

APPENDIX 1

IDENTIFIED ISSUES BY NFDC AND ACTION PLAN

	Identified Issue	Lesson/ Suggested Solution	Action	Responsible
	Notification			
1	Delay in the notification of the incident at Testwood Water Treatment Plant caused due to Storm Ciaran.	Clear understanding from all agencies on their roles within the water disruption plan.	Earlier notification from the water provider of a potential incident to activate the correct level of multi-agency response.	Comments fed into the LRF water disruption debrief on 2 February 2024.
	Plans			
2	The time taken to implement the LRF water disruption plan to ensure the water provider met statutory duties and the demands of the community.	Ensure all organisations are aware of the LRF Water Disruption Plan for it to be implemented effectively and efficiently.	Maximise the opportunities for training and exercising and attendance from Cat 2 responders at training events.	Comments fed into the LRF debrief for action.
	LRF Structure			
3	A logistics cell was not established which would have supported in the coordination of water distribution to the community.	Review of scalable structures to stand up quickly and support in the allocation of resources. All actions from cells to be recorded and reported into the correct command structure meeting.	Appropriate cells to be stood up during an incident to ensure correct resource and support is identified. All actions from the cells to be recorded and reported into the correct command structure meeting.	Comments fed into the LRF debrief for action.

Bottled Water Sites				
	Identified Issue	Lesson/Suggested solution	Action	Responsible
4	Two of the initial bottled water sites which were identified by Southern Water and set up, were outside the New Forest district, which extended the time to set up bottled water sites in locations which would support the affected communities.	Review and scoping of bottled water site locations, to also consider access for those who do not have a car or access to public transport.	Sites to be reviewed and updated by NFDC and forwarded to the LRF Task and Finish Group, for Southern Water to scope these against their requirements.	NFDC, Task and Finish Group and SW
5	NFDC advice on where additional sites should be located closer to isolated communities, was overall not implemented or too slow.	Predetermined bottled water sites to maximise closeness to affected communities and a variety of models for water collection.	Southern Water to consider supersites with smaller satellite sites to distribute water to more isolated communities, and to have a range of transport options which can access smaller sites.	Comments fed into the LRF debrief for action.
6	The opening hours of the sites were not long enough after the initial outage to enable households to gain water through the first evening/night, particular for those working during day time hours.	Arrangements need to be in place to meet 24/7 demand, if required.	Earlier notification of a potential incident, pre-determined sites and mutual aid request where inadequate resource to support any extended operation.	Comments fed into the LRF debrief for action.
7	Water supply to the distribution centres was inadequate leading to community tension.	Sites identified based on potential traffic management issues and support from HCC Highways team during an incident.	Proposed sites to be reviewed by members of the task and finish group. Cells stood up with membership from appropriate agencies and teams.	Comments fed into the LRF debrief for action. Task and Finish Group.
8	Traffic management and advice regarding access and flow of traffic at the bottled water sites was not in place.	Schematic layouts of more water sites which include traffic management.	Plans for the operation of bottled water distribution sites.	Comments fed into the LRF debrief for action.

	Priority/Vulnerable Customers			
	Identified Issue	Lesson/Suggested solution	Action	Responsible
9	Time taken to understand the areas without a water supply and how many vulnerable people or sensitive premises were in those areas.	Improved mapping required to quickly identify locations affected by water disruption incidents and also vulnerable residents within these locations.	Improved data mapping from the water provider to cross reference with vulnerable person lists.	Comments fed into the LRF debrief for action. Task and finish group to action this.
10	Data to provide assurance regarding the reach to the Priority Services Register was not available or provided. There was data regarding initial bottles delivered, but no data on how many not reached, or the additions to the list and their supply.	Wider consistent understanding of vulnerable people and sensitive infrastructure and timely data on this information.	Improved data mapping and communications between the water provider and the Council.	Comments fed into the LRF debrief for action. Task and finish group to action this.
11	Both political and significant community feedback that vulnerable people did not receive water from Southern water.	Ability to update and report on the 'Priority services register' list in real time. Increased number of vulnerable residents on the register.	Regular communication to the public regarding the priority services register. Community resilience plans to identify and support vulnerable people within communities. Improved mapping system.	NFDC Communications Emergency Planning Task and Finish group
Media Information				
12	Delays in public messaging from Southern Water for partners to share.	Earlier communication from the Water Providers in order for local communication teams to support with the messaging for the public/communities.	Rolling email media chain to keep communications teams informed of messaging from the very beginning of the incident.	Comments fed into the LRF debrief for action.
13	Internal messages weren't consistently communicated, and various methods of	Clear processes for communication and	Review and implement systems to best use M365 for communication during an incident.	NFDC

	communication were used which hindered information flow.	confirmation of the method to be used.		Emergency Planning communications and ICT
14	Time taken for sign off some of the external communications messages.	Clear sign off process and priority given to public messaging in an emergency situation.	Review communications messaging sign off process and timescales.	NFDC Communications
Staffing resource				
15	Emergency planning resource and resilience due to timing of the incident (following a week of response to Storm Ciaran and after half term holiday).	Further resilience gained by increasing knowledge within the council and signing up more officers into emergency planning roles.	Increase the number of officers on the emergency planning gold and silver rota and provide training. Review number of officers in emergency planning roles and actively recruit across the council. Amend JDs/T&Cs of appropriate level officers.	NFDC
16	Reduced Emergency Planning expertise and resilience due to a vacant part time emergency planning post.	Increase emergency planning knowledge within the Council and review external support available.	Review of the current internal resource for emergency planning, consider options for recruitment, shared resources and support from neighbouring local authorities.	NFDC
17	Loss of experienced officers and fewer NFDC volunteering for roles	Consideration of options to recruit more internal staff into emergency planning roles	Review of the resource and skills required and current terms and conditions for officers undertaking a role. Recruit more officers. Service Managers job descriptions to include the requirement to be involved in emergency planning.	NFDC

18	New/inexperienced staff and significant time period between live incidents to gain experience.	Ensure staff are confident to undertake the response and recovery role in an emergency.	Review of training and exercising for staff across the organisation.	NFDC with support from HCC on training/exercising.
19	Significant time period since previous emergency planning training for Members and many newer Members now in post.	To provide training for Members on the political, civic and community role during an emergency.	Hampshire County Council – Emergency Planning Team to provide training for all Members on the Council’s responsibility and role prior to, during and after an emergency.	NFDC and HCC
Use of Technology				
20	Use of technology to support the response and recovery phase for an incident in NFDCs Emergency Control Centre (ECC) or operating remotely.	Further utilisation of ICT (M365) to support the communication and record keeping during the response and recovery phases of an incident.	Continue to build the emergency planning SharePoint site and work with ICT to develop processes and procedures for use of M365 within the ECC or remotely.	NFDC (Emergency Planning and ICT)
Long Term Strategy				
21	Concerns around the future resilience of the Testwood site and investment from Southern Water to reduce the likelihood of further incidents.	Improved strategic planning and engagement with the Water Providers. Consideration of the new requirements in DEFRA’s Emergency Planning Guidance for the Water Industry.	Attendance by the Leader and Chief Executive at the Southern Water Stakeholder meeting to discuss incident response practices and strengthening resilience with improvements to infrastructure at Testwood. Planning officers to attend the Local Authority Stakeholder group and review Southern Water future business plans as part of the Local Plan review process.	NFDC