Bolsover
District Council

The Arc
High Street
Clowne
S43 4JY

To: Chair & Members of the Customer Services Scrutiny Committee and Local Growth Scrutiny Committee

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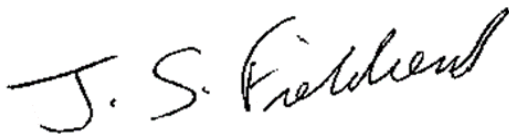Monday, 19th May 2025

Dear Councillor

EXTRAORDINARY MEETING: JOINT SCRUTINY COMMITTEE, CUSTOMER SERVICES AND LOCAL GROWTH

You are hereby summoned to attend a meeting of the Joint Scrutiny Committee, (Customer Services and Local Growth), of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Thursday, 29th May, 2025 at 10:00 hours.

<u>Register of Members' Interests</u> - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised on page 3 onwards.

Yours faithfully

J. S. Fielden

Solicitor to the Council & Monitoring Officer

Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or **language** or contact us by:

- **Phone:** 01246 242424
- **Email:** enquiries@bolsover.gov.uk
- **BSL Video Call:** A three-way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need WiFi or mobile data to make the video call, or call into one of our Contact Centres.
- Call with Relay UK - a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real-time conversation with us by text.
- **Visiting** one of our offices at Clowne, Bolsover, Shirebrook and South Normanton

CUSTOMER SERVICES SCRUTINY COMMITTEE
AGENDA

Thursday, 29th May, 2025 at 10:00 hours taking place in the Council Chamber, The Arc, Clowne

Item No.

Page No.(s)

FORMAL PART A

1. **Apologies for Absence**

2. **Urgent Items of Business**

To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972.

3. **Declarations of Interest**

Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of:

a) any business on the agenda;
b) any urgent additional items to be considered;
c) any matters arising out of those items;

and if appropriate, withdraw from the meeting at the relevant time.

4. **Joint Review of Security Arrangements at The Arc: Policies, Protocols and Procedures**   4 - 60

INFORMAL PART B

5. **Scrutiny Topics 2025/26**   61 - 75

BOLSOVER DISTRICT COUNCIL

Extraordinary Meeting of the Joint Customer Services and Local Growth Scrutiny Committee on Thursday 29th May 2025

Joint Review of Security Arrangements at The Arc: Policies, Protocols and Procedures

Report of the Chairs of the Customer Services Scrutiny Committee and Local Growth Scrutiny Committee

Classification	This report is Public
Contact Officer	Thomas Dunne-Wragg

PURPOSE/SUMMARY OF REPORT

To present to the Joint Scrutiny Committee the completed report for the recent Review of Security Arrangements at The Arc: Policies, Protocols and Procedures.

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REPORT DETAILS

1.   Background

1.1   The Customer Services Scrutiny Committee and Local Growth Scrutiny Committees agreed to undertake a joint review of security arrangements at The Arc, focussing on the policies, protocols and procedures in place and to examine how security for staff, public and Members can be improved as part of the 2024-25 Work Programme.

1.2   This review related directly to the remit of the Customer Services Committee:

- Emergency Planning
- Managing Complaints
- Customer Services
- Legal Requirements

As well as the Local Growth Scrutiny Committee:

- Facilities Management
- Legal Requirements

By working together, the Committees were able to bring a broader range of ideas and perspectives to the review, ensuring a more thorough and informed approach. This collaborative effort allowed for a more efficient use of resources and promoted

a cohesive and integrated scrutiny process, which was particularly beneficial for such a large-scale and complex piece of work.

1.3   This review was initiated in response to growing concerns about the security of The Arc, its vulnerability to incidents of anti-social behaviour and potential critical risks that could threaten the safety of staff, Elected Members and the public.

1.4   With a focus on improving the safety, resilience and preparedness of The Arc, this review aimed to identify existing weaknesses, explore legislative compliance and make recommendations that will ensure the building remains a safe environment for all users.

1.5   The scrutiny review supports the Corporate Ambition of 'Customers'. The review supports the Council's Targets: 'Continuing to work with partners from all sectors, ensuring priorities are aligned to benefit the residents of Bolsover District' and 'Continuous improvement to service delivery through innovation, modernisation and listening to customers' set out in the Council's Plan: The Future 2024 to 2028.

1.6   See the original review scope attached at Appendix 1 for further details on the project management of this scrutiny review.

2.   **Details of Proposal or Information**

2.1   The aim of the review was:

- To ensure that the Council has a clear approach towards security protocols and procedures in at The Arc.

2.2   The objectives agreed were:

1. Assess the Council's current security policies and procedures at The Arc in relation to incidents of ASB and situations of critical danger for staff, Elected Members and customers.

2. To examine incidents and data of previous occurrences of ASB and security issues from recent years at The Arc and identify areas for improvement.

3. To examine the Council's current approach to staff training for security procedures and public education on protocols in dangerous security situations.

2.3   The key issues identified for investigation included:

- Ensuring the safety of staff and customers at Council facilities
- Exploring the potential for implementing a security guard team
- Reviewing current security protocols
- Evaluating staff training for handling critical situations
- Assessing areas where the Council is performing well and areas that need improvement

2.4 The two Committees completing the review met separately on 4 occasions each and held 2 joint meetings to consider the scope of the review, discuss key issues and potential recommendations, assess the evidence gathered and discuss the final draft of the report. Coordination and communication of each Committees' ideas, thoughts and progress was delivered to each Committee by the Scrutiny Officer.

2.5 The Joint Committee sought evidence through a combination of document analysis, desktop research, consultations with key stakeholders and data review on past incidents.

2.6 By combining these various methodologies, the review provided a comprehensive evaluation of the Council's current security measures, identified areas for improvement and offered evidence-based recommendations for enhancing safety at The Arc.

3. Reasons for Recommendation

3.1 The Joint Committee have put together 11 recommendations to assist the Council in improving security and safety arrangements at The Arc.

- **Clear accountability:** There is currently no specific officer or Cabinet Member responsible for overseeing security responsibilities and inter-departmental coordination at The Arc.
- **Lack of a comprehensive security policy:** Existing procedures are fragmented; a unified policy would consolidate security arrangements and improve overall effectiveness.
- **Unclear incident response roles:** Procedures would benefit from defined responsibilities and clear escalation pathways during emergencies to ensure swift and coordinated action.
- **Need for regular review/testing of procedures:** Security protocols should be regularly reviewed and tested to ensure they remain effective and up to date.
- **Training gaps for staff:** Frontline and operational staff need consistent, ongoing training in conflict management and emergency response to enhance preparedness.
- **CCTV and perimeter security:** Consideration should be given to upgrading CCTV systems and perimeter security to improve monitoring and protection.
- **Security considerations for committee meetings:** Additional safeguards, such as barriers, codes of conduct and camera monitoring, are needed to ensure safe and orderly proceedings.
- **CTSA security audit:** A Counter Terrorism Security Advisor (CTSA) has provided valuable feedback and Members have received a security briefing to enhance awareness and preparedness.
- **Emergency procedures under development:** Invacuation, evacuation and lockdown plans are currently being drafted but are not yet fully implemented; an accommodation review of the building is under development.
- **Proactive ongoing improvement:** Security measures should be continuously updated to address emerging threats and ensure the ongoing safety of staff, Elected Members and the public.

4   Alternative Options and Reasons for Rejection

4.1   Executive could choose not to endorse the recommendations of the review where they feel the course of action recommended is beyond the delivery capacity of the Authority.

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RECOMMENDATION(S)

1.   That the Committee endorses the recommendations of the review outlined in section 2 of the attached report (Appendix 2).

2.   That Committee submits the report to Executive for approval, in accordance with the Scrutiny Committee Terms of Reference – Part 3.6 (3) of the Constitution.

3.   That following approval by Executive, monitoring of these recommendations by the Committee takes place over a twelve-month period via post scrutiny monitoring reports with an update report to the Committee at the end of the monitoring period.

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IMPLICATIONS:

Finance and Risk Yes☐ No ☒ **Details:**	
There are no immediate financial implications arising directly from the recommendations of this report. However, several recommendations suggest that the Council may need to consider future investment. As such, it should be noted that potential funding may be required at a later stage, depending on how the recommendations are implemented—particularly recommendations 2.5, 2.6, 2.7, and 2.10, as outlined in the attached report within the appendices.	
On behalf of the Section 151 Officer	
Legal (including Data Protection) Yes☐ No ☒ **Details:**	
In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added/amended these powers.	
On behalf of the Solicitor to the Council	
Staffing Yes☐ No ☒ **Details:**	

There are no staffing implications from this report, however it should be noted that several recommendations in the attached report including 2.10 and 2.11 have implications regarding staff training.

On behalf of the Head of Paid Service

Equality and Diversity, and Consultation   **Yes**☐   **No** ☒

Details:

N/A

Environment   **Yes**☐   **No** ☒

Details:

N/A

DECISION INFORMATION:

☒ *Please indicate which threshold applies:*	
Is the decision a Key Decision? A Key Decision is an Executive decision which has a significant impact on two or more wards in the District or which results in income or expenditure to the Council above the following thresholds:	**Yes**☐ **No** ☐
Revenue (a) Results in the Council making Revenue Savings of £75,000 or more or **(b)** Results in the Council incurring Revenue Expenditure of £75,000 or more.	**(a)** ☐ **(b)** ☐
Capital (a) Results in the Council making Capital Income of £150,000 or more or **(b)** Results in the Council incurring Capital Expenditure of £150,000 or more.	**(a)** ☐ **(b)** ☐
District Wards Significantly Affected: *(to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District)* Please state below which wards are affected or tick **All** if all wards are affected:	**All** ☐

Is the decision subject to Call-In? (*Only Key Decisions are subject to Call-In*)	Yes ☐	No ☒
If No, İs the call-in period to be waived in respect of the decision(s) proposed within this report? *(decisions may only be classified as exempt from call-in with the agreement of the Monitoring Officer)*	Yes ☐	No ☐
Consultation carried out: (this is any consultation carried out prior to the report being presented for approval) **Leader ☐ Deputy Leader ☐ Executive ☐ SLT ☐ Relevant Service Manager ☐ Members ☐ Public ☐ Other ☐**	Yes ☐	No ☐

Links to Council Ambition: Customers, Economy, Environment, Housing
Customers

DOCUMENT INFORMATION:

Appendix No	Title
1	Original Review Scope
2	Joint Review of Security Arrangements at The Arc: Policies, Protocols and Procedures (REPORT)

Background Papers
(These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Executive, you must provide copies of the background papers).

BOLSOVER DISTRICT COUNCIL

SCRUTINY PROJECT MANAGEMENT – REVIEW SCOPE

NAME OF COMMITTEE:	Joint Scrutiny Committee: Customer Services Scrutiny Committee / Local Growth Scrutiny Committee
SUBJECT TO BE REVIEWED:	Joint Review of Security Arrangements at The Arc: Policies, Protocols and Procedures
REASON(S) FOR THE REVIEW:	Concerns raised due to incidents of anti-social behavior on Council property at the Arc and a lack of security guards on site. A matter of staff and public safety.
IDENTIFY APPROPRIATE CORPORATE PLAN AIMS, PRIORITIES AND TARGETS:	**CORPORATE PLAN AIM** – Customers **PRIORITIES** – • Increasing customer satisfaction with our services • Actively engaging with partners to benefit our customers **TARGETS –** • Continuing to work with partners from all sectors, ensuring priorities are aligned to benefit the residents of Bolsover District. • Continuous improvement to service delivery through innovation, modernisation and listening to customers
DIRECTORATE/SERVICES INVOLVED:	Streetscene Partnerships Health and Wellbeing Resources
AIMS AND OBJECTIVES OF REVIEW:	*Aim*: To ensure that the Council has a clear approach towards security protocols and procedures in at the Arc. *Objectives:* • Assess the Council's current security policies and procedures at The Arc in relation to incidents of ASB and situations of critical danger for staff, Elected Members and customers. • Examine incidents and data of previous occurrences of ASB and security issues from recent years at The Arc and identify areas for improvement. • Examine the Council's current approach to staff training for security procedures and public education on protocols in dangerous security situations.

KEY ISSUES:	Safety of staff members and customers of Council facilities
	Security guards
	Security protocols
	Staff training for critical situations
	What the Council is doing well and what the Council is failing in
METHOD(S) OF REVIEW:	Presentation to Committee on the Council's existing policies and procedures from the appropriate officers
	Examining data of previous occurrences of ASB and security issues from the past several years
	Analysis of current relevant policies and strategies
	Assessment of Citizens Panel responses in relation to Council security services
	Consultation / presentation from external partners i.e., Community Safety Partnership
IMPLICATIONS: (legislative, regulatory, etc)	N/A
DOCUMENTARY EVIDENCE: (Internal/External)	Data on previous occurrences of ASB and security issues from the past several years
	Public Spaces Protection Orders - Guidance for councils (LGA)
	Bolsover District Council Constitution
STAKEHOLDERS:	*RELEVANT PORTFOLIO HOLDER MUST BE INVOLVED IN THE REVIEW* • Cllr Clive Moseby – Resources • Chief Executive • Monitoring Officer • Assistant Director of Leisure, Health and Wellbeing • Assistant Director Streetscene, Community Safety and Enforcement • Emergency Planning Officer • Service Director Executive, Customer Services, Communications and Partnerships
CONSULTATION/ RESEARCH:	Interviews with staff on their views, experiences and knowledge of security procedures. Informal meetings with assistant directors and managers to gather evidence and discuss current policies/procedures in place.
SITE VISITS:	None identified

Review Scope – Joints Scrutiny Project: Security Arrangements

TIMESCALE	ESTIMATED	REVISED	ACTUAL
Commencement	July 2024	September 2024	September 2024
Recommendations	December 2024	January 2024	January 2024
Interim Report	January 2025	March 2025	March / April 2025
Finish (Report to Committee)	March 2025	April 2025	May 2025
Report to Executive	May 2025	May 2025	June 2025

	SCRUTINY REVIEW OUTCOMES
CONCLUSIONS:	Key findings arising from the review include: • **Clear accountability**: There is currently no specific officer or Cabinet Member responsible for overseeing security responsibilities and inter-departmental coordination at The Arc. • **Lack of a comprehensive security policy**: Existing procedures are fragmented; a unified policy would consolidate security arrangements and improve overall effectiveness. • **Unclear incident response roles**: Procedures would benefit from defined responsibilities and clear escalation pathways during emergencies to ensure swift and coordinated action. • **Need for regular review/testing of procedures**: Security protocols should be regularly reviewed and tested to ensure they remain effective and up to date. • **Training gaps for staff**: Frontline and operational staff need consistent, ongoing training in conflict management and emergency response to enhance preparedness. • **CCTV and perimeter security**: Consideration should be given to upgrading CCTV systems and perimeter security to improve monitoring and protection. • **Security considerations for committee meetings**: Additional safeguards, such as barriers, codes of conduct and camera monitoring, are needed to ensure safe and orderly proceedings. • **CTSA security audit**: A Counter Terrorism Security Advisor (CTSA) has provided valuable feedback and Members have received a security briefing to enhance awareness and preparedness. • **Emergency procedures under development**: Invacuation, evacuation and lockdown plans are currently being drafted but are not yet fully implemented; an accommodation review of the building is under development. • **Proactive ongoing improvement**: Security measures should be continuously updated to address emerging threats and ensure the ongoing safety of staff, Members and the public.

RECOMMENDATIONS:	1. That the Council introduce a clear security responsibility framework: appoint a senior officer responsible for security at The Arc, tasked with overseeing the development, implementation and regular updates of security policies; assign a portfolio holder from the Cabinet to be responsible for security, as part of their remit. 2. That the Council develops a comprehensive security policy for The Arc that addresses ASB, emergency situations and the safety of staff, Elected Members and customers. 3. That the Council ensures there are clear roles and responsibilities for security procedures and incident response at The Arc. 4. That the Council ensure security procedures are regularly reviewed, updated and tested. 5. That the Council explores options available to develop improved CCTV and monitoring systems at The Arc. 6. That the Council consider strengthening perimeter security for external physical threats such as vehicle mitigation. 7. That the Council addresses security arrangements for committee meetings held at the Arc. 8. That the Council conduct a security audit with a Counter Terrorism Security Advisor. 9. That the Council ensure staff and Elected Members are familiar with emergency, evacuation and invacuation procedures and reporting processes. 10. That the Council provide staff training for conflict management and emergency situations (particularly operational staff and front-of-house staff) and continue to regularly provide training on security related issues to staff and Elected Members. 11. That the Council review and update Panic Button procedures and provide SIA training for appropriate members of staff (such as the Leisure Duty Managers and the Enforcement Officers).
DRAFT REPORT SENT TO DIRECTOR & ANY RELEVANT OFFICERS FOR COMMENT:	17th April 2025
DATE DRAFT REPORT CONSIDERED BY PORTFOLIO HOLDER(S):	28th April 2025
DATE SIGNED OFF BY COMMITTEE/CHAIR:	29th May 2025
DATE CONSIDERED BY EXECUTIVE:	23rd June 2025
POST-SCRUTINY MONITORING PERIOD:	June 2025 – June 2027 (6-month interim monitoring reports)
DATE OF EVALUATION OF PROCESS:	Every 6 months from June 2025

Review Scope – Joints Scrutiny Project: Security Arrangements

Joint Review of Security Arrangements at The Arc: Policies, Protocols and Procedures
July 2024 – May 2025
CUSTOMER SERVICES SCRUTINY COMMITTEE AND LOCAL GROWTH SCRUTINY COMMITTEE

Contents

Chairs' Foreword

As the Chairs of Customer Services Scrutiny Committee and the Local Growth Scrutiny Committee, we present this report as a summary of our research and recommendations for improvement.

This review was initiated in response to growing concerns about the security of The Arc, its vulnerability to incidents of anti-social behaviour and potential critical risks that could threaten the safety of staff, Elected Members and the public. With a focus on improving the safety, resilience and preparedness of The Arc, this review aims to identify existing weaknesses, explore legislative compliance and make recommendations that will ensure the building remains a safe environment for all users. By undertaking this review, we aim to provide clear, actionable guidance to strengthen security policies, enhance staff training and improve emergency response strategies. Ultimately, the goal is to ensure that The Arc is well-equipped to handle current and future security challenges, safeguarding both its staff, Councillors and visitors.

We would like to take this opportunity to thank the Assistant Director of Streetscene, Community Safety and Enforcement for his guidance and expertise throughout this review as well as several other members of staff including the Director of Strategic Services, the Emergency Planning Officer, the Customer Services Manager, the Health and Safety Manager, the Community Safety Officer and the Facilities Management Team. We would also like to extend our thanks to the Scrutiny Committee for their excellent contribution and our Scrutiny Officer and Governance Officers who have consistently worked effectively throughout the process of this review.

Councillor Victoria Wapplington
Chair of the Customer Services Scrutiny Committee

Councillor Sally Renshaw
Chair of the Local Growth Scrutiny Committee

1. Introduction

This report outlines the findings of the joint review conducted by the Customer Services Scrutiny Committee and the Local Growth Scrutiny Committee on security Arrangements at The Arc, assessing the Council's policies, protocols and procedures. The review was prompted by growing concerns regarding incidents of anti-social behaviour (ASB) on Council property, as well as the perceived inadequacy of security staffing at the facility. These concerns raised significant issues related to the safety and wellbeing of both staff and the public, underscoring the importance of maintaining robust and effective security measures.

The Arc is a key public facility and multi-purpose building that serves a diverse range of users, including local residents, staff, politicians, children and other visitors. Given its wide-ranging functions and the vulnerability of its varied user groups, it is critical that the Council ensures comprehensive and effective security protocols. This includes addressing potential risks from ASB, safeguarding against violent incidents and ensuring appropriate emergency responses for a wide array of possible threats.

The timing of this review is particularly relevant in the context of current government initiatives and evolving legislation surrounding public safety. In particular, the introduction of Martyn's Law, part of the Protect Duty initiative, which is designed to strengthen protections against terrorism in public spaces, has placed an increased emphasis on enhancing security measures at public venues. Martyn's Law, which is set to require public venues with larger capacities to implement comprehensive security measures, will directly impact the way security is approached at facilities like The Arc. The review, therefore, aligns with these national legislative changes and ensures that the Council is proactively addressing its obligations under evolving security and counter-terrorism laws.

Furthermore, the review draws attention to the growing need for facilities to adapt their security protocols to address emerging threats. This includes considering the implementation of modern technologies, improving staff training and ensuring comprehensive emergency planning. In addition to this, the Council must be prepared for various crises, including potential terrorist attacks, large-scale protests and other high-risk incidents, which are becoming more prevalent across the UK.

The review focused on assessing the Council's existing security protocols, including access control, CCTV monitoring, panic alarm systems and emergency procedures. In doing so, it identified potential gaps in current practices, including the need for updated training, clearer responsibilities regarding security and the introduction of more comprehensive building security measures. The report also highlights the importance of having a dedicated security policy that aligns with both local needs and national security frameworks.

The issues addressed in this review are not only crucial for safeguarding the public and Council employees but are also integral to the overall wellbeing and trust of the community in its public services. Ensuring the physical security of Council facilities like The Arc is paramount to creating a safe and welcoming environment for all those who use its services. By addressing the concerns raised in this report and implementing

the necessary improvements, the Council will be better equipped to respond to any security incidents swiftly and effectively.

This review is part of the Council's ongoing commitment to providing a safe and secure environment for the residents of Bolsover District, ensuring that its facilities are fully compliant with both legislative requirements and best practice security standards. Through the recommendations made in this report, the Council will be better positioned to address security challenges and continue its mission of delivering high-quality services in a safe, secure and resilient environment.

2. Recommendations

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response/Details
CSSC23-24 2.1	**That the Council introduce a clear security responsibility framework: appoint a senior officer responsible for security at The Arc, tasked with overseeing the development, implementation and regular updates of security policies; assign a portfolio holder from the Cabinet to be responsible for security, as part of their remit.**	To establish clear accountability and responsibility for a key area of the Council's functionality.	Dec 2025 (6 months)	Assistant Director of Streetscene, Community Safety and Enforcement (AD for SSCS&E)	Staff resources	The AD for SSCS&E has agreed to assume this responsibility. The Joint Committee, relevant portfolio holders and several senior officers held a meeting on 28th April to discuss which executive portfolio would be most appropriate. The Joint Committee and Exec Members agreed on the Portfolio Holder for Resources.

CSSC/LGSC 24-25 2.2	**That the Council develops a comprehensive security policy for The Arc that addresses ASB, emergency situations and the safety of staff, Elected Members and customers.**	Improve security and safety arrangements at The Arc.	Dec 2026 (18 months)	AD for SSCS&E in collaboration with: Assistant Director of Health and Leisure; Health and Safety Manager; Emergency Planning Officer; Facilities Management Team	Staff resources	This policy could include guidelines on managing potential security issues such as terrorist threats, riots and physical altercations and other security related policies and procedures all in one comprehensive document. The Health and Safety Manager is currently developing an Invacuation Procedure for The Arc. The Emergency Planning Officer is encouraging greater use of Resilience Direct. Other policies and reviews such as the Accommodation Review are being developed. This is starting foundation of an overarching comprehensive Security Policy.
CSSC/LGSC 24-25 2.3	**That the Council ensures there are clear roles and**	Ensure that individuals know their roles	Dec 2025	AD for SSCS&E in	Staff resources	This framework is currently being developed to an extent in the new Invacuation

	responsibilities for security procedures and incident response at The Arc.	and responsibilities and how to respond in a security emergency.	(6 months)	collaboration with: Assistant Director of Health and Leisure; Health and Safety Manager; Emergency Planning Officer		Procedure, as well as by the Emergency Planning Officer through promoting better use of Resilience Direct. This framework could be included in the comprehensive security policy detailed in recommendation 2.2 and developed further. The Council should define security roles within the staff and management team to ensure accountability during incidents. Implement a clear escalation pathway for incidents, designating personnel responsible for communication with authorities.

| CSSC/LGSC 24-25 2.4 | **That the Council ensure security procedures are regularly reviewed, updated and tested.** | Improve overall security and safety at The Arc. | June 2026 (12 months) | AD for SSCS&E in collaboration with: The Facilities Management Team; Health and Safety Manager; Emergency Planning Officer; Assistant Director of Health and Leisure | Staff resources | The AD for SSCS&E agrees that the Council should establish a routine review process for security protocols, ensuring they remain relevant and effective, especially in light of developing legislation such as Martyn's Law. Reviews should test responses to various emergencies. The Senior Leadership Team (SLT) undertook security training and practice, simulating a security incident at The Arc in February 2025. It is essential these systems are regularly reviewed, updated and tested – this would require a collaborative multi-departmental effort involving SLT and managers. |
| CSSC/LGSC 24-25 2.5 | **That the Council explores options available to develop improved CCTV and** | Improve safety and security at The Arc. | June 2026 (12 months) | AD for SSCS&E in collaboration with: | Financial funding / Staff resources | As this would require specific funding and further research into a pragmatic plan that could be put together, the AD for SSCS&E in charge of |

	monitoring systems at The Arc.			Director of Strategic Services; The Facilities Management Team; Assistant Director of Health and Leisure		CCTV will evaluate what steps need to be taken and decide on a plan to move forward. In March/April 2025, the Council installed a new AV system with cameras in the Council Chamber to record committee meetings. This addition, along with updates to governance procedures, provides an extra layer of security by monitoring meetings that may experience disruptions that could escalate to security incidents.
CSSC/LGSC 24-25 2.6	**That the Council consider strengthening perimeter security for external physical threats such as vehicle mitigation.**	To improve security at The Arc and ensure the safety of all staff by mitigating future crisis situations.	June 2026 (12 months)	AD for SSCS&E in collaboration with: Director of Strategic Services; Chief Executive Officer	Financial Funding	The AD will be considering methods of perimeter security. Further professional advice is provided on Protect UK. The Chief Executive has also emphasised the importance of not allowing cars to park directly in front of the building entrance and

						noted that this issue should be taken into consideration.
CSSC/LGSC 24-25 2.7	**That the Council addresses security arrangements for committee meetings held at The Arc.**	By setting clear guidelines for respectful conduct, the Council can maintain a safe, orderly and productive environment for all participants.	Dec 2025 (6 months)	AD for SSCS&E in collaboration with: Governance and Civic Manager	Financial funding / Staff resources	The Governance Manager procured a new AV system for the Council Chamber which will help monitor incidents (installed March 2025); Governance has also purchased a rope barrier (with code of conduct signs attached) to separate the public gallery from Elected Members. Each chair in the gallery now has a laminated code of conduct card to remind the public of respectful behaviour during meetings.

Further suggestions from Members include: asking the public to sign an 'I agree…' statement before being admitted to Council meetings; including the code of conduct signs on the TV screens in the Chamber or on a big/clear notice board; training for Chairs on how to |

						handle threatening situations in meetings. These arrangements aim to maintain a safe, respectful and orderly environment for statutory committee meetings, supporting democratic continuity and safety for Elected Members and staff.
CSSC/LGSC 24-25 2.8	**That the Council conduct a security audit with a Counter Terrorism Security Advisor.**	Improve security at The Arc. Ensure the safety of all staff by mitigating future crisis situations.	Achieved	AD for SSCS&E in collaboration with: Scrutiny Officer	Staff resources	The AD for SSCS&E arranged for a CTSA to attend The Arc during February 2025. The Council has now engaged a counter-terrorism security expert to identify potential vulnerabilities at The Arc. The SLT received training with the CTSA on security protocols at The Arc, including a simulated security incident and response. The AD for SSCS&E received sensitive verbal feedback from the CTSA that

						will not be detailed in this report for security reasons.
CSSC/LGSC 24-25 2.9	**That the Council ensure staff and Elected Members are familiar with emergency, evacuation and invacuation procedures and reporting processes.**	Enhanced Staff Preparedness and Confidence Improved Emergency Response Efficiency Increased Safety for Staff and the Public	June 2026 (12 months)	Health and Safety Manager in collaboration with: Emergency Planning Officer, The Facilities Management Team, Assistant Director of Health and Leisure, AD for SSCS&E	Staff Resources	Staff should be trained in evacuation procedures for bomb threats and terrorism. Drills should be conducted to ensure preparedness and procedures should cover all potential emergency scenarios, including lockdowns and attacks. SLT have received training on Resilience Direct and drill training on handling a critical situation (Feb 2025). The invacuation procedure is currently being developed. All staff have received Terrorist Response Training as well as Run, Hide, Tell Training during 2024.
CSSC/LGSC 24-25 2.10	**That the Council provide staff training for conflict management and emergency situations (particularly**	Improved Staff Preparedness. Enhanced Workplace Safety.	June 2026 (12 months)	AD for SSCS&E in Collaboration with:	Financial funding / Staff resources	The Council should provide mandatory and regular training for essential staff on conflict de-escalation, emergency evacuation and effective use of panic alarms. This is advised and

	operational staff and front-of-house staff) and continue to regularly provide training on security related issues to staff and Elected Members.	Reduced Risk of Escalation. Increased Response Efficiency. A safer, more efficient workplace.		Emergency Planning Officer, Employee Engagement Officer		supported by the Emergency Planning Officer. This will lead to a safer, more efficient workplace where staff are fully trained to handle emergencies and conflicts, reducing risk and promoting a secure environment for both staff and the public. SLT have received training on Resilience Direct and drill training on handling a critical situation (Feb 2025). Members received a Security Briefing and Counter Terrorism training from the Derbyshire Constabulary in March 2025.
CSSC/LGSC 24-25 2.11	**That the Council review and update Panic Button procedures and provide SIA training for appropriate members of staff (such as the**	Ensure The Arc will always have a trained member of staff on-site to safely remove any member of the public who may be causing a	June 2026 (12 months)	AD for SSCS&E in collaboration with: Director of Health and Leisure	Funding / Staff Resources	This was suggested by the AD for SSCS&E as a more efficient and less expensive alternative to an on-site security guard team. The Assistant Director of Leisure, Health and Wellbeing agrees this training would be

| | Leisure Duty Managers and the Enforcement Officers). | physical or verbal disturbance – key to 2.3. | | | | beneficial and supports this decision.

Evaluate the current panic button system and provide Leisure Managers with formal training in handling security incidents. |

3.   Scope of the review

The Customer Services Scrutiny Committee and Local Growth Scrutiny Committee agreed to undertake a joint review of security arrangements at The Arc, focussing on policies, protocols and procedures, as part of their 2024-25 Work Programme.

This review related directly to the remit of the Customer Services Committee:

- Emergency Planning
- Managing Complaints
- Customer Services
- Legal Requirements

As well as the Local Growth Scrutiny Committee:

- Facilities Management
- Legal Requirements

By working together, the Committees were able to bring a broader range of ideas and perspectives to the review, ensuring a more thorough and informed approach. This collaborative effort allowed for a more efficient use of resources and promoted a cohesive and integrated scrutiny process, which was particularly beneficial for such a large-scale and complex piece of work.

This review was initiated in response to growing concerns about the security of The Arc, its vulnerability to incidents of anti-social behaviour and potential critical risks that could threaten the safety of staff, Elected Members and the public.

The scrutiny review supports the Corporate Ambition of 'Customers'. The review also supports the Council's Priorities of 'Increasing customer satisfaction with our services' and 'Actively engaging with partners to benefit our customers'. The review supports the Council's Targets: 'Continuing to work with partners from all sectors, ensuring priorities are aligned to benefit the residents of Bolsover District' and 'Continuous improvement to service delivery through innovation, modernisation and listening to customers' set out in the Council's Plan: The Future 2024 to 2028.

The aim of the review was:

- To ensure that the Council has a clear approach towards security protocols and procedures in at The Arc.

The objectives agreed were:

1. Assess the Council's current security policies and procedures at The Arc in relation to incidents of ASB and situations of critical danger for staff, Elected Members and customers.

2. To examine incidents and data of previous occurrences of ASB and security issues from recent years at The Arc and identify areas for improvement.

3. To examine the Council's current approach to staff training for security procedures and public education on protocols in dangerous security situations.

The key issues identified for investigation included:

- Ensuring the safety of staff and customers at Council facilities
- Exploring the potential for implementing a security guard team
- Reviewing current security protocols
- Evaluating staff training for handling critical situations
- Assessing areas where the Council is performing well and areas that need improvement

The Joint Committee comprised the following Members from the Customer Services Scrutiny Committee :

Councillor V. Wapplington (Chair)	Councillor R. Turner (Vice-Chair)
Councillor A. Davis	Councillor Anne Clarke
Councillor L. Fox	Councillor Sandra Peake
Councillor L. Powell	Deborah Watson

As well as the following Members from the Local Growth Scrutiny Committee:

Councillor Sally Renshaw (Chair)	Councillor Jen Wilson (Vice-Chair)
Councillor Tom Kirkham	Councillor Duncan Haywood
Councillor William Fletcher	Councillor Ross Walker
Councillor Jeanne Raspin	

Past Members of these Committees include:

Councillor D. Hales (Former Chair of the Customer Services Scrutiny Committee)
Councillor P. Smith
Councillor T. Munro (Former Chair of the Local Growth Scrutiny Committee)

Support to the Committees was provided by the Scrutiny Officer, Thomas Dunne-Wragg

4. Methodology

The two Committees completing the review met separately on 4 occasions each and held 2 joint meetings to consider the scope of the review, discuss key issues and potential recommendations, assess the evidence gathered and discuss the final draft of the report. Coordination and communication of each committees' ideas, thoughts and progress was delivered to each committee by the Scrutiny Officer.

The Joint Committee sought evidence through a combination of document analysis, desktop research, consultations with key stakeholders and data review on past incidents.

The research process was structured in several key stages:

Document Analysis: The review involved examining relevant Council policies and procedures related to security at The Arc. This included a review of security protocols, staff training materials and any existing assessments or reports on incidents of ASB and other security-related issues. By analysing these documents, the review identified areas where security measures were in place and assessed their effectiveness in addressing the safety concerns raised.

Data Review and Incident Analysis: A critical part of the review involved examining data on previous ASB incidents, security breaches and other relevant safety incidents that had occurred at The Arc over recent years. This helped to highlight trends, recurring issues and areas where security measures may have needed strengthening. The data was sourced from incident reports, Council records and available internal or external audits related to safety and security at the facility.

Stakeholder Consultation: Interviews and informal meetings were conducted with key staff members by the Scrutiny Officer, including security personnel, management and relevant department heads. These consultations gathered insights on the practical application of security protocols, the effectiveness of staff training and the challenges faced in maintaining a safe environment at The Arc.

Consultation with Relevant Portfolio Holders: A crucial element of the review involved consultation with the relevant portfolio holders and senior Council officers to ensure alignment with Council priorities and the identification of potential resources needed for improving security at The Arc.

By combining these various methodologies, the review provided a comprehensive evaluation of the Council's current security measures, identified areas for improvement and offered evidence-based recommendations for enhancing safety at The Arc.

5.   Analysis of evidence and key findings

5.1 Assess the Council's current security policies and procedures at The Arc in relation to incidents of ASB and situations of critical danger for staff, Elected Members and customers.

Overview of Current Security Policies and Procedures at The Arc

It is important that the Council remains proactive and continuously assesses how to improve and strengthen security measures to ensure the safety and well-being of everyone using the building. The current security policies and procedures at The Arc present an opportunity for greater clarity in the governance of security responsibilities. Interviews with various departments revealed that no formal roles or specific officers are in place to specifically oversee overarching security arrangements at The Arc. Security issues are addressed from various perspectives by different staff members and departments, but there is limited coordination among the responsible teams. Consequently, security management could be improved, through clearer internal communication, defined roles and a more integrated approach across departments. To address these issues, it is recommended that security responsibilities at The Arc be clarified, a senior officer or staff member be designated to coordinate security across all functions at The Arc and improvements should be made to clarify processes, policies and protocols.

Existing Security Systems

Several protocols and procedures are currently in place to address potential security and emergency situations at The Arc. The existing security systems and measures at The Arc include various access control, surveillance and alarm systems designed to ensure safety and security. Staff doors are equipped with access control to limit public entry, with general access restricted to the hours of 7am to 7pm; emergency planners and building managers have 24/7 access. Access to the security office and server room is restricted to specific officers.

CCTV is installed throughout the facility but is not actively monitored; footage can only be reviewed onsite at a later time. The intruder alarm is activated outside of regular opening hours (9pm-6am Monday to Thursday, 6pm-8am on weekends) and it is monitored by a security contractor, IPM, who responds within 20 minutes for double alarm activations.

Panic Buttons and Alarm Systems

A Panic Alarm Procedure is in place to safeguard the wellbeing of Council employees, particularly those in public-facing roles. The procedure sets out guidance on the actions staff should take when confronted with aggressive, threatening, or violent behaviour from members of the public. If an employee feels at risk or unsafe, they are advised to withdraw from the situation and, if necessary, activate a panic alarm located

at designated points throughout the premises. Once activated, the alarm alerts designated managers and the external alarm monitoring service.

Managers from the Leisure Team and the Contact centre are to respond immediately to assess the situation and where appropriate, the monitoring station contacts named keyholders or the police. Staff are not expected to intervene or attempt to restrain individuals; their priority is to move to a place of safety. All incidents must be recorded using a Violent Incident Form and relevant senior managers must be notified within a specified timeframe. Regular testing of the panic alarm system should be carried out to ensure it remains fully operational.

These panic buttons are located at key areas such as the Meet and Greet desk and the Contact Centre. In the case of an incident the Leisure team are contacted to assess the situation. The fire alarm system is monitored during working hours, with the Facilities team responding to activations, while IPM is notified after hours and will contact the fire brigade if they cannot respond within 20 minutes. These systems provide a foundational level of building security; however, as they were last reviewed in 2017, they may now require updating and re-evaluation in light of this scrutiny review and evolving operational circumstances.

The general evacuation procedure, detailed in the Comprehensive Operating Guide (COG procedures), ensures the safe exit of staff, visitors and contractors during emergencies like fires or bomb threats. Regular training and drills should be conducted to ensure familiarity with these procedures. In the event of a bomb threat, staff are instructed to record details of any phone warnings and notify the Controlling Officer, however when questioned by scrutiny there was some ambiguity as to who the 'Controlling Officer' is referring to. Moving forward this role will refer to the AD of SSCS&E as per recommendation 2.1 of this report. Training for emergency security situations took place in February 2025 for senior members of staff to ensure that the Council is prepared for critical situations and crisis procedures are followed accurately.

Bolsover District Council Safety Committee

Bolsover District Council also has a Safety Committee. This is a collaborative body designed to promote cooperation between the Council and its employees in managing health and safety risks. It consists of 10 Members, with 5 representatives from the Council's management (including elected Councillors) and 5 employees, selected by the local Trade Union. The Committee's primary objective is to ensure the health and safety of not only the Council's employees but also service users, contractors and any other individuals impacted by the Council's operations. The Committee meets quarterly to review and discuss key safety issues, such as the adequacy of health and safety policies, accident trends, risk assessments and training. It also approves new or revised safety policies and procedures, ensures the effective implementation of health and safety measures and monitors compliance with legal requirements. Meetings are structured with a Chair and Vice-Chair elected from the members and a Secretary from the Governance team. Attendance is supported by employees, with a quorum of four members required for decision-making. Special advisers with expertise may also be invited to attend, although they have no voting rights. All discussions and decisions made by the Committee aim to foster a culture of safety across the Council and mitigate any risks to health and safety in the workplace.

Ongoing Improvements – Policy Developments (Invacuation)

Since this review's inception, the Committees wanted to ensure that procedures for emergency planning and incident management at The Arc were in place to avoid gaps in security preparedness. This included addressing issues such as the consistency of staff training and whether it should be formally integrated into policy, particularly in conflict management and emergency responses, as well as the possibility of an overarching 'Council Security Policy'. Members believe this 'Security Policy' could potentially include comprehensive detail on how to handle ASB, procedures for emergency situations to ensure the safety of staff, Elected Members and customers, as well as guidelines on managing incidents such as terrorist threats, riots/political protests and physical altercations, all in one comprehensive document (see page 24 for further details).

It is important to note that during this review, an Invacuation Procedure has been developed by the Health and Safety Manager, to address responses to marauding attackers, bomb threats and suspicious packages. This new policy includes protocols for moving building users to safe internal areas and handling chemical, biological, or radiological threats. This timely policy highlights emergency planning exercises and endorses regular training for relevant staff.

The new Health and Safety procedure for Invacuation at Bolsover District Council outlines the Council's commitment to ensuring the health, safety and welfare of employees and others within its premises. The procedure aligns with the Corporate Health and Safety Policy and serves as a guide for handling invacuation during emergencies. Invacuation refers to the controlled, inward movement of people within a building to safety, typically in response to threats such as terrorist attacks, local disturbances, or environmental hazards like fires or air pollution.

The procedure is based on a range of relevant legislation, including the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 and the Civil Contingencies Act 2004, which provide the legal framework for managing health and safety risks at the Council. Key definitions within the procedure include invacuation, which is the controlled movement of people into a safe area within a building and dynamic lockdown, which involves restricting access to a site to prevent a threat from entering or escalating. In contrast, evacuation refers to an orderly exit from the building, typically when there is a threat inside.

The responsibilities of both employers and employees are outlined. The Chief Executive and Senior Leadership Team are responsible for leading invacuation responses, ensuring all procedures are reviewed and risks reassessed regularly. They are also responsible for maintaining safety measures like emergency grab-bags and ensuring staff training is available and up-to-date. Employees, on the other hand, are expected to stay vigilant, follow safety procedures and participate in training and exercises to prepare for invacuation scenarios.

Managers are tasked with preparing risk assessments for potential invacuation scenarios within their respective sites. These risk assessments must be reviewed regularly to ensure the procedures remain effective and aligned with any new

threats. The procedure also emphasises the importance of reporting accidents during an invacuation through the Council's Electronic Accident Reporting System (EARS – see page 32).

Training for invacuation scenarios covers recognising threats, following safety protocols and using communication systems effectively. The Emergency Planning Team is responsible for delivering training and conducting periodic exercises to keep staff prepared for real-life emergencies. Additionally, managers are required to consult with employees and trade union representatives to ensure the procedures are well communicated and understood.

Specific guidance on implementing invacuation procedures is also provided. This includes identifying safe areas and lockdown locations within buildings, establishing clear communication methods during an incident and ensuring that building occupants are accounted for. The guidance covers how to handle different emergency situations, including the importance of sheltering and lockdown procedures to protect people within the building.

Finally, the procedure outlines the review process, ensuring that the policy is updated every two years or following significant incidents, legislative changes, or equipment updates. The goal of this comprehensive procedure is to safeguard the health and safety of all building occupants during emergencies by ensuring clear protocols, effective communication and thorough preparation.

The Health and Safety department recently distributed HOT principles posters, which are designed to inform staff of the actions to take in the event of specific incidents, including marauding attacks, acid attacks, bomb threats and suspicious items (Appendix 3). The Customer Services team has also developed a new poster to be displayed in customer services areas at The Arc (as well as at the Council's Contact Centres) to inform the public that staff members have the right to be treated with respect and that any form of verbal, physical or threatening abuse will not be tolerated. It highlights that staff can terminate calls or ask individuals to leave if they are subjected to abuse and that the police may be contacted in cases of serious misconduct. The message emphasises that staff are there to help and should be treated with kindness and respect (Appendix 4).

Furthermore, the Assistant Director of Health and Leisure is currently developing an accommodation review, which will address building-related issues and propose improvements. Some changes have already been made such as relocating the post room to a safer location (see page **29-30** for details).

Ongoing Improvements – Emergency Planning Officer

Soon after the beginning of this review, a new Senior Emergency Planning Officer (SEPO) was seconded to Bolsover District Council from Derbyshire County Council. The responsibilities of the SEPO include overseeing business continuity, emergency plans and maintaining a universal contact list, all aimed at mitigating emergencies and providing clear communication channels for various scenarios. An essential tool being encouraged by the SEPO is a greater use of Resilience Direct (RD), an online platform designed for civil protection practitioners to collaborate during emergencies. All

councils are encouraged to use RD and under the SEPO's guidance the Council is increasing its utilisation. The Senior Leadership Team members received RD training in October 2024, which included a "what if" exercise to test emergency response.

By uploading the Council's security protocols to RD, emergency services have immediate access to The Arc's policies during crises. Additionally, the SEPO advised the Council to utilise "Derbyshire Prepared", a website that offers comprehensive crisis and emergency procedures for the District.

Ongoing Improvements – Management of Unreasonable Behaviour Policy

The Management of Unreasonable Behaviour Policy outlines the procedures for addressing complaints and managing unreasonable conduct, habitual or vexatious complainants within the Council. It defines habitual or vexatious complainants as those who repeatedly pursue unrealistic or unreasonable complaints, refuse to cooperate with investigations, or engage in disruptive behaviours such as harassment or excessive demands. The policy allows for the identification of such complainants and outlines actions to manage them, including assigning a single point of contact, limiting communication and notifying complainants when their behaviour is considered vexatious. In extreme cases, legal action may be pursued. The policy also specifies the roles of various staff members, including senior managers, the Customer Standards and Complaints Officer and the Director responsible for complaints management, in ensuring complaints are handled fairly and effectively. It emphasises the importance of protecting employees from harassment and threats and provides clear guidance on addressing complaints to improve service delivery in taking reasonable and practicable steps to prevent abuse of the complaints process, Elected Members and officers of the Council .

The Management of Unreasonable Behaviour Policy, which outlines how the Council will address unreasonable behaviour, habitual or vexatious complainants, was presented to the Customer Services Scrutiny Committee February 2025 and then to the Executive in March 2025. This new policy includes defining such complainants, actions to manage vexatious behaviour (such as assigning a single point of contact and, in extreme cases, pursuing legal action), and measures to protect employees from harassment, threats, or abuse. Unreasonable complaints or customers can have significant resource implications for the Council the Policy aims to improve service delivery by constructively addressing complaints effectively and efficiently.

Furthermore, the Customer Services team has recently updated the Councils telephony system with a new corporate greeting message. This includes a reminder to customers about the expected standards of behaviour when interacting with officers over the phone. The message states: *"Welcome to Bolsover District Council. We are committed to providing a professional and fair service to everyone and in return we expect our customers to be respectful to our teams and be treated in a courteous manner".*

The Council recognises that some customers may act out of character during periods of stress, anxiety or distress and that certain behaviours may be linked to disabilities or other individual circumstances. In keeping with our commitment to equality, diversity and inclusion, reasonable allowances will always be considered in such cases and

staff are supported to respond with empathy and professionalism. However, the Council also has a responsibility to safeguard the wellbeing of its staff, Members and contractors, as well as to protect the integrity of its processes and limited resources. Where behaviour or complaints are deemed unreasonable in tone, content or persistence, proportionate action may be taken in line with the Management of Unreasonable Behaviour Policy.

The Management of Unreasonable Behaviour Policy closely aligns with the Council's Customer Service Standards and our Promise to our Customers. Elected Members and officers are committed to delivering a first-class service to all residents and businesses within Bolsover District. At the core of this commitment is the principle of treating all customers fairly, valuing diversity and ensuring respectful and courteous interactions. The Council promises to provide the best possible experience; however, customers choose to get in touch and to respond with professionalism, empathy and clarity.

In return, the Council asks that customers engage with staff members respectfully and appropriately. This mutual expectation underpins the Management of Unreasonable Behaviour Policy and ensures that the rights and wellbeing of staff, Members and contractors are safeguarded. By setting clear standards for both staff and customers, the Council seeks to foster constructive communication, uphold the integrity of its processes and continuously improve service delivery.

A Comprehensive Security Policy for the Council

To ensure a cohesive and effective approach to security at The Arc, Bolsover District Council should consider consolidating the various ongoing policy developments into a single, overarching Comprehensive Security Policy. This policy would integrate key elements from existing and upcoming procedures, including the Invacuation Procedure currently being developed by the Health and Safety Manager, guidelines for managing ASB and emergency protocols for scenarios such as terrorist threats, riots and physical altercations. Additionally, the Unreasonable Behaviour Policy for addressing disruptive complainants, along with the guidance provided by the Emergency Planning Officer through platforms like Resilience Direct, should all be incorporated.

This unified policy would ensure consistency across all security-related procedures and offer a centralised framework for staff, Elected Members and customers to follow in times of crisis. By integrating these policies, the Council can better safeguard its personnel, Elected Members and customers while streamlining training, response efforts and communication during emergencies. Furthermore, a singular, well-organised document would enhance clarity and ensure that all staff and stakeholders are aligned in their understanding of procedures, reducing gaps or overlaps in security protocols. Combining these efforts into one comprehensive policy would demonstrate the Council's proactive approach to both staff welfare and public safety, reinforcing a culture of preparedness and resilience across The Arc.

Security Guards and SIA training

The panic button procedure requires refinement and updating, as it was last reviewed in 2017. Given that it has not been assessed in eight years, it may now need to be revisited and re-evaluated in light of this scrutiny review and changing operational circumstances. Particular attention should be given to the identification of responders and the training they have received.

While Duty Managers are contacted when the panic button is triggered, they have not undergone official training, relying instead on personal career experience. Front-of-house staff and managers should be adequately trained in conflict resolution or emergency response, to avoid poor management of aggressive behaviour. Instead of employing full-time security personnel, the focus should be on training selected staff members in conflict management and emergency procedures.

Rather than investing in a dedicated security guard team, which could cost between £50,000 and £60,000 annually, a more cost-effective solution would be to train specific staff members, such as Leisure Managers and/or Enforcement Officers in conflict management and emergency response. This approach would be particularly beneficial in situations where individuals become aggressive, such as during committee meetings in the Council Chamber, allowing trained staff to manage disruptive behaviour effectively without the need for a full-time security presence.

This would be a more efficient and less expensive alternative to traditional security guards. This suggestion is supported by the Assistant Director of SSCS&E and the Assistant Director of Leisure, Health and Wellbeing, agreeing that the training would be valuable in enhancing the overall security of The Arc.

By ensuring that relevant staff are trained through SIA certification, The Arc would always have a qualified individual on-site to manage any disturbances or security concerns. This training would not only empower staff to respond to conflict situations with confidence but also ensure that they are prepared to handle emergencies, providing a safer environment for both staff and visitors. Additionally, this would strengthen the Panic Alarm Procedure by ensuring that those responsible for responding to activations are properly trained to manage such situations effectively.

Risk Assessment and Physical Security Measures

The annual risk assessment for The Arc uses a matrix to evaluate risks based on severity and likelihood. The severity of potential injuries is rated from 1 (No Injury) to 5 (Catastrophic), while the likelihood ranges from 1 (Very Unlikely) to 5 (Very Likely). The resulting risk rating determines the necessary actions, with a rating of 20-25 indicating the need to stop activity and take immediate action, 15-16 requiring urgent action, 8-12 suggesting action to improve within specified timescales, 3-6 recommending monitoring with improvements at the next review and 1-2 indicating no action required but maintaining current controls.

The 2024 risk assessment was conducted by the Health and Safety Advisor, signed off on June 10, 2024, with a review date set for June 2026. The assessment focused on general activities at The Arc. For site security, the potential harm could be to

employees and property, with risks including physical violence or aggression. Current control measures include an intruder alarm, a barrier for restricted vehicle access, CCTV coverage in key areas, restricted access zones to segregate users, limited access to keys, regular intruder alarm tests and servicing, panic alarms at reception points, a secure interview room, perimeter fencing, weekly checks of the fencing, alarmed doors on restricted exit routes and mandatory counter-terrorism awareness training for employees.

The calculated risk rating is 2 (Severity) x 2 (Likelihood) = 4 (Low Risk). This reflects a proactive approach to safety with comprehensive measures in place to mitigate the risk of physical violence and ensure the site's security. Regular reviews and staff training further contribute to maintaining a safe environment.

While the current risk assessment indicates low risk, it is important to recognise that security threats can evolve. Even with robust existing measures such as CCTV, alarms and restricted access, emerging risks, including advances in intrusion tactics, changing socio-political climates, or human error, may increase the risk. To proactively address these potential threats, continuous investment in new technologies, scenario-based planning, regular staff training and enhanced security measures (such as perimeter security and CTSA audits) should be prioritised. By staying ahead of emerging threats and maintaining vigilance, the Council can ensure the long-term safety and resilience of The Arc.

Government Legislation and External Guidance

"Martyn's Law," formally known as the *Terrorism (Protection of Premises) Act 2025*, seeks to enhance protections against terrorism in public spaces by introducing new legal requirements for venues, including risk assessments, physical security measures and staff training. This law may impact The Arc, necessitating improvements in its preparedness for terrorism-related incidents, such as upgrades to physical security and the implementation of regular emergency training.

As part of the review's development, the Assistant Director for SSCS&E recommended engaging with a Counter Terrorism Security Advisor (CTSA) to provide professional advice on identifying and mitigating terrorism-related risks at The Arc. CTSAs offer free advisory services to local authorities, assessing site vulnerabilities, recommending physical security improvements and supporting compliance with counter-terrorism policies.

As part of the outcomes of this review, Members expressed a desire to engage with a CTSA. To support this, the review includes as a recommendation: *That the Council conduct a security audit with a Counter Terrorism Security Advisor,* (recommendation 2.8).

In February 2025, a CTSA conducted a site visit to The Arc and provided professional advice regarding required security enhancements. A verbal summary of the CTSA's findings and recommendations was delivered to the Assistant Director of SSCS&E. These recommendations will inform the future delivery of services related to enhancing the Council's overall security posture and will align with the strategic outcomes of this report. Due to the sensitive nature of the CTSA's advice, specific details will not be

included in this report. Disclosure of this information could highlight vulnerabilities within the Council's infrastructure and pose a security risk if made publicly available or misused.

Although the Council has already completed this recommendation during the course of the review, Members agreed that it is important to retain the recommendation in the final report. Its inclusion reflects the proactive steps taken during the review period and demonstrates the Council's ongoing commitment to improving its overall security posture.

Developments to the Council Chamber

After several incidents that occurred in the Council chamber during the beginning of 2025 where members of the public caused some disturbances to several committee meetings, Members believed it was important to address the security arrangements for committee meetings held at The Arc – particularly in the Council Chamber. To support a safer and more controlled environment during statutory committee meetings, the Governance Manager has implemented several practical measures aimed at improving monitoring and reinforcing appropriate behaviour within the Council Chamber.

A rope barrier has been installed to physically separate the public gallery from the area occupied by Elected Members, helping to create a defined boundary that enhances both safety and decorum. Attached to the barrier are visible Code of Conduct signs outlining expectations for public behaviour. To reinforce these expectations further, each chair in the public gallery has been equipped with a laminated Code of Conduct card, offering attendees a clear, accessible reminder of the standards of respectful conduct required during meetings. Collectively, these improvements are designed to maintain a safe, respectful and orderly atmosphere that supports democratic continuity while safeguarding the wellbeing of Elected Members, staff and members of the public attending proceedings.

In March 2025, as part of ongoing governance improvements, a new audio-visual (AV) system was procured and installed in the Council Chamber. This development significantly enhances the Council's ability to monitor and record proceedings, offering a clearer and more secure method for documenting any incidents that may occur. Beyond improving transparency and accountability, the upgraded AV system adds an important layer of security by enabling effective monitoring of meetings that may experience disruption, helping to identify and manage situations that could escalate into security incidents. This enhancement complements wider updates to governance procedures and supports a safer, more controlled environment for both Elected Members and members of the public.

Members agreed to include security developments in the Council Chamber as part of the review's recommendations. While the Governance Manager has already taken significant steps to improve security, Members felt it was important to retain the recommendation—*that the Council addresses security arrangements for committee meetings held at The Arc*—to reflect ongoing progress made alongside the review. As the recommendation is only partly achieved and further improvements may still be considered, it will remain in the final report.

Recommendations:

That the Council introduce a clear security responsibility framework: appoint a senior officer responsible for security at The Arc, tasked with overseeing the development, implementation and regular updates of security policies; assign a portfolio holder from the Cabinet to be responsible for security as part of their remit.

That the Council develops a comprehensive security policy for The Arc that addresses ASB, emergency situations and the safety of staff, Elected Members and customers.

That the Council ensures there are clear roles and responsibilities for security protocols and incident response at The Arc.

That the Council ensure security procedures are regularly reviewed, updated and tested.

That the Council review and update Panic Button procedures and provide SIA training for appropriate members of staff (such as the Leisure Duty Managers and the Enforcement Officers).

That the Council explores options available to develop improved CCTV and monitoring systems at The Arc.

That the Council consider strengthening perimeter security for external physical threats such as vehicle mitigation.

That the Council conduct a security audit with a Counter Terrorism Security Advisor.

That the Council addresses security arrangements for committee meetings held at The Arc.

5.2 Examine incidents and data of previous occurrences of ASB and security issues from recent years at The Arc and identify areas for improvement.

Reviewing past incidents of anti-social behaviour and security concerns at The Arc provides valuable insight into areas where security arrangements can be strengthened. A range of incidents, including break-ins, vandalism, verbal abuse towards staff and the handling of suspicious packages, highlight the challenges faced in maintaining a safe and secure environment.

While effective reporting systems are in place, it is essential that incidents are formally recorded; if incidents are not recorded properly, it can make it more difficult to track trends and assess risks. Staff training for handling ASB varies across roles and responses to security issues often involve multiple teams, reflecting the complex nature of managing such situations. By examining these incidents and identifying patterns, opportunities can be explored to enhance existing policies, improve reporting processes and ensure that security measures continue to evolve in response to emerging challenges.

SECURITY INCIDENTS: CASE STUDIES

Suspicious Package Incident:

In 2024, the Council received a series of suspicious packages, triggering a response based on established safety protocols. The Council has a clear and comprehensive procedure for handling mail to mitigate risks associated with potentially hazardous items.

Upon identifying a suspicious package, staff are instructed to follow specific steps:

- Do not touch, move, or open the package.
- Place the package on a firm surface and display the "Suspicious Mail" warning sign next to it. Avoid further disturbance.
- Only call the police if instructed or if staff cannot reach someone but believe emergency intervention is necessary.
- Once the package is identified, staff must immediately take the Emergency Box and leave the room.
- Place the "Danger – Do Not Enter" sign on the Post Room door, but do not lock it unless directed by the Building Security Manager or emergency services.
- For suspected chemical, biological, or radiological (CBR) threats:
  - Remove outer clothing and place it in an isolation bag.
  - Avoid touching the eyes, nose, or skin.
  - Use cleaning wipes to cleanse hands and dispose of used tissues or wipes in the isolation bag.

The incident led to a police investigation to assess the nature of the threat and ensure any risks were properly addressed. Additionally, the Governance Team, responsible

for managing post at the time, used a paper-based logging system to track suspicious mail.

To enhance security, the postal service at The Arc has been relocated to a more secure, centralised location within the building. This move aims to reduce potential risks in more isolated areas. The change also improves staffing resilience and coverage, which is vital for maintaining smooth operations during incidents that require immediate attention.

This adjustment aligns The Arc's procedures with those of other local authorities, where postal services are also situated within customer services departments. By centralising the postal service, the Council aims to improve both safety and operational efficiency, ensuring that similar incidents can be more effectively managed in the future. These actions reflect the Council's proactive approach to improving security in response to emerging threats, reaffirming the commitment to safeguarding both staff and the public while enhancing overall operational security protocols.

Break-In Incidents at The Arc:

In August 2023, a series of break-ins occurred at The Arc, involving three young men who gained unauthorised access to the building and caused disturbances. They stole several valuable items from the building and left behind alcohol containers. The police were notified, however, there was a delay in the police response, as they did not arrive until over an hour later. Additionally, discrepancies were noted between the alarm panel logs and the incident report from the leisure centre reception, which raised concerns about the reliability of the alarm system.

In response to the break-ins, duty managers discussed security measures such as securing all fire exits and implementing overnight security. However, no overnight security measures were put in place. Post-incident, some security improvements were made to ensure valuables are locked away safely at night and specific fire exit doors are locked each night and unlocked in the morning.

The Senior Technical Officer was informed for insurance purposes, though the stolen items' value was too low to justify a property insurance claim. The Senior Technical Officer also advised that any future incidents should be reported for insurance purposes, as this could help identify patterns and mitigate risks. The Assistant Director of Health and Leisure informed the Chief Executive of the break-ins, though there was no official communication with Councillors, except for some senior Members who may have been briefed.

The investigation raised questions about the responsibility for security protocols and procedures; the investigation process highlighted the need for clearer communication and responsibility in handling such incidents.

Assault Incident Involving Deodorant Spray at The Arc:

In September 2024, a Council Manager was assaulted by children who sprayed deodorant directly in her face outside the Bolsover Contact Centre. The children had been loitering in the area and had been pressing the disabled access button, which

caused the door to remain open and prevent it from closing. The member of staff asked the children to leave the premises, but one of them continued to spray her with deodorant. The incident was formally reported and investigated. The investigation concluded that no further action was necessary as the injury was minor and there were no lost workdays. The case was officially closed on October 9, 2024.

It is essential to report and log incidents like this to ensure a clear record of events, monitor patterns of behaviour and assess risks to staff safety. By formally logging incidents, the Council can take appropriate action if necessary, identify areas for improvement and maintain accountability. Additionally, logging incidents helps with compliance with health and safety regulations, promotes a safer working environment and enables better preparation for preventing future occurrences.

Damage to Fire Alarm Call Point at The Arc:

In September 2023, a fire alarm call point at Bolsover District Council was damaged by children. The incident occurred in the West Wing near the old studio fire exit when the children slid open a fire door and hit the call point. Although the damage did not pose any significant risks or injuries, immediate safety checks and evacuation procedures were initiated as a precaution. Following the incident, the fire door was modified to prevent future occurrences. The investigation concluded that the incident was minor and no further investigation was required. The report was confirmed to be accurate and the building was secured.

It is essential to report and log incidents like this to maintain a clear record of any potential safety risks and to ensure that any necessary precautions are taken. By documenting such incidents, the Council can monitor for recurring issues, take corrective actions and ensure that safety measures are always up to date. Logging incidents also helps in ensuring compliance with health and safety regulations, improving emergency response procedures and creating a safer environment for staff and the public.

False Fire Alarm Triggered by Children at The Arc:

In May 2023, a false fire alarm was triggered at The Arc, Clowne, when children activated a break-glass call point located in the East corridor near the automatic side doors. The situation led to an immediate evacuation, though no fire or injuries occurred. The event was managed by the staff on duty and the incident was reported on the same day. The investigation concluded that the event was an isolated incident and no further action was necessary. A RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) report was not required, as the incident did not result in any injuries or significant risks.

It is essential to report and log incidents like this to ensure that all events, even false alarms, are properly recorded and assessed. By documenting such incidents, the Council can review safety protocols, ensure that evacuation procedures are effective and identify areas for improvement in preventing similar occurrences. Logging incidents also helps in maintaining compliance with health and safety regulations, ensuring that staff are well-prepared for emergencies and fostering a safer environment for everyone.

Incident of Anti-Social Behaviour Outside the Offices of the Executive and Senior Officers:

An incident of ASB occurred outside The Arc, near the Contact Centre, when a woman and a man were observed arguing and shouting by a senior Member. Despite the incident being witnessed by an official, it was not formally reported as an incident to be documented in the system. When questioned about the details of the situation, the senior Member could not provide any specifics, citing the fact that the incident had occurred several months prior.

Unfortunately, the lack of a written record at the time of the incident meant that there were no details available for review when questioned by the Scrutiny Officer. If the incident had been formally reported, it would have allowed for a more thorough follow-up and provided a clearer picture of recurring issues, helping to inform improvements in security protocols.

Electronic Accident Report System (EARS) and the Employment Protection Register

Members of the public can report incidents they witness by contacting the Council through various channels, including telephone via the Customer Services Team, email, or the Self-Service portal. Elected Members, while able to use the portal as constituents, are also advised to report any security-related incidents directly to a senior member of staff, such as a Director, Assistant Director, Head of Service, or the Chief Executive.

A structured system is in place for staff to report incidents at The Arc through the Electronic Accident Report System (EARS), accessible via ERIC for Council employees. This system allows for the documentation of both general accidents and violent incidents, ensuring that workplace safety concerns and security issues can be formally recorded. While the reporting system is well established and is usually used in most cases, it is essential that all incidents are officially documented to ensure a comprehensive understanding of recurring issues which can inform potential improvements.

The Employment Protection Register (EPR) is used for documenting incidents involving staff, with the aim of maintaining a safe environment by tracking and responding to potential risks. Alongside the course of this review, the Customer Services Manager and the Health and Safety (H&S) Manager have been collaborating on a proposal to enhance the EPR system by introducing a third option to differentiate between verbal and physical abuse. Since these types of abuse necessitate different responses, such a distinction would allow for more targeted and appropriate actions to be taken. A key section of the policy will focus on Habitual and Vexatious Complaints, setting out criteria that must be met for complaints to be categorised as such, specifically requiring at least two of the following conditions: frequency, severity, or persistence. This will be part of the Management of Unreasonable Behaviour Policy previously mentioned in chapter 5.1 on page 23-24.

Safety Committee and Oversight

The Safety Committee plays a key role in monitoring workplace incidents, meeting quarterly to review accident statistics and workplace safety programmes. However, its primary focus is on accident reporting rather than security incidents. While this structure helps maintain workplace health and safety, expanding the scope of the Committee to include security-related matters could provide further oversight and contribute to ongoing improvements in security arrangements. For further details on the Safety Committee please see page 20.

Support Policies Following Incidents

Employees who have taken time off due to an incident are required to complete a return-to-work form, which assesses their physical and mental wellbeing before resuming their duties. This process is supported by follow-up checks conducted by HR, ensuring that affected individuals receive appropriate assistance. Additionally, a 24/7 counselling service is available, providing staff with access to professional support if needed. These measures demonstrate a commitment to staff welfare and ensure that those impacted by security incidents have access to necessary resources.

Recommendation:

That the Council ensure staff and Elected Members are familiar with emergency, evacuation and invacuation procedures and reporting processes.

5.3 Examine the Council's current approach to staff training for security procedures and public education on protocols in dangerous security situations.

At the beginning of this review, both of the Scrutiny Committees that decided to work in collaboration on the issue of security were keen to address whether there is adequate training available for staff and Elected Members when they may face situations involving ASB or security-related incidents. It is essential to ensure that employees and Councillors are well-prepared and equipped with the necessary skills to effectively handle these situations, ensuring both their safety and the safety of others. The focus on this matter stems from the increasing awareness of security threats and the role of staff in maintaining a safe environment for the public and themselves. Additionally, the Committees were interested in understanding what educational resources or materials have been published by the Council to support staff in handling such incidents. The publication of relevant guidance and procedures is crucial to creating a culture of safety and preparedness throughout the Council.

To address these concerns, the Council has already implemented several key training initiatives aimed at equipping staff with the necessary knowledge and skills to handle potential security and safety incidents.

Security Briefing for Elected Members - Derbyshire Constabulary

During this review, the Council organised security and counter terrorism training in partnership with Derbyshire Constabulary. The training was designed to provide security advice and guidance tailored to the roles of Councillors. It was delivered in an interactive format, allowing for participant engagement throughout the session.

The presentation lasted around one hour and included a comprehensive security briefing created by *Counter Terrorism Policing* specifically for elected officials. It combined both informative training and practical security advice, ensuring that Councillors were equipped with the knowledge and tools necessary to address potential security concerns. The interactive nature of the session aimed to keep participants engaged and ensure that the content was relevant to their roles.

The training is offered to all Councillors across the UK to ensure that elected officials are given the necessary support and resources to stay informed on security issues relevant to their duties. To ensure the information remains current and relevant, the training content is updated every 3 to 6 months. Re-training sessions are offered at these intervals to give Councillors the opportunity to refresh their knowledge and stay up-to-date with any changes to security protocols or emerging threats. This approach helps to maintain a high standard of preparedness among Councillors, ensuring they remain well-informed and capable of managing potential security risks effectively. Bolsover District Council should continue to utilise this training resource and keep Members up to date with emerging policies and threats. This training should be retaken by Members annually or at least every two years.

Counter Terrorism Training for Staff

In Spring 2024, the Council introduced mandatory Counter Terrorism Awareness Training for all staff. This training was delivered through an online platform, using the *Action Counters Terrorism* website for e-learning. It covered various aspects of identifying and responding to potential terrorist threats, equipping staff with the knowledge to recognise warning signs and take appropriate action in emergency situations. This initiative aimed to ensure that staff were sufficiently prepared to respond to such incidents, enhancing their overall awareness and safety protocols.

Run, Hide, Tell Staff Training

In December 2024, all Bolsover District Council staff were required to complete *Run, Hide, Tell* training. This training offers a simple and effective protocol for responding to dangerous situations, such as an active shooter or other emergencies requiring immediate action. The first step, *Run*, encourages individuals to flee the area if possible, using escape routes to reach a safe location. If running is not feasible, the second step, *Hide*, advises finding a secure, concealed location, ideally with a locked door and turning off devices to avoid detection. The final step, *Tell*, urges individuals to contact authorities once they are safe, providing crucial information about the threat. This training aims to reduce panic, guide individuals in crisis situations and promote safer, more effective responses to emergencies, ensuring a baseline level of preparedness across the Council.

Handling Suspicious Packages Staff Training

After the suspicious package incident in Summer 2024, additional training was held in September 2024 for staff at The Arc who regularly handle post. The training focused on procedures and safety protocols for dealing with suspicious packages, ensuring that staff were well-prepared to manage such situations and reduce risks.

Resilience Direct Senior Staff Training

There has been ongoing training related to Resilience Direct (a platform that supports emergency planning and response – see page 22-23 for details). Training sessions are essential to ensure senior staff can use this system effectively in crisis situations. In October 2024 the Senior Leadership Team participated in a training session to familiarise themselves with the platform. The session also involved a "what if" exercise, which helped participants to anticipate potential challenges and develop strategies for responding to emergency scenarios. The details of this training will be formally documented in the emergency plan, ensuring that there is a clear record of the training provided. Additionally, a master copy of this training documentation is stored at Derbyshire County Council for reference.

To further enhance the effectiveness of Resilience Direct, a User Guide has been created specifically for Bolsover District Council. The guide was prepared by the Senior Emergency Planning Officer who ensures it is regularly updated; the guide aims to provide a comprehensive resource for staff using the system. This guide not only provides essential instructions for navigating the platform but also acts as a useful reference for staff to access during emergencies. By ensuring that staff members are

well-versed in using Resilience Direct, the Council aims to streamline communication and response efforts in the event of an emergency, thus improving the overall safety and security of the District.

Further Training for Staff

Ensuring that staff are well-prepared to handle security incidents and emergency situations is a key aspect of maintaining a safe working environment at The Arc. No generic corporate training is provided for staff regarding ASB or general security issues, unless the staff member holds a specific role that requires specialised training, such as community wardens. The Council's policy dictates that staff should not directly engage with ASB situations but should instead prioritise their own safety by removing themselves from the situation. Staff are advised to focus on de-escalating the situation, removing themselves from potential harm and contacting emergency services when necessary.

The Joint Committee believe that the Council should provide further training for certain members of staff, particularly those in operational and front-of-house roles, on conflict de-escalation, emergency evacuation and the effective use of panic alarms. This training should incorporate real-life scenario simulations to help staff develop the confidence and practical skills necessary to respond effectively to incidents. The importance of such training is advised and supported by the Emergency Planning Officer, reinforcing the need for a proactive approach to staff preparedness.

In addition to general conflict management training, staff should be well-versed in emergency response procedures for a range of critical incidents, including bomb threats and terrorist-related risks. Regular training should be conducted to ensure staff are familiar with evacuation protocols, invacuation procedures and lockdown responses, allowing for a swift and coordinated reaction in the event of an emergency. HOT principles posters are displayed in Council offices, designed to inform staff of the actions to take in the event of specific incidents, including marauding attacks, acid attacks, bomb threats and suspicious items (Appendix 3).

As part of ongoing improvements to security arrangements, the invacuation procedure is currently in development, aiming to provide clear guidance on managing threats that require staff and visitors to remain inside the building for safety. It is also essential that both staff and Elected Members are fully familiar with all emergency evacuation, invacuation and reporting procedures. By strengthening training initiatives and ensuring that emergency protocols are well understood, the Council can continue to promote a secure and resilient environment for both staff and the public.

Training for handling anti-social behaviour (ASB) and security incidents is currently provided to specific staff members, such as Community Enforcement Rangers. However, other frontline staff, including those in customer-facing roles, may benefit from additional guidance on managing difficult or confrontational situations. Consideration could also be given to providing lone worker training, ensuring that staff working alone are equipped with the necessary skills and procedures to manage potential risks safely. Expanding training opportunities would not only enhance staff confidence but also improve their preparedness in addressing a wider range of security concerns effectively.

There is no dedicated security guards stationed at The Arc. Instead, the Council advises staff to focus on de-escalating situations where possible and to contact the police when necessary. While this approach aligns with standard risk management procedures, it places a greater emphasis on staff judgment in handling incidents. Ensuring that employees feel confident in responding to security concerns is essential to security arrangements at The Arc.

Panic Button and SIA training

As mentioned in Chapter 5.1 on page 19-20 a review of the panic button procedure would be beneficial, along with clarification regarding the training received by those responsible for responding to the Panic Button.

Each customer-facing desk within the Council's facilities is equipped with a panic button, which, when activated, notifies a member of the Leisure Team. Upon receiving the alert, a Leisure Team Manager investigates the situation to assess and address any potential issues. However, it has been noted that no specific training has been undertaken by the Leisure Managers who are responsible for responding to the panic button alerts.

To enhance the effectiveness of this response, it is proposed that Security Industry Authority (SIA) training be provided for certain members of staff such as the Leisure Duty Managers or the Community and Enforcement Officers. This would help ensure that certain staff are equipped with the necessary skills to handle security incidents more effectively and professionally. Offering SIA training would serve as a more cost-effective alternative to deploying a dedicated security guard team, as outlined in Chapter 5.1 (page 25). This approach would not only increase the safety and security of the facilities but also provide staff with valuable expertise in managing security situations.

Recommendation:

That the Council provide staff training for conflict management and emergency situations (particularly operational staff and front-of-house staff) and continue to regularly provide training on security related issues to staff and Elected Members.

6.   Conclusions

The Joint Committee have put together 11 recommendations to assist the Council in improving security and safety arrangements at The Arc.

Key findings arising from the review include:

- **Clear accountability**: There is currently no specific officer or Cabinet Member responsible for overseeing security responsibilities and inter-departmental coordination at The Arc.
- **Lack of a comprehensive security policy**: Existing procedures are fragmented; a unified policy would consolidate security arrangements and improve overall effectiveness.
- **Unclear incident response roles**: Procedures would benefit from defined responsibilities and clear escalation pathways during emergencies to ensure swift and coordinated action.
- **Need for regular review/testing of procedures**: Security protocols should be regularly reviewed and tested to ensure they remain effective and up to date.
- **Training gaps for staff**: Frontline and operational staff need consistent, ongoing training in conflict management and emergency response to enhance preparedness.
- **CCTV and perimeter security**: Consideration should be given to upgrading CCTV systems and perimeter security to improve monitoring and protection.
- **Security considerations for committee meetings**: Additional safeguards, such as barriers, codes of conduct and camera monitoring, are needed to ensure safe and orderly proceedings.
- **CTSA security audit**: A Counter Terrorism Security Advisor (CTSA) has provided valuable feedback and Members have received a security briefing to enhance awareness and preparedness.
- **Emergency procedures under development**: Invacuation, evacuation and lockdown plans are currently being drafted but are not yet fully implemented; an accommodation review of the building is under development.
- **Proactive ongoing improvement**: Security measures should be continuously updated to address emerging threats and ensure the ongoing safety of staff, Elected Members and the public.

It is essential for the Council to take proactive steps to mitigate future security risks and ensure the ongoing safety and resilience of The Arc in the face of evolving threats. Security is a dynamic and continuously changing field and by implementing continuous improvements, embracing new technologies and ensuring that staff are well-prepared for emerging risks, the Council will be better positioned to protect both staff and visitors from potential harm in the future. Taking these measures ahead of time will help to avoid the need for reactive responses, especially as security challenges increase.

To conclude this joint review by the Local Growth and Customer Services Scrutiny Committees, it is recommended that the Council should establish a clear security responsibility framework by appointing a senior officer to oversee security at The Arc, alongside assigning a Cabinet portfolio holder to take responsibility for security matters. A comprehensive security policy should be developed, covering areas such

as antisocial behaviour (ASB), emergency situations and the safety of staff, Elected Members and customers. Clear roles and responsibilities for security protocols and incident response should also be defined, with regular reviews, updates and testing of security procedures.

Additionally, the Council should review and improve Panic Button procedures, offering SIA training for key staff members, such as Leisure Duty Managers and Enforcement Officers. The Council is also encouraged to explore options for upgrading CCTV and monitoring systems, as well as considering measures to strengthen perimeter security to address potential external threats, such as vehicle mitigation.

Security arrangements for committee meetings should be addressed to ensure adequate protection. A security audit with a Counter Terrorism Security Advisor is recommended to identify potential vulnerabilities. Furthermore, staff and Elected Members should be thoroughly familiar with emergency, evacuation and in-vacuation procedures. Ongoing training in conflict management, emergency situations and security-related matters should be provided regularly to ensure all staff, particularly those in front-of-house roles, are well-prepared for any security challenges.

By taking these recommended steps, the Council can improve security, ensure staff preparedness and create a safer environment for all those using The Arc. Regular reviews, updates and training, along with proactive security measures, will ensure that the Council's facilities remain secure and resilient against emerging threats.

Appendix 1: Stakeholders

Stakeholders engaged during the Review:

- Cllr Clive Moesby (Portfolio Holder for Resources including Community Safety & Enforcement/Risk Management)
- Cllr Mary Dooley (Portfolio Holder for Partnerships, Health & Wellbeing – including Customer Services and Leisure)
- Cllr Rob Hiney-Saunders (Portfolio Holder for Environment – including Emergency Planning and Corporate Health & Safety)
- Director of Governance and Legal Services (Monitoring Officer)
- Strategic Director of Services
- Assistant Director of Streetscene, Community Safety and Enforcement
- Assistant Director of Leisure, Health and Wellbeing
- Chief Executive Officer
- Emergency Planning Officer
- Customer Services Manager
- Health and Safety Manager
- Facilities Managers
- Health and Safety Advisor
- Community Safety and Enforcement Manager
- Community Safety Officer
- Counter Terrorism Security Advisor
- Governance Manager

Stakeholders impacted by the Review:

- Cllr Clive Moesby (Portfolio Holder for Resources)
- Assistant Director of Streetscene, Community Safety and Enforcement
- Strategic Director of Services
- Chief Executive Officer
- Health and Safety Manager
- Assistant Director of Leisure, Health and Wellbeing

Appendix 2: List of Acronyms

- **ASB** – Anti Social Behaviour
- **AD for SSCS&E** – Assistant Director of Streetscene, Community Safety and Enforcement
- **RD** – Resilience Direct
- **AV system** – Audio Visual system
- **CTSA** – Counter Terrorism Security Advisor
- **SIA Training** – Security Industry Authority (Training)
- **HOT Principles** – Hidden, Obvious, Typical (threats)
- **SEPO** – Senior Emergency Planning Officer
- **CBR Threats** – Chemical, biological or radiological threats
- **RIDDOR** – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
- **EARS** – Electronic Accident Report System
- **EPR** – Employment Protection Register

Appendix 3: HOT Principles Posters

55
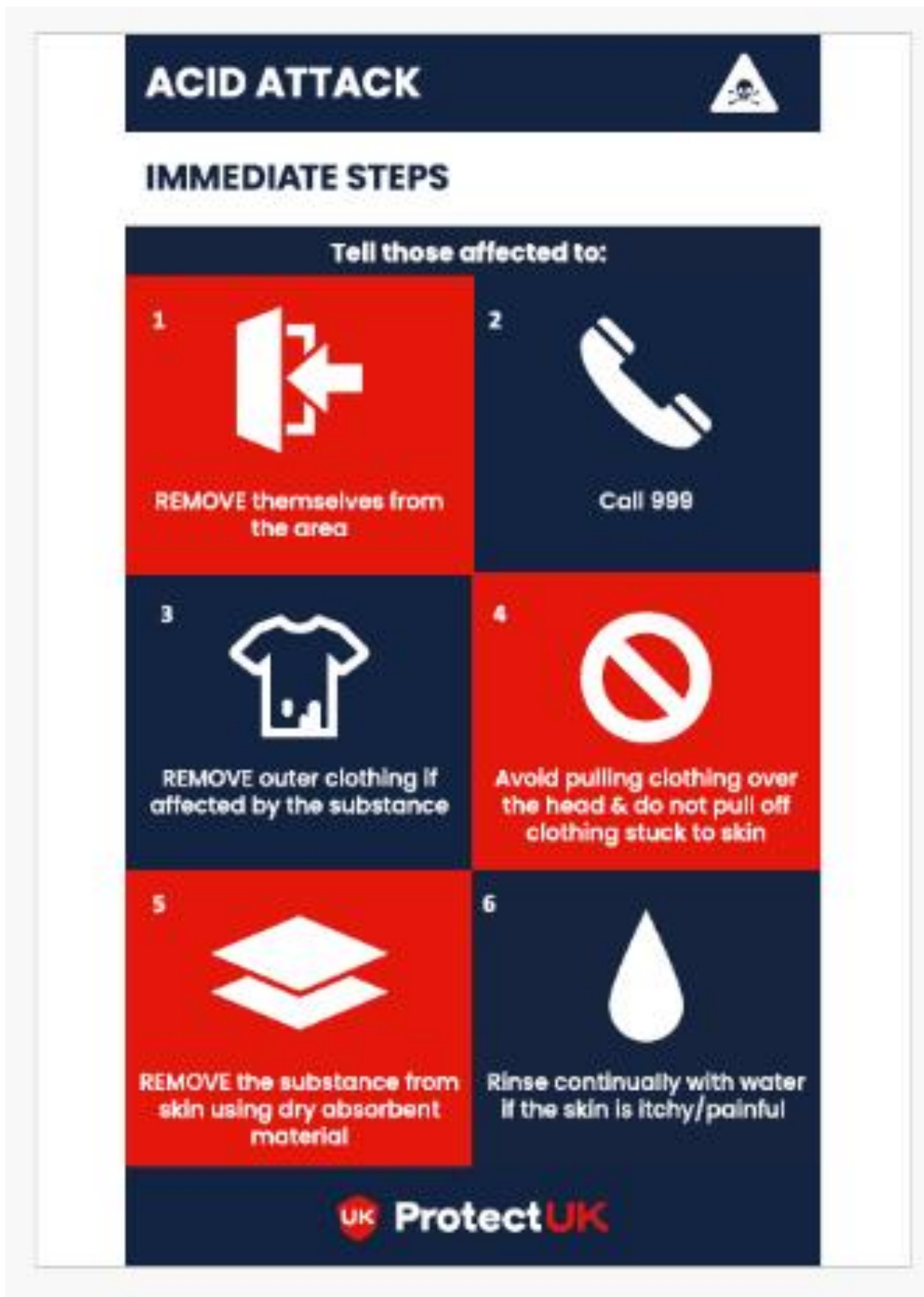
BOMB THREAT

IMMEDIATE STEPS

1 Stay calm and listen carefully

2 Write down as much detail as possible using the bomb threat checklist

3 Keep the caller talking and alert a colleague to dial 999

4 Note the number of the caller, otherwise, dial 1471 after the call

5 If the threat is a recorded message, write down as much detail as possible and keep it safe

6 If the threat is received via text message, do not reply, forward or delete the message

UK ProtectUK

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UNATTENDED & SUSPICIOUS ITEMS ⚠️

IMMEDIATE STEPS

Confirm – whether the item has suspicious characteristics

1 Has the item been deliberately hidden?

2 Is the item obviously suspicious? E.g. visible wires

3 Is the item typical of what you would expect to find in this location?

4 Ask if anyone nearby has left the item

If you believe the item represents a possible risk to life

5 Clear the immediate area, control access to cordon and do not touch the item

6 Call 999 Do not use radios within 15 metres

UK **ProtectUK**

MARAUDING ATTACKER

⚠️

IMMEDIATE STEPS

1

RUN – To a place of safety. This is a better option than to surrender or negotiate. If there is nowhere to run then...

2

HIDE – Turn your phone to silent and turn off vibrate. Barricade yourself in if you can

3

TELL – The Police by calling 999 when it is safe to do so

UK ProtectUK

Appendix 4: Customer Services Poster

Appendix 5: Bibliography

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