

BELFAST CITY COUNCIL

June 2012 Flooding Incident Report

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Introduction

Background

1. The flooding emergency on Wednesday 27th June 2012 was a localised event, encompassing primarily the Belfast, Lisburn and Castlereagh areas with additional impact in the Armagh and Cushendall areas and just over a week later in Newcastle Co. Down. Whilst there was no official severe weather warning in place initially for the evening of 27 June the Met Office Advisor, Civil Contingencies, (MOACC) had advised responders and departments on Tuesday 26th June of the possibility of “showery rain on Wednesday possibly turning heavy and thundery, especially later in the day and overnight and continuing into Thursday morning”. A yellow level “Be Aware” warning was also in place from 0600 hours on Thursday morning. The Greater Belfast area was not considered to be at any higher risk than other eastern areas. However, as soon as it became apparent that a significant event had commenced on June 27th a weather warning was issued immediately (1910 hours) and responders informed.
2. During a flooding de-brief the MOACC informed the organisations that 44mm of rain fell in just three hours on the evening of 27th June at Stormont. By way of comparison, 50mm of rainfall fell in approximately 90 minutes at Ravenhill Road Belfast on 12 June 2007. Therefore the storm of 27th June could be described as “unusual” but not as extreme as the 2007 event. The MOACC said that what made the June 2012 event perhaps more significant was the fact that a larger geographical area of Belfast was affected. By their nature, localised and intense rainfall events make planning and response extremely difficult.

The Impact

3. With rivers overflowing and drainage infrastructure unable to cope with the demand a serious impact was felt across homes and businesses. This included the Ulster Hospital at Dundonald where there was flooding on the ground floor which compromised telephony and mains power infrastructure.

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4. The Stormont estate was also badly affected where Dundonald House experienced severe flooding in the basement resulting in major pumping out over a number of days by NI Fire & Rescue Service. The building was rendered unusable for some 800 NI Civil Service staff based there. There was also significant pressure on critical infrastructure such as pumping stations.

Summary of the Flooding Response

5. Council Officers first became aware of the situation when they started to take calls about flooding in various parts of Belfast at 7:30pm on 27th June. The Belfast City Council Emergency Co-ordination Officer (ECO) opened the Emergency Coordination Centre (ECC) in the City Hall and the Council's emergency plan was activated by 8:10pm.
6. The Belfast Resilience Multi-Agency Flood Plan was activated and various organisations activated their organisational emergency plans around the same time as Belfast City Council. Agencies were invited into the City Hall ECC at an early stage and those who attended on the night of 27th June included PSNI, NI Ambulance Service, NI Fire & Rescue Service, NI Water, NI Housing Executive, Belfast Health & Social Care Trust, NIE, DRD Roads Service and the Eastern Area Emergency Planning Co-ordination Officer (EPCO) who acted as liaison for Lisburn City Council and Castlereagh Borough Council. Other organisations communicated by conference call including; Rivers Agency, Met Office, Flooding Incident Line, and Civil Contingencies Policy Branch in OFMDFM. Later on additional organisations either attended the ECC or participated in conference calls including Public Health Agency, DoE Local Government Policy Division (LGPD), British Red Cross, Maritime & Coastguard Agency and RNLI.
7. Initially the emergency response was focused on 'Flood Plan Priority 1' (Incidents involving Life Risk). These were monitored by PSNI, NI Fire & Rescue Service and NI Coastguard. The PSNI took a lead on co-ordination during these activities and had they become any more serious PSNI would have opened the Strategic Co-ordinating Group (SCG or Gold) centre at PSNI HQ. Fortunately

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search and rescue operations were completed quickly with no loss of life and the response became more focused on the protection of infrastructure and properties. During this time non-emergency service organisations were taking many reports of flooding and requests for sandbags and assistance from distressed householders and property owners.

8. From the very outset of the flooding there were difficulties in trying to co-ordinate the response to flooded residential and business properties. It was difficult to build a common shared picture of the worst hit areas and communication with the public was hampered by a lack of call handling staff at the Flooding Incident Line call centre which is the first point of contact for the public. The demand from the public for sandbags was enormous and despite the best efforts of the Councils and other Agencies due to the speed of the flash flooding it was impossible to deliver sandbags in time or get sandbags out of existing containers to prevent the flooding of properties.
9. The response quickly moved to 'Flood Plan Priority 2' (Incidents involving action to protect national infrastructure) due to the concern about the risk of flooding at the Ulster Hospital site along with concerns about pumping stations. This came close to triggering a further escalation to a strategic level and the activation of the Civil Contingencies Group (NI). Once again both these situations were brought under control by organisations such as NIFRS, NIE, NI Water and the Ulster Hospital Estates team and the level of response remained at the local level.
10. The initial operations of the Flood Plan for priorities 3, 4 & 5 (Incidents involving domestic and commercial property and the road network) required Belfast City Council and other Councils to place a number of Emergency Support Centres on standby for any residents who were displaced from their homes. However these were not required as residents preferred to stay and clean up their homes so the emphasis moved to the inspection of properties, providing assistance to residents on recovery activities and assessing eligibility for the severe inconvenience payment. Belfast City Council also made information available on

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its website from the very outset and used social media along with the more common media channels to communicate information to the public.

11. DOE Local Government Policy Division very quickly activated the Scheme of Emergency Financial Assistance and estimate that around £2 million will be paid with approximately £1.6 million to householders who were severely inconvenienced by the flooding. In the Belfast City Council area this will amount to around £725,000 being paid out to householders.
12. Overnight severe weather warnings of further heavy rain were forecast by the Met Office but did not hinder the commencement of recovery work the following morning on 28th June. Councils and Agencies opened up help-lines and provided additional call centre resource for residents affected by the flooding. Inspections of flooded properties commenced immediately and the first £1,000 cheques were paid out to residents by Belfast City Council on the afternoon of 29th June.
13. Contractors were engaged using the resilience Local Government Emergency Management Group (LGEMG) 'Call-off Contracts Protocol' which many NI Councils have agreed with the NI Housing Executive. This allowed electrical and gas checks, de-contamination and drying out work to begin right away so that residents could begin the long process of restoring their homes to normal once again. Recovery work from the flooding for householders continues at the writing of this report with many residents still out of their homes.
14. Many cases involving vulnerable people were followed up by the Belfast Health & Social Care Trust who activated their support protocol with the British Red Cross. Much work has been undertaken by the Councils and Agencies since the flooding emergency and these actions will be further detailed in the recommendations section of the report.
15. Following the flooding the Belfast Lord Mayor and Belfast City Council Members held a meeting with a number of agencies in early July. Actions agreed at that

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meeting have been included along with recommendations from the Belfast City Council staff that provided feedback.

In addition to the above meeting a Multi-Agency debriefing was hosted by the Council in City Hall on 20th August 2012 and was facilitated by Inspector Arthur Davidson, a PSNI officer not involved in the flooding response. The recommendations from the multi agency debrief are attached to the report as appendix 2.

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Key issues

Overall the swift and coordinated response to the flooding event in June was very positive, with the ECC set up within 40 minutes of notification and all relevant agencies immediately sending a liaison person to the ECC or joining in regular teleconferences. However there were a number of issues that will require to be addressed to improve the response to flooding in Belfast. These have been summarised under the headings below.

1. Preparation and Planning

Although the agencies have been working together through the Belfast Resilience Forum to develop a flood plan for Belfast and this enabled the Council to immediately assume a coordinating role; the plan did not contain a multi agency asset register for flooding. This meant that there was no process for handling requests for sandbags by the public on the scale which occurred in June and all agencies had difficulty with the absence of a clear process for the prioritisation and distribution of the sandbags.

The problem with the demand for sandbags was compounded by the fact that access to the sandbag store at Orangefield Park in east Belfast was flooded and dangerous. The Council was able to use a contractor to deploy sandbags and a temporary protocol was drawn up and agreed by agencies during the response which helped but further work is required to ensure the flood plan incorporates a multiagency asset register for flooding response in Belfast, which details the relevant protocols, agreements and memorandums of understanding.

The deployment of sandbags during a flash flooding incident will be of little use during the event. It is important therefore that the storage, location and deployment of sandbags should be considered in the preparation phase following receipt of weather warnings and as part of local neighbourhood emergency planning arrangements.

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2. Communication and Coordination

Despite very good and prompt liaison arrangements, poor information flow in the early stages of the emergency made coordination and decision making in the ECC very difficult. There were a number of reasons for this. Flooding Incident Line (FIL), which is advertised as the main point of contact for the public during flooding was slow to bring in sufficient staff to cope with the volume of calls it was receiving which meant that people could not get through to it in the early stages of the flooding; people then phoned the Council and became very irate when advised to contact FIL.

FIL was also unable to provide information to members of the public on issues to do with sandbags or insurance.

The contract and system used by FIL enables it to handle calls and pass information to the three main drainage agencies. It is not set up to provide information to the Council despite the fact that many people phone it requesting an inspection to enable them to receive the £1000 payment through the DOE Emergency Scheme of Financial Assistance. Despite best efforts these calls are often lost and the public are unaware that they will not receive an inspection without contacting the Council directly.

Any information provided to the Council by FIL has to be compiled manually, which is time consuming and slow, and it results in the information not being presented in a format that can enable a clear picture of the worst affected areas to be identified. This hinders the development of an effective 'commonly recognised information picture' (CRIP) being established at an early stage in the response. A CRIP is a tool that can be used in a multi agency coordination centre for sharing information and which facilitates strategic decision making.

During the June flooding response information was coming into the ECC from many different sources, which created significant confusion and it took a number of hours to fully understand where the properties most impacted by the flooding were located. Given the potential for loss of life in this type of flash flooding event the need for clear and accurate information from the outset is essential.

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There were other issues which hindered information flow in the ECC on the night of the response, which included some internal processes not being followed. Important roles were not assigned at an early stage, people in the ECC were not clearly identified and there were people in the room that did not have a specific role. Response and recovery processes and issues became blurred making coordination and strategic decision making difficult. All of these issues are being addressed.

The overall coordination during the June flooding incident was probably the best level of coordination to date; and it was the immediate establishment of that coordination which enabled the speedy activation of the Scheme of Emergency Financial Assistance to District Councils by DOE/DFP. This resulted in payments being made to householders within two days of the flooding. To build on this it was agreed at a meeting led by the Lord Mayor following the June flooding that all relevant agencies would be prepared to send a liaison officer to the multi agency coordination centre and that the person would be at a senior level and have effective lines of contact into their own emergency control rooms and teams. How this is organised in the future will obviously depend on the scale of the incident.

3. Recovery

The recovery process was very positive with the Council opening its 0800 help line first thing on the day following the flooding. This enabled FIL to refer callers with recovery queries, such as those relating to clean up and insurance, to the Council. The Council was able to call on its 'Tree' contractor to deliver sandbags through the night and it used the Northern Ireland Housing Executive call off contracts to assist in the clean up. Officers were on the ground the following day and worked on evenings and at the weekend to ensure a speedy response. Despite this there were a number of issues. The Customer Relationship Management System used during flood emergencies did not work as well as it should, which resulted in our inspection process being delayed at times and although this was not perceived by the public and did not detract from the

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service, it caused considerable confusion and duplication for officers carrying out inspections.

Recovery from this type of event begins during the response phase and a senior manager to coordinate and manage the recovery process should have been designated at that early stage. There was an initial breakdown in the process for collating information and allocating work and all officers were not properly briefed on the inspection process and forms which are used when the scheme of emergency financial assistance is in operation.

Recovery from a major flooding event like this is very protracted, and is in fact still ongoing. It is important therefore that the resources required for recovery are identified in advance, at the planning stage, and effectively deployed at an appropriate level for the duration of the recovery process.

The health and safety of staff assisting with the deployment of sandbags and carrying out inspections must also be a key consideration during recovery from a major flooding incident and should be addressed during planning.

4. Flood Prevention

There was a strong feeling following the June flooding incident that there should be a greater focus on flood prevention and that Government should lead on this by:

- Making investment in flood defences and flood alleviation schemes a priority in flood prone areas
- Establishing a collective approach across agencies to identify priority areas and reprioritising spend and timeframes for completing short, medium and longer term works
- Considering more intense infrastructure maintenance, particularly road drainage gullies, river grilles, etc. in flood prone areas
- Addressing the issue of sustainable drainage in new property developments and modifications to surfaces at existing dwellings

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5. Additional Learning Points

- The urban flood risk in Belfast is high, even during relatively modest events;
- The 'storm season (May to mid September) is a period when an ongoing state of preparedness needs to be put in place;
- It is important to have plans in place and to test them regularly. The Council was able to activate its plans and establish immediate multi agency coordination. However the planning arrangements did not include agreement on the distribution of sandbags or some aspects of the recovery process.
- There is a need to widely promote the importance of householders having flood insurance
- Preventative work is important, particularly building capacity and self help in local neighbourhoods to prevent properties being flooded and or to minimise the impact.
- The June event highlighted how much assurance residents derive from having prompt access to sandbags.
- Sustained advice and support for residents during the recovery phase is very important, e.g. advice in completing insurance claims was recognised as a particular need.
- All multi agency local contacts should be kept up to date and regularly tested.
- A process is needed for speeding up the sharing of information between organisations at an early stage in the response.
- The flood alert system could be improved, for example, linking the Council emergency phone, which operates on a 24 / 7 basis, into the existing flood alert systems for certain rivers.
- It was agreed that there is a need for OFMDFM to appoint a lead government agency responsible for overseeing and coordinating the various

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agencies during major flooding events. This would greatly assist the Council with its coordination at a local level.

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Recommendations

The table in Appendix 1 sets out who will lead on taking the recommendations forward and the timeframe for completion. Oversight of the implementation of the actions will lie with the Emergency Planning Team in Environmental Health. The Council will also have a role in contributing to the completion of a number of the actions that came out of the multi agency debrief and which are included in Appendix 2. Davy Neill, the Council's Emergency Coordination officer will be responsible for ensuring the Council feeds into the various work streams for completion of those actions as required.

Strategic Recommendations

1. Integrated Belfast Flood Alleviation Infrastructure Programme

Working closely with the drainage agencies the Council will commission work to consider those areas of the city which continue to flood causing severe inconvenience and distress to citizens taking account of works proposed to alleviate the flooding and recommending actions that might be taken in the short, medium and long term in support of the development of an integrated flood alleviation programme for Belfast.

2. Flooding Incident line

A meeting will be arranged with the senior managers of FIL to discuss the information needs of the Council during a major flooding incident. These discussions will consider the Council's responsibilities in coordinating local response and recovery and in administering the DOE scheme of emergency financial assistance, which will remain active for the remainder of this financial year. Consideration will be given as to how information processes can be improved and new more efficient and effective processes developed

3. Improved communication with Citizens

It was agreed that the Council will consider how it might, with the assistance of the drainage agencies, organise a number of events to better inform residents of the measures they can take to prepare for flooding and the assistance available to them before, during and after flooding has occurred.

4. DOE Emergency Scheme of Financial Assistance

The Council will provide feedback to DOE on the difficulties in managing the emergency scheme, particularly in relation to the £1000 payments and in applying the criteria.

5. Flood Defences

The Council agreed to arrange a meeting with the drainage agencies to consider the viability of providing individual flooding defence mechanisms for householders and businesses in known flooding hotspots. It is understood that this is an issue being considered regionally in the review being carried out by the Executive's Performance Efficiency Delivery Unit (PEDU).

6. Community Emergency Planning

The Council will further develop Community Emergency and Self Help plans focused on neighbourhoods in flood risk areas. Meetings with residents in the Orangefield area have already commenced and this work can be used to pilot this approach.

7. Prevention

The Council will provide information to PEDU (as part of the review) on the importance of investing in flood prevention by:

- Making investment in flood defences and flood alleviation schemes a priority in flood prone areas
- Establishing a collective approach across agencies to identify priority areas and reprioritising spend and timeframes for completing short, medium and longer term works
- Considering more intense infrastructure maintenance, particularly road drainage gullies, river grilles, etc. in flood prone areas
- Addressing the issue of sustainable drainage in new property developments and modifications to surfaces at existing dwellings

8. Lead Agency

The Council will recommend in DFP/PEDU review that OFMDFM appoints a lead Agency and 'point person', e.g. single Minister / Department head in Central Government when significant flooding occurs.

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- 9. Communication** – the Council will review and improve communication by:
- a. Developing an agreed process to establish an initial Commonly Recognised Information Picture (CRIP) as a first agenda item at Multi-Agency response meetings. The ECC should have a more effective means of establishing the CRIP. Consideration should be given to use of the CCG (NI) situation report being fed in from the various liaison officers in advance of teleconferences or multi agency meetings.
 - b. Giving consideration to a shared IT platform / programme to assist Communications, oversight and emergency management.
 - c. Investigating the use of collaborative GIS systems such as INSPIRE in flooding emergencies linked to ‘real time’ data from Flooding Incident Line and responding organisations.
- 10. Multi Agency Planning** – the Council will:
- a. Review Belfast Flood Plan to incorporate new arrangements.
 - b. Complete the work on developing a Tidal Flood Protocol.

Operational Recommendations

1. Sandbags

- a. Develop an interim multi agency protocol for Belfast for the provision, storage and deployment of sandbags.
- b. Work with the drainage agencies and residents to establish local access to sandbags
- c. Support the development of a regional MOU for the storage, provision and deployment of sandbags

2. Connswater Community Greenway – interim flood alleviation measures

Agree interim flood prevention measures in a Memorandum of Understanding (MOU) with Rivers Agency, for the Connswater Community Greenway; including additional sandbag storage points, filling sandbags, visual monitoring and clearance of river culvert grilles and installation and removal of a temporary flood barrier at Victoria Park.

3. Flood Alert Systems

- a. Request Rivers Agency to include the Emergency Co-ordination Officer Duty mobile phone on the telemetry text message warning alerts for the Knock, Loop and Connswater rivers.
- b. Request Rivers Agency to include the Emergency Co-ordination Officer Duty mobile phone on the UK Coastal Monitoring & Forecasting (UKCMF) Tidal Flood warning system.

4. Information

- a. Review and update the information relating to flooding on the Council's web site. In particular include information on where residents can get advice and support on making insurance claims.
- b. Insert the pull out pocket size flooding information leaflet in the September edition of City Matters. Following on from that ensure it is included in the June edition each year.

5. Planning

- a. Review the Council's flood response and recovery arrangements and develop to ensure the Council can provide a rapid response to flooding where no weather warning has been given.
- b. Incorporate a multiagency asset register for flooding response in Belfast, which details the relevant protocols, agreements and memorandums of understanding.
- c. Develop a 'battle box' resource to be used during flooding emergencies
- d. Review call handling systems and capabilities
- e. Arrange periodic tests of emergency contacts used during flooding incidents
- f. Identify additional members of staff that are willing to provide support during emergencies
- g. Improve procedures for contacting staff
- h. Provide name badges for staff indicating their role

6. Recovery

Review and revise recovery process including the use of the Emergency Customer Relationship Management (E-CRM) system and management of data

7. Health and Safety

- a. Review and update flooding risk assessment.
- b. Review personal protective equipment PPE requirements for staff involved in recovery work.

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Appendix 1 - Belfast City Council Recommendations

Strategic

Action	Owner	Target Date for Completion
<p>Integrated Belfast Flood Alleviation Infrastructure Programme</p> <p>Working closely with the drainage agencies the Council will commission work to consider those areas of the city which continue to flood causing severe inconvenience and distress to citizens taking account of works proposed to alleviate the flooding and recommending actions that might be taken in the short, medium and long term in support of the development of an integrated flood alleviation programme for Belfast.</p>	<p>Suzanne Wylie A project delivery team will be established.</p>	<p>May 2013</p>
<p>Flooding Incident line</p> <p>Arrange a meeting with the senior managers of FIL to discuss the information needs of the Council during a major flooding incident. These discussions should consider the Council's responsibilities in coordinating local response and recovery and in administering the DOE scheme of emergency financial assistance, which will remain active for the remainder of this financial year. Consider how information processes can be improved and new more efficient and effective processes developed</p>	<p>Valerie Brown / Davy Neill</p>	<p>December 2012</p>
<p>Improved communication with Citizens</p> <p>It was agreed that the Council will consider how it might, with the assistance of the drainage agencies, organise a number of events to better inform</p>	<p>Davy Neill</p>	<p>March 2013</p>

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<p>residents of the measures they can take to prepare for flooding and the assistance available to them before, during and after flooding has occurred.</p>		
<p>DOE Emergency Scheme of Financial Assistance Provide feedback to DOE on the difficulties in managing the emergency scheme, particularly in relation to the £1000 payments and in applying the criteria.</p>	<p>Davy Neill / Claire O’Neil</p>	<p>September 2012</p>
<p>Flood Defences The Council agreed to arrange a meeting with the drainage agencies to consider the viability of providing individual flooding defence mechanisms for householders and businesses in known flooding hotspots. It is understood that this is an issue being considered regionally in the review being carried out by the Executive’s Performance Efficiency Delivery Unit (PEDU).</p>	<p>Suzanne Wylie</p>	<p>November 2012</p>
<p>Community Emergency Planning Further develop Community Emergency and Self Help plans focused on neighbourhoods in flood risk areas. Meetings with residents in the Orangefield area have already commenced and this work can be used to pilot this approach.</p>	<p>Davy Neill</p>	<p>March 2013</p>
<p>Prevention - Provide information to PEDU (as part of the review) on the importance of investing in flood prevention by:</p> <ul style="list-style-type: none"> • Making investment in flood defences and flood alleviation schemes a priority in flood prone areas • Establishing a collective approach across agencies to identify priority areas and reprioritising spend and timeframes for completing short, medium and longer term works 	<p>Suzanne Wylie</p>	<p>August 2012</p>

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<ul style="list-style-type: none"> • Considering more intense infrastructure maintenance, particularly road drainage gullies, river grilles, etc. in flood prone areas • Addressing the issue of sustainable drainage in new property developments and modifications to surfaces at existing dwellings 		
<p>Lead Agency Recommend in DFP/PEDU review that OFMDFM appoints a lead Agency and 'point person', e.g. single Minister / Department head in Central Government when significant flooding occurs.</p>	<p>Suzanne Wylie</p>	<p>September 2012</p>
<p>Communication</p> <ul style="list-style-type: none"> • Develop an agreed process to establish an initial Commonly Recognised Information Picture (CRIP) as a first agenda item at Multi-Agency response meetings. The ECC should have a more effective means of establishing the CRIP. Consideration should be given to use of the CCG (NI) situation report being fed in from the various liaison officers in advance of teleconferences or multi agency meetings. • Give consideration to a shared IT platform / programme to assist Communications, oversight and emergency management. • Investigate the use of collaborative GIS systems such as INSPIRE in flooding emergencies linked to 'real time' data from Flooding Incident Line and responding organisations. 	<p>Davy Neill</p>	<p>March 2012</p>

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Operational

Action	Owner	Target Date for Completion
<p>Sandbags</p> <ul style="list-style-type: none"> • Develop an interim multi agency protocol for Belfast for the provision, storage and deployment of sandbags. • Work with the drainage agencies and residents to establish local access to sandbags • Support the development of a regional MOU for the storage, provision and deployment of sandbags 	Davy Neill	November 2012 March 2013
<p>Connswater Community Greenway – interim flood alleviation measures</p> <p>Agree interim flood prevention measures in a Memorandum of Understanding (MOU) with Rivers Agency, for the Connswater Community Greenway; including additional sandbag storage points, filling sandbags, visual monitoring and clearance of river culvert grilles and installation and removal of a temporary flood barrier at Victoria Park.</p>	Davy Neill / Rose Crozier	November 2012
<p>Flood Alert Systems</p> <ul style="list-style-type: none"> • Request Rivers Agency to include the Emergency Co-ordination Officer Duty mobile phone on the telemetry text message warning alerts for the Knock, Loop and Connswater rivers. • Request Rivers Agency to include the Emergency Co-ordination Officer Duty mobile 	Davy Neill	September 2012

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<p>phone on the UK Coastal Monitoring & Forecasting (UKCMF) Tidal Flood warning system.</p>		
<p>Information</p> <ul style="list-style-type: none"> • Review and update the information relating to flooding on the Council's web site. In particular include information on where residents can get advice and support on making insurance claims. • Insert the pull out pocket size flooding information leaflet in the September edition of City Matters. Following on from that ensure it is included in the June edition each year. 	<p>Michael Patterson / Karen Treanor</p>	<p>October 2012</p> <p>August 2012</p>
<p>Planning</p> <ul style="list-style-type: none"> • Review the Council's flood response and recovery arrangements and develop to ensure the Council can provide a rapid response to flooding where no weather warning has been given. • Incorporate a multiagency asset register for flooding response in Belfast, which details the relevant protocols, agreements and memorandums of understanding. • Develop a 'battle box' resource to be used during flooding emergencies • Review call handling systems and capabilities • Arrange periodic tests of emergency contacts used during flooding incidents • Identify additional members of staff that are willing to provide support during emergencies • Improve procedures for contacting staff • Provide name badges for staff indicating their role 	<p>Davy Neill / Michael Patterson</p>	<p>March 2013</p>

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Recovery Review and revise recovery process including the use of the Emergency Customer Relationship Management (E-CRM) system and management of data	Michael Patterson / Davy Neill	March 2013
Health and Safety <ul style="list-style-type: none">• Review and update flooding risk assessment.• Review personal protective equipment PPE requirements for staff involved in recovery work.	Michael Patterson / Carol Ann Mulgrew	October 2012

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Appendix 2 – Multi-Agency Recommendations

Action	Owner	Target Date
1. Recommend in DFP/PEDU review that OFMDFM appoints a lead Agency and 'point person', e.g. single Minister / Department head in Central Government when significant flooding occurs.	DFP Performance & Efficiency Delivery Unit (PEDU)	August 2012
2. Participants agreed to be represented at an appropriate senior level in the Emergency Co-ordination Centre at future emergencies and to participate in a post-event review. From Lord Mayor's Meeting on 4/7/12	All Agencies involved in flood response & recovery work	August 2012
3. Ensure a 'rapid response' plan is in place for flooding emergencies. Particularly for out of hours responses to 'no warning' events.	Belfast Resilience Flood Group	TBC
4. Review and update emergency contact lists including incident room details for all agencies involved to ensure there are direct/ discrete lines of communication between front line agencies.	All organisations listed in Appendix A	December 2012
5. Ensure all appropriate organisations have contact details for Councils and EPCOs.	LGEMG Tactical Group EPCOs	October 2012
6. Have adequate stocks of sandbags available for civil contingencies and develop a sandbag protocol.	Councils NI Water DRD Roads Service Rivers Agency	October 2012

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7. Consider the aspiration of Councils and other appropriate agencies to given access to TETRA radio Multi-Agency channel as per Councils in GB.	PSNI	TBC
8. Develop a Warning & Informing protocol for use of social media during emergencies and consistent messages on websites.	Belfast Resilience Public Information and Media Group	TBC
9. When there is major flooding ensure there is one single point of contact for the public and resource it effectively.	Flooding Incident Line (FIL)	TBC
10. Councils to agree clear lines for FIL call handlers to give to the public regarding their role.	LGEMG Tactical Group	TBC
11. Consider flooding emergency co-ordination beyond Belfast.	LGEMG Forum	TBC
12. Deliver multi-agency training on flood management.	Belfast Resilience Flood Group and LGEMG Forum	TBC
13. There must be an agreed process to establish an initial Commonly Recognised Information Picture (CRIP) as a first agenda item at Multi-Agency response meetings. The ECC and other multi-agency control rooms should have a more effective means of establishing the CRIP. Consideration should be given to use of the CCG (NI) situation report being fed in from the various liaison officers in advance of tactical Multi-Agency meetings.	To be developed by all NI First Responders Groups via EPCOs and BCC	TBC
14. Consider establishing a number of	Belfast Resilience Forum	TBC

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emergency coordination centres across NI or have MoUs with agencies who have such facilities in key locations.	and LGEMG Forum	
15. Consideration of a shared IT Platform / Programme to assist Communications, oversight and emergency management.	Belfast Resilience Forum and LGEMG Forum	TBC
16. Set up a public information campaign to re-align public expectations – such as the ‘freeze campaign’ NIW undertook in 2011.	Flood Strategic Steering group (FSSG)	TBC
17. Consideration could be given to providing more funding for operational responders.	DOE, DRD and DARD	TBC
18. Councils need to agree a common approach for response and recovery in particular with regard to sandbag allocation, clean-up co-ordination and media management.	LGEMG Forum / SOLACE	TBC
19. Development of community resilience particularly in flood hot-spots.	Led by British Red Cross supported by EPCOs, Councils, Rivers Agency, NIW and DRD Roads service	TBC
20. Review the current scheme for severe inconvenience payments and consider using the money for the purposes of preventing domestic flooding. Information and resources to be directed at the protection of homes prior to flooding occurring.	DOE LGPD	TBC
21. The resourcing and commitment currently given to Belfast Resilience needs to be replicated to achieve the same level of local co-ordination across	All organisations listed in Appendix A	TBC

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Northern Ireland.		
22. Consideration to be given to Emergency Support centre requirements for hospitals and nursing homes evacuation plans.	Belfast Health & Social Care Trust	TBC
23. Recovery plans to be reviewed and recovery objectives must reflect the long term issues that communities may be left to deal with. Plans must reflect the need for Multi-Agency recovery co-ordination to continue until all objectives are fulfilled.	Belfast Resilience Recovery Group and LGEMG Tactical Group	TBC
24. Ensure that organisational and Multi-Agency plans incorporate the CCG(NI) protocols developed in 2011 i.e. <ul style="list-style-type: none"> • Collaborative Communications • Multi-Agency Co-ordination of the local level Response and Recovery • Escalation of the Multi-Agency Response • Toolkit on Addressing the needs of Vulnerable People 	All organisations listed at Appendix A	TBC
25. Consider the need for an NI wide Co-ordination Centre.	LGEMG Forum	TBC
26. Compile a capability register of all teams which are accredited to operate in flooding and develop this as a multi-agency MoU. All agencies must have a full understanding of these capabilities and their limitations. This includes the operation of vehicles in flood conditions.	All NI First Responder Groups	TBC
27. Multi-Agency Severe Weather Warning Protocols (Multi-Agency audio conferences) should be reviewed to include Search and Rescue agencies and include questions about the pre-	LGEMG Tactical Group	TBC

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deployment of SAR helicopters.		
28. Agree language and terminology to be used when reporting back to single agency control rooms.	Belfast Resilience First Responders Group	TBC
29. Development the use of collaborative GIS systems such as INSPIRE in flooding emergencies linked to 'real time' data from Flooding Incident Line and responding organisations.	Flooding Incident Line	TBC
30. Consider how Councils can better adopt a consistent approach to providing assistance to the emergency services and the public.	LGEMG Forum	TBC
31. Review Belfast Flood Plan to incorporate new arrangements.	Belfast Resilience Flooding Working Group	TBC

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