resilient response and to respond as required.</li><li>o To ensure the Local Authority Tactical Cell have the necessary resources to respond.</li></ul>
Roles and responsibilities	<ul style="list-style-type: none"><li>o To set the local authorities strategic aims and objectives for the response and recovery.</li><li>o To ensure implementation of short-term business continuity for normal council services during the initial emergency response where services are affected either directly or indirectly through the diversion of resources to respond to the emergency.</li><li>o To put in place longer term business continuity arrangements for the recovery phase after the initial emergency response.</li><li>o To identify as required, additional resources in support of the Tactical and Operational Responders in circumstances where existing resources are insufficient to cope with the scale or duration of the emergency.</li><li>o To provide incident liaison officers for multi-agency command posts if requested.</li><li>o To ensure that sufficient capacity exists to sustain Strategic, Tactical, and Liaison Officer roles, both in the absence of individual responders, and to cover a 24-hour shift pattern.</li><li>o Consider the welfare of all staff involved in the response.</li></ul> <p><b>The Gold Command must be flexible to meet the needs at the time of emergency.</b></p>

## 6 Silver Command (Tactical Team)

- 6.1 The Tactical Team carries out the objectives set by the Strategic Team by directing council resources. The manager of each of the five operational work cells is a core Tactical Team member.
- 6.2 The Tactical Commander will be a nominated senior member of staff and will lead this group.

The purpose of the tactical level is to ensure that the actions taken by the operational level are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency.

<b>SILVER COMMAND (TACTICAL TEAM)</b>	
<b>Lead Officer</b>	<b>Rob James</b> (Director)
<b>2<sup>nd</sup> in command</b>	Kevin Hicks (Assistant Director)
<b>Purpose</b>	<ul style="list-style-type: none"> <li>o To manage the Tactical and Operational response of the Council in the event of a major emergency.</li> <li>o To ensure preparations have been made for a resilient response and to respond as required.</li> <li>o To ensure the necessary resources have been requested and are deployed to ensure an adequate response.</li> </ul>
<b>Roles and responsibilities</b>	<ul style="list-style-type: none"> <li>o Liaise across all levels of the response and to provide Tactical leadership and co-ordination for the Tactical response during an emergency response.</li> <li>o Liaise with Multi-Agency partners and the media as required, agreed.</li> <li>o Liaise with the TCG Officer to coordinate the internal and multi-agency response.</li> </ul>

## **7 Bronze Command (Operational Team)**

- 7.1 The operational level also known as Bronze are the staff and resources who undertake the immediate ‘hands-on’ work at the scene
- 7.2 The Operational Team are divided into five Work Cells: Communications, Environment, Facilities, Health and Welfare and Information Processing.
- 7.3 The five Work Cells will be responsible for co-ordinating Local Authority resources to ensure preparations have been made for a resilient response and to respond as required.

<b>WORK CELLS (OPERATIONAL TEAM)</b>				
<b>Communications</b>	<b>Environment</b>	<b>Facilities</b>	<b>Health and welfare</b>	<b>Information processing</b>
<b>IC: Eleri Roberts</b>	<b>IC: Darren Share</b>	<b>IC: Kathryn James</b>	<b>IC: Maria Gavin</b>	<b>IC: Wendy Griffiths</b>
2 <sup>nd</sup> : Sarah Kirby	2 <sup>nd</sup> : Mark Croxford	2 <sup>nd</sup> : Philip Andrews	2 <sup>nd</sup> : Tim Normanton	2 <sup>nd</sup> : Geraldine Collins
3 <sup>rd</sup> : Kris Kowalewski	3 <sup>rd</sup> : Louise Bessant	3 <sup>rd</sup> : Martin Tolley	3 <sup>rd</sup> : John Jamieson	3 <sup>rd</sup> : Sheraz Yaqoob
<ul style="list-style-type: none"> <li>- Media briefing, conferences and statements</li> <li>- Intranet / internet content</li> <li>- Communications with Elected Members</li> <li>- Media enquiries</li> <li>- Social media monitoring</li> <li>- Staff briefings</li> </ul>	<ul style="list-style-type: none"> <li>- Road traffic management</li> <li>- Animal health</li> <li>- Flooding and reservoir</li> <li>- Pollution health and safety</li> <li>- Environmental health issues</li> <li>- Neighbourhood management</li> <li>- Parks and green space</li> </ul>	<ul style="list-style-type: none"> <li>- IT and telephony</li> <li>- Transport</li> <li>- Health and safety</li> <li>- Human Resources</li> <li>- Property services</li> <li>- Car parks</li> <li>- Council / corporate facilities</li> <li>- Emergency housing repairs</li> <li>- Community donations</li> </ul>	<ul style="list-style-type: none"> <li>- Emergency advice and support for Education</li> <li>- Emergency social care</li> <li>- Emergency centres</li> <li>- Public health issues</li> <li>- Emergency accommodation</li> <li>- Emergency feeding and benefits</li> </ul>	<ul style="list-style-type: none"> <li>- Taking partner and public messages</li> <li>- Information points</li> <li>- Administration support</li> <li>- Security</li> <li>- Maintaining incident logs and action boards</li> </ul>

## **8 Decision Making Under the Emergency Plan**

- 8.1 Under the Constitution, “an urgent decision necessary out of office hours taken in accordance with the Council’s Emergency Management Plan by the Officer acting at Gold or Silver level at the relevant time” is exempt from the rules regarding key decisions and should be reported to Cabinet as required.<sup>1</sup>
- 8.2 This is in addition to the general authority given to the Chief Executive to agree executive reports: “In an emergency an executive report may be agreed by the Chief Executive following consultation with the Leaders of the Political Groups.”<sup>2</sup>
- 8.3 There are also delegations to Chief Officers as follows:
- (i) Chief Officers and Statutory Officers (or deputising officers) are empowered to authorise all necessary actions in relation to disasters and emergencies as designated under the Council’s Emergency Plan when activated; or under Business Continuity Plans in the event of a business continuity disruption.
  - (ii) In the event of the Emergency Plan being activated, and following action taken, the Chief Officer must notify the Chief Finance Officer in writing of the circumstances and estimated financial impact and report formally to the relevant Cabinet Member or, for non-executive matters, to the next available meeting of the relevant committee.<sup>3</sup>

## **9 Publication of decisions**

- 9.1 It is proposed that decisions which have been taken under delegated authority by the Emergency Plan will be published on CMIS by the end of June.
- 9.2 It has always been the intention to publish decisions taken during this time, however whilst the City Council remains under the “response” phase of the Emergency Plan and has been continually responding to the crisis as it develops, it has not been reasonably practicable to publish all decisions taken at this time.
- 9.3 The background papers of any decisions taken which are subject to Schedule 12A of the Local Government Act 1972 (exempt information) will not be available to the public.

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<sup>1</sup> Part B3.1 Decision Making

<sup>2</sup> Part B4.2

<sup>3</sup> Part E3.3