Disaster management in German local governments

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- since 11/2020: Freelancer

- 2015-2020: full-time Mayor,
  City of Gütersloh, Germany

- 2013 -2015: Head of the Departement of
  Urban Design, Building & Mobility,
  City of Gütersloh

- Work experience in various public
  administrations and Architect's offices
  (Berlin, Brussels, Peine)

- studied architecture
  in Hannover and London
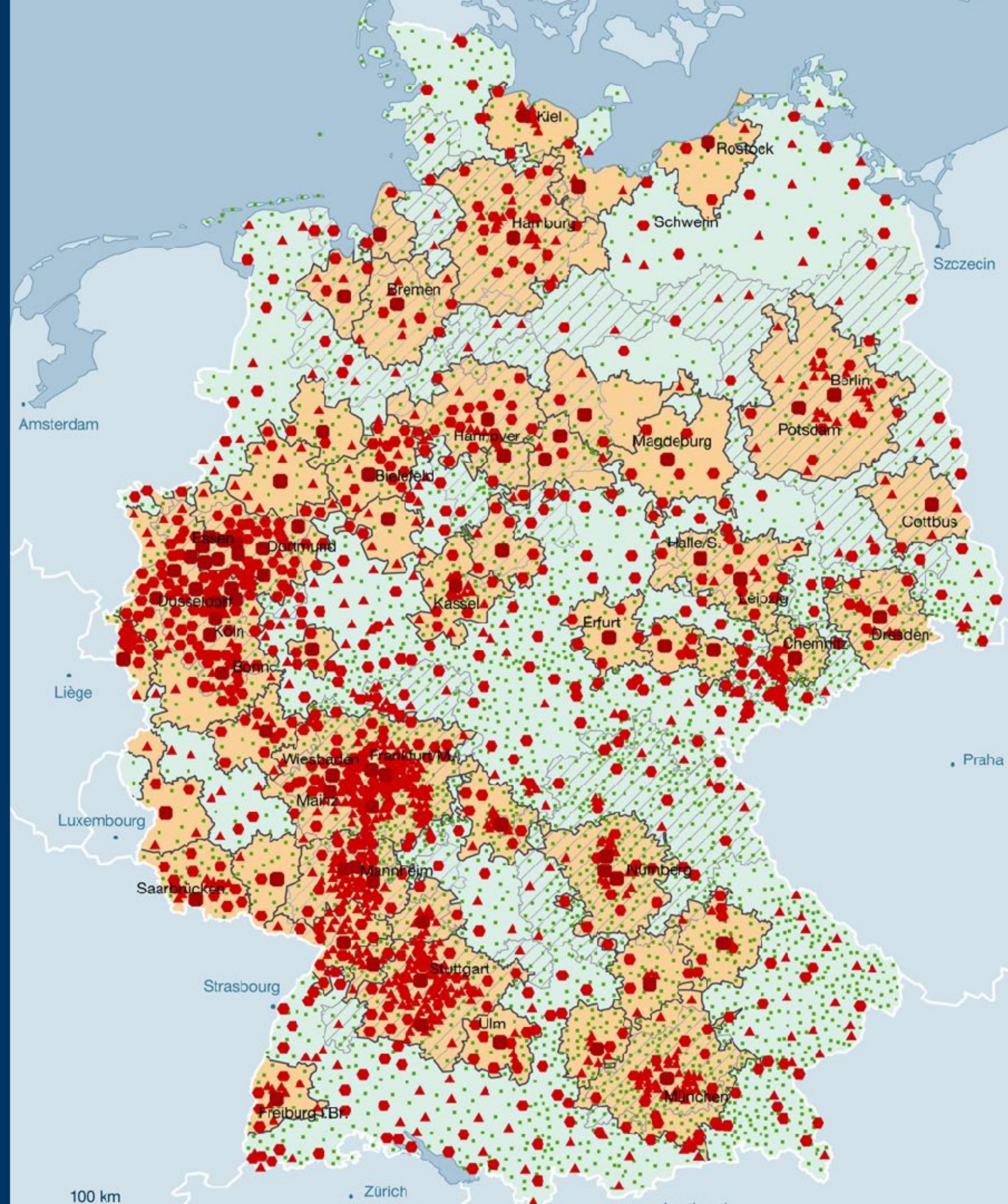
- Training as a bricklayer, Grammar School

Disasters can be triggered and cause considerable damage in particular by

- natural events,
- technical and/or human failure,
- deliberate acts with a terrorist or other criminal background,
- wars

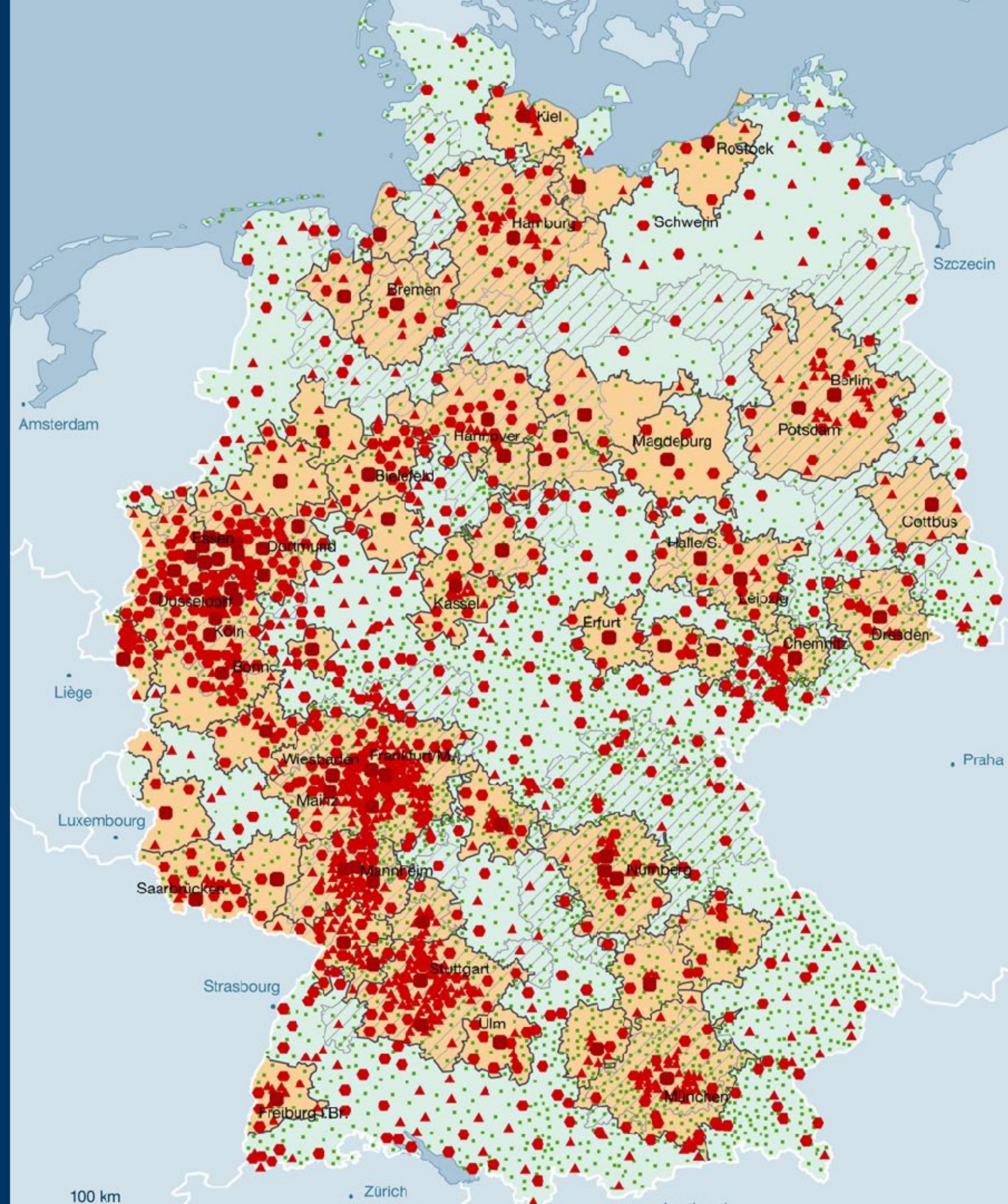# Desaster Management - Responsibility in Germany's federal system (2):

- in Germany there are approx. 11.100 municipalities, cities & districts

- only the independent (bigger) cities & districts (approx. 400) are responsible and legally obliged to maintain a crisis team and to provide civil protection for disaster management and are thus also responsible for drawing up plans for major emergencies and disasters. They determine the disaster situation and are responsible for directing the defence measures, including responsibility for the deployment of forces and the operation of a control centre.
evident that all municipalities are challenged by different events in the area of hazard prevention.

Desaster Management - Responsibility in Germany's federal system (2):

- for the other approx. 10.700 municipalities & cities the Municipal hazard prevention planning is a voluntary task

- However, not only with regard to the Corona pandemic, but also in retrospect of past events (heavy rain, floods, heat & drought, ...), it is evident that all municipalities are challenged by different events in the area of hazard prevention.

Desaster Management - Responsibility in Germany's federal system (3):

- Whether there is a legal obligation or not:
It is part of the self-evident tasks of every city administration as a body responsible for danger prevention to ensure the protection of the population, its supply as well as the maintenance of security & order and the administrative functions even under difficult circumstances.

- For this reason, most municipalities - even small ones - have set up so-called "staffs for extraordinary events (SAE)": Permanent members of the staff include representatives of the police, the fire brigade and the public order office.
If necessary, other functions and organisations supplement the staff work depending on the situation.

- The situations and threats are as diverse as the number of municipalities - for this reason, it only makes sense if individual solutions are developed locally in the municipality.

What is the reality in the municipality?
- Results of the survey from KOMMUNAL
magazine (end of March 2020)

Only a few municipalities have
comprehensive emergency response
planning - Example: Pandemic plans

- Only 20 % of municipalities in Germany
have prepared plans for epidemic

- Of these 20 %, in turn, the plans are
largely applicable in only 24 % of cases.

- As a result, around 5 % of the
municipalities were able to fall back on
"applicable" pandemic plans.

-Accordingly, there seems to be a lack
not only of quantity but also of quality of
plans in terms of applicability

What is the reality in the municipality?
- Results of the survey from KOMMUNAL magazine (end of March 2020)

- 78 % of the participating municipalities have drawn up regulations for the most important aspects of a crisis team.

- 59 % of the municipalities have drawn up plans for specific crises and major incidents.

- 50 % of the municipalities have made plans for extreme weather

- 64 per cent of the participating municipalities have made arrangements to ensure important functions (However, these are concentrated on the fire brigade (51 %) and the rescue service (33 %).

- For other functions, such as childcare, on the other hand, arrangements were made in only 10 % of the participating municipalities. The cascading effects of a childcare breakdown were evident at the beginning of the Corona pandemic.

Krisenstab   Crisis team

Krisenstabsleiter

Crisis management team leader

Kernteam	Erweiterter Krisenstab
Core team Technical advisor	extended crisis team

Fachberater

Personal-wesen	Situation/ Lage	Aufträge/ Einsatz	Versorgung der Mitarbeiter	Presse- und Medienarbeit	IT und KT	Einrichtungs-spezifische Aufgaben
Human Resources	Situation, location	Orders, deployment	Supply of the staff	Press and media relation	Information and telecommunication technology	Facility-specific tasks

Informationen, Meldungen

Information, messages

Meldungen, Anweisungen

Messages, instructions

Meldungen

Messages

Externe Stellen (beispielsweise Behörden der Gefahrenabwehr, Katastrophenschutz), Kunden, Presse

External bodies (emergency response authorities, disaster control, customers, press,...)

Departement…..

Abteilung A	Abteilung B	Abteilung C	Abteilung D	…	…	Abteilung N

Information, requests

Informationen, Anfragen
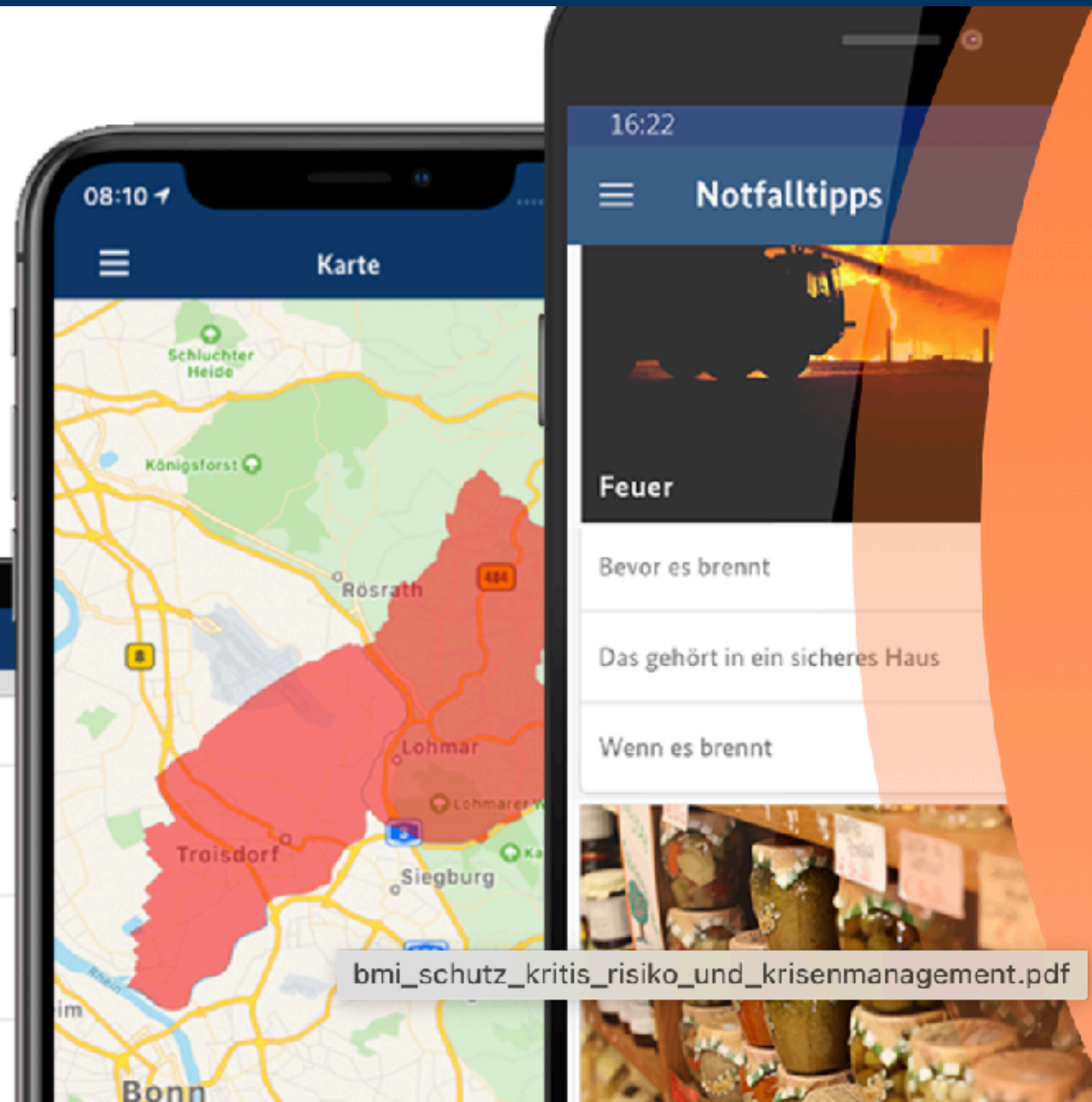
Important (my experience): Centrally organised crisis team, but technical responsibility decentralised in the departments with clear assignment of personnel.

Warn-App NINA

Sirene für die Tasche: Empfangen Sie Gefahrenmeldungen Ihrer Feuerwehr, Polizei und Katastrophenschutzbehörde direkt auf Ihr Smartphone – abgestimmt auf Ihren Standort.

MEHR ÜBER DIE APP ERFAHREN

https://www.bbk.bund.de/DE/Themen/Risikomanagement/
risikomanagement_node.html

**Technical support for the municipalities
from the Federal Office of Civil Protection and Disaster Assistance
(Bundesamt für Bevölkerungsschutz und Katastrophenhilfe)**
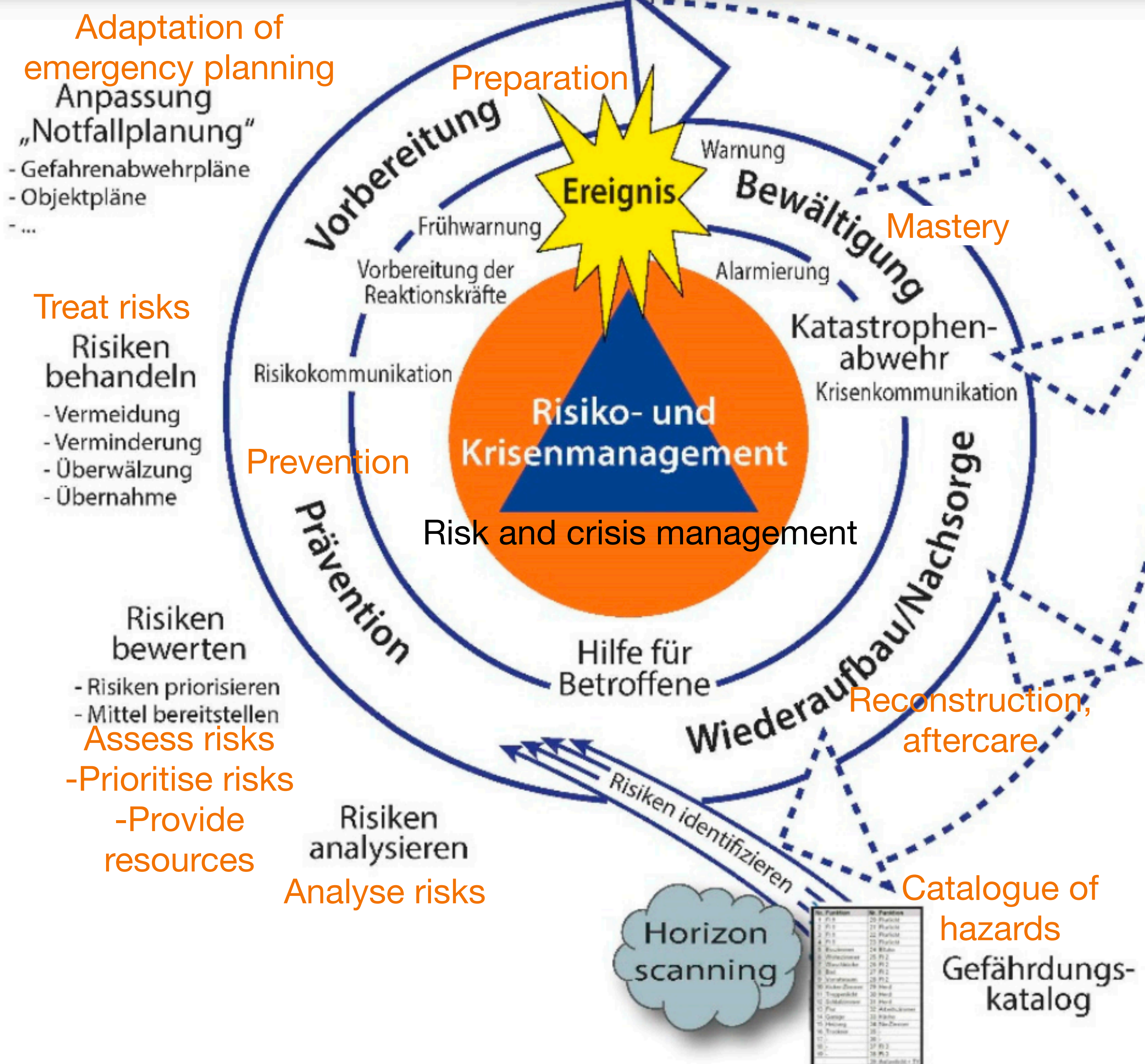
- The Federal Office recommends that all municipalities and operators of critical infrastructures - whether private sector or public authorities - create internal organisational and procedural structures for the event of a crisis.

- This includes, for example, the establishment of crisis teams or the description of information and reporting channels in the event of an incident.

- Such organisational structures should enable institutions to act autonomously and as independently as possible in a crisis.

- However, in order to be able to react not only in a crisis, but also to minimise risks in advance, structures for risk management are equally important.

- The responsible persons should be clearly named and equipped with the necessary powers.

Integrated risk management

In order to adapt civil protection capabilities and resources to the threat, continuous and systematic risk management is required.

a) Analysis and assessment of potential risks.
b) Planning and implementation of measures to avoid and minimise risks.
c) Goal: Promote networking and cooperation between governmental and non-governmental actors at different levels and interlink them more closely.
d) Result: Integrated risk management as a basis for more effective and efficient management of extraordinary events.

Adaptation of emergency planning

Anpassung „Notfallplanung"
- Gefahrenabwehrpläne
- Objektpläne
- ...

Preparation

Vorbereitung

Warnung

Preparation

Ereignis

Bewältigung

Mastery

Frühwarnung

Alarmierung

Vorbereitung der Reaktionskräfte

Katastrophen-abwehr

Krisenkommunikation

Treat risks

Risiken behandeln
- Vermeidung
- Verminderung
- Überwälzung
- Übernahme

Risikokommunikation

Risiko- und Krisenmanagement

Risk and crisis management

Prevention

Prävention

Wiederaufbau/Nachsorge

Hilfe für Betroffene

Reconstruction, aftercare

Risiken bewerten
- Risiken priorisieren
- Mittel bereitstellen

Assess risks
-Prioritise risks
-Provide resources

Risiken analysieren

Analyse risks

Risiken identifizieren

Horizon scanning

Catalogue of hazards

Gefährdungs-katalog

Start with integrated risk management before the crisis situation occurs….

- The special feature of integrated crisis management is the cross-level and cross-departmental cooperation between the different actors.

- It brings all those who are responsible together at a "round table" and enables a structured exchange among them.
Based on the findings, measures are then developed and emergency plans are adapted.

- The continuous exchange in Integrated Risk Management promotes the understanding of structures and responsibilities and enables all those involved to get a picture of each other's resources and capabilities.

Conduct simulation games!!!

If a person visualises a situation/ crisis scenario in advance, he or she makes 17 times fewer mistakes in the event of this situation occurring.
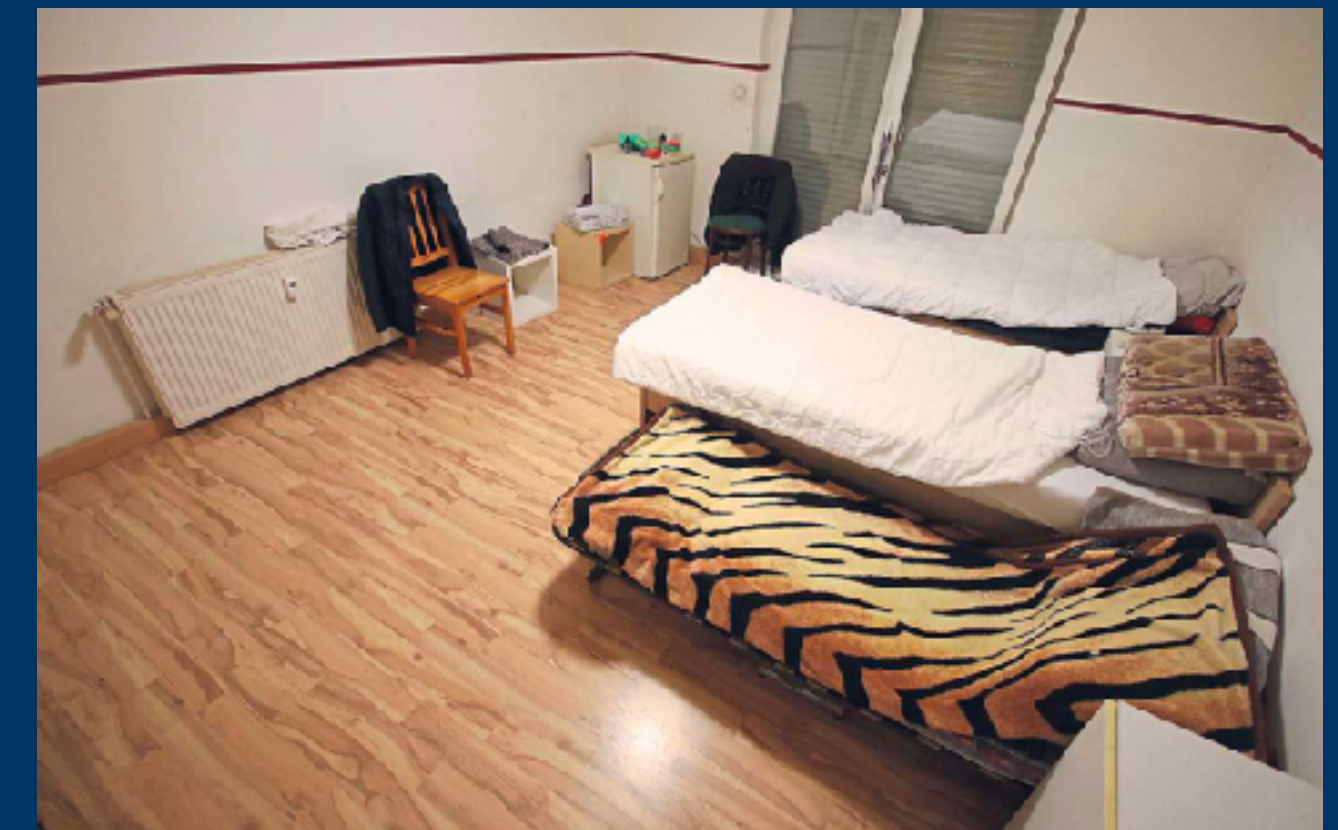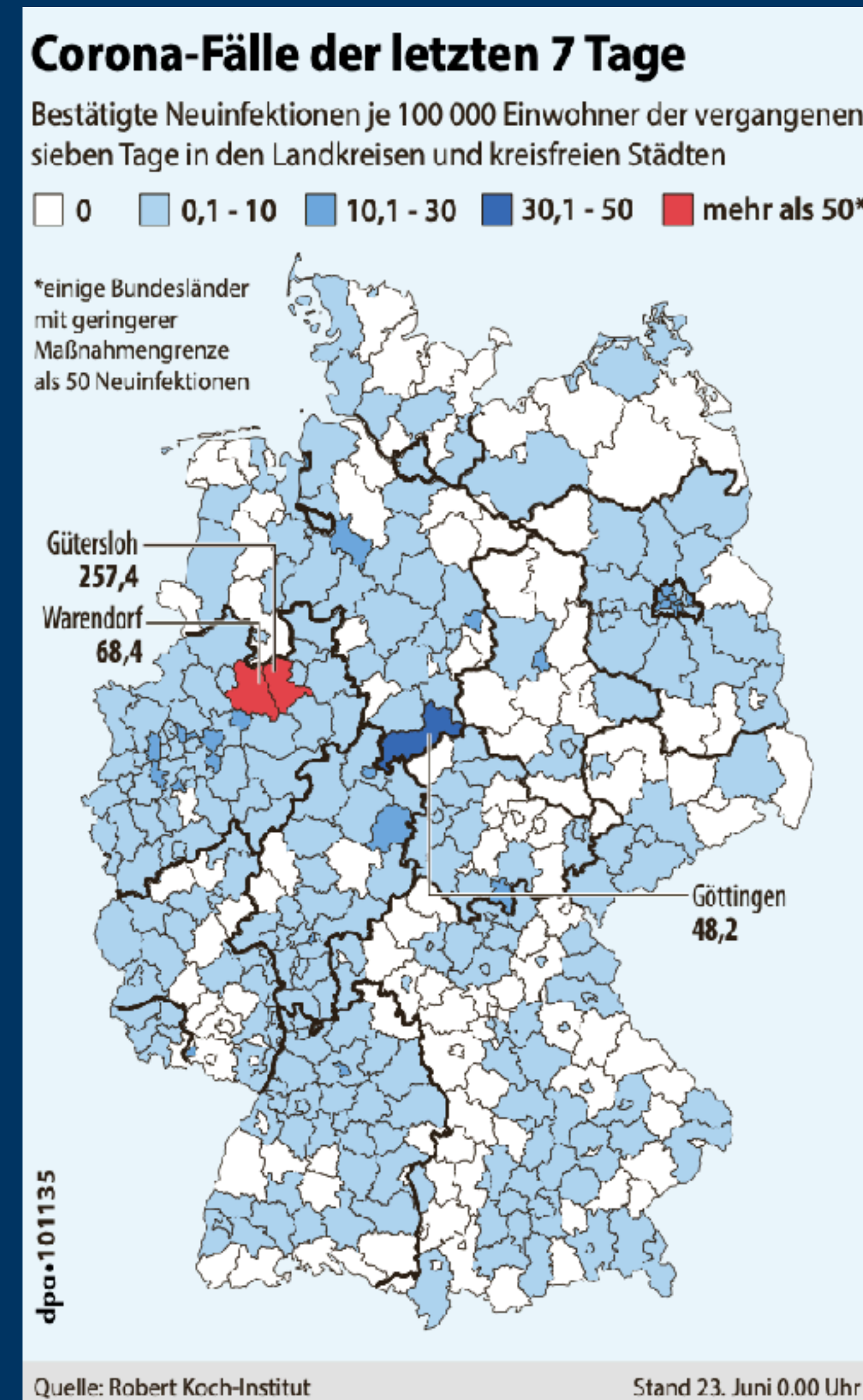
Components of crisis management

Abbildung 9: Bestandteile des Krisenmanagements[31]

Vor der Krise	**Während der Krise**	**Nach der Krise = vor der Krise**
Before the crisis	During the crisis	

Vor der Krise — Before the crisis

Preparation

Crisis plan

1. objective of the crisis plan
2. legal basis
3. responsibilities
4. structure of the organisational and organisational structure
Organisational structure
1. crisis team
2. responsibilities
3. responsibilities for crisis management
4. situation plans/material
Process organisation
1. reporting channels and alerting
2. crisis communication
3. accessibility
4. action planning

Während der Krise — During the crisis

Management

Situation assessment

1. information gathering
2. reports from employees and customers
3. situation picture
Situation assessment
1. situation picture
2. resources for crisis management
3. possibilities for action
Implementation of measures
1. protection of people and infrastructure
2. use of available resources
3. documentation
4. media and
Public relations
Control

Nach der Krise = vor der Krise

Nachbereitung
Evaluierung

Überarbeitung des Krisenplans

Optimierung

After the crisis = Before the crisis

Follow-up

Evaluation

Revision of the crisis plan Optimisation

Crisis management **Krisenmanagement**

Severe impairment

Normal operation **Normalbetrieb** · **Starke Beeinträchtigung oder Betriebsausfall** · Normal operation **Normalbetrieb**

From the practice: The „Gütersloh/ Tönnies" Lockdown in June 2020

- At the end of June, corona infections in Gütersloh rose explosively. The reason for this were infections in a slaughterhouse in the neighbouring town, which in the end spread to over 2000 workers in the meat industry.

- Approximately 1000 workers lived in 500 flats, which were almost unknown to the city until then. Together with the family members, about 2000 people living in Gütersloh had to go into quarantine for 14/ 28 days.

- The task of the city of Gütersloh was - from one day to the next - to control the quarantine of the infected persons in 500 flats, to ensure the supply of food and drink and to guarantee the safety - especially of women and children.

Corona-Fälle der letzten 7 Tage

Bestätigte Neuinfektionen je 100 000 Einwohner der vergangenen sieben Tage in den Landkreisen und kreisfreien Städten

☐ 0　☐ 0,1 - 10　☐ 10,1 - 30　■ 30,1 - 50　■ mehr als 50*

*einige Bundesländer mit geringerer Maßnahmengrenze als 50 Neuinfektionen

Gütersloh 257,4
Warendorf 68,4
Göttingen 48,2

dpa-101135

Quelle: Robert Koch-Institut　Stand 23. Juni 0.00 Uhr

Gütersloh

- Population
  > 100.000

- 112 km2

- North-west
  Germany

- economically
  strong location
  (e.g. Miele,
  Bertelsmann,..)

Establish an 24/7 situation centre

- We established a new situation centre running around the clock.

- All needs and problems were registered in real time in a digital Plattform/ App and processed 24/7 in the newly established situation centre
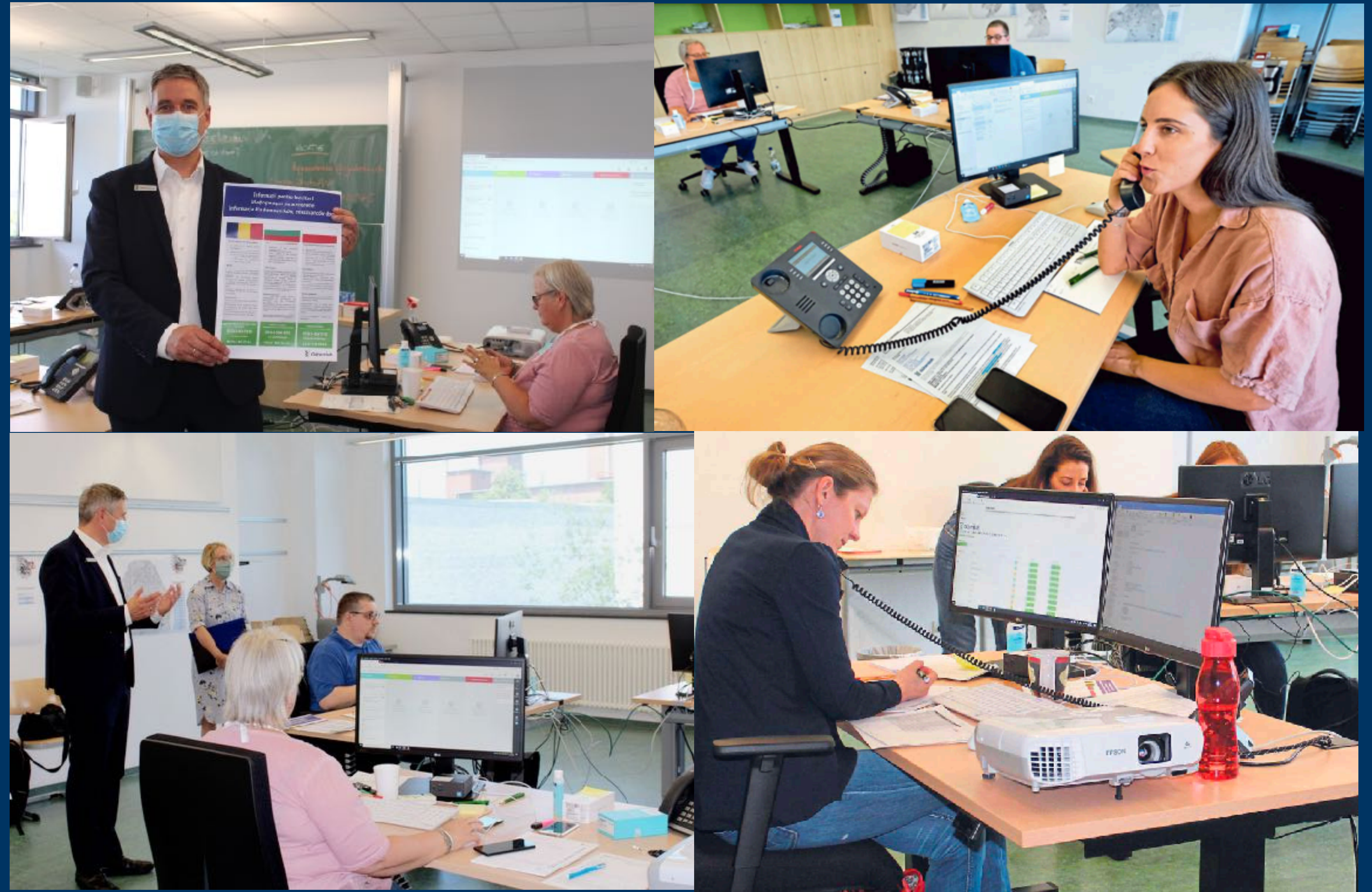
What do do???

- Work in a crisis management team only like this???

- personal presence is a problem in Corona times

- We decided, to build up a simple, and powerful „virtual crisis management platform"

Digitalisation can make an important contribution to disaster management, for example by using digital tools and platforms and by sending alerts directly to mobile phones in selected radio cells via cell broadcast.

Control centres and situation centres must be digitally networked on platforms.

Use of digital tools in crisis situations:

- **Messenger:** low-threshold actor networking, easy real-time communication in groups.

- **Task management:** shared documents, targeted databases, KanBan boards

- **Geographic information systems (GIS):** spatial visualisation of information

- **Geobased real-time management tools:** for networking of full-time and voluntary actors

Step 1: Organize easy & fast realtime communication and connect your staff

- Connect all responsible crisis-managers at all levels at the local government / administration

- Open a channel for your population to send messages to the situation centre very easily
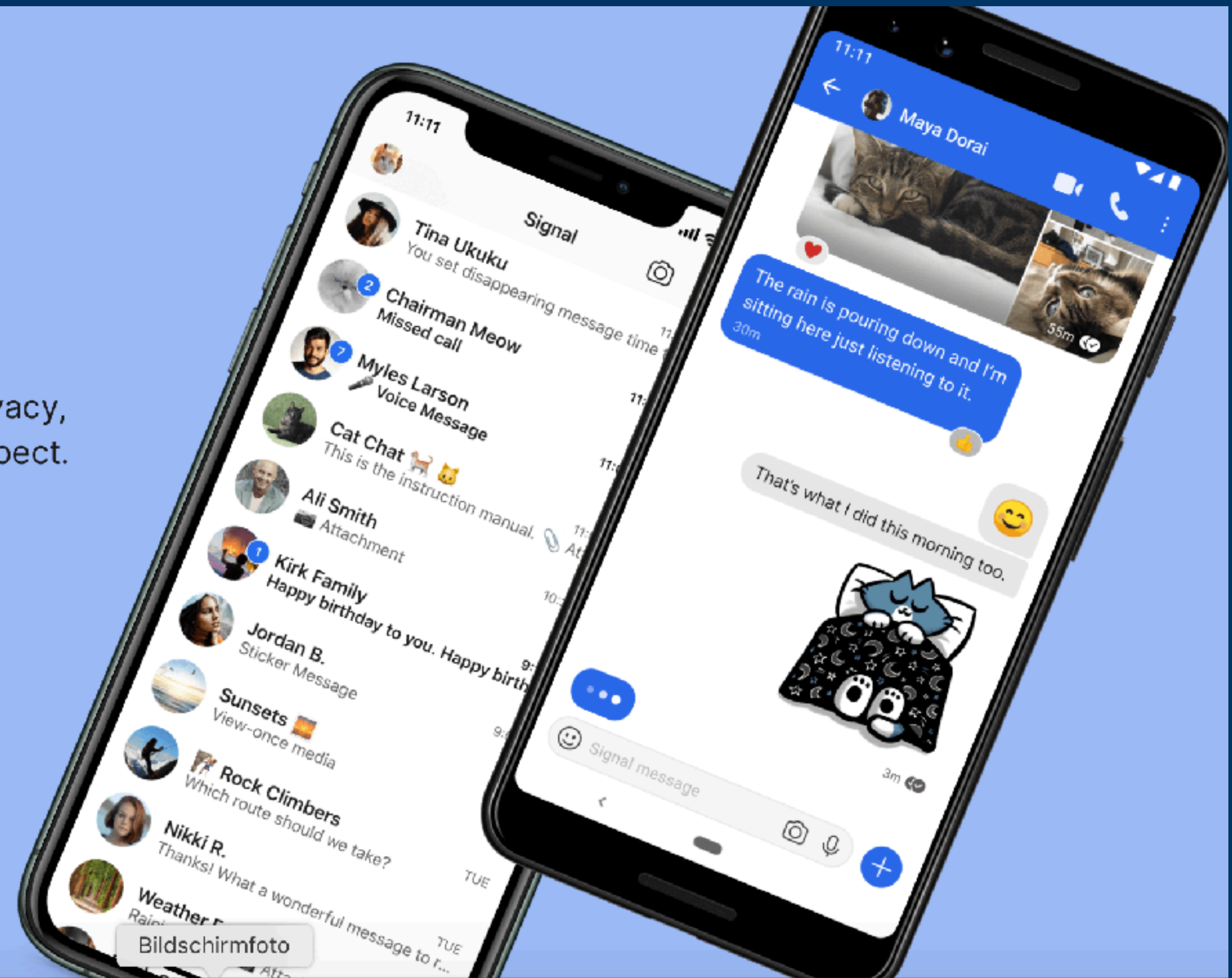
Step 2:
Choose an digital tool, which works as a real time Information/ Task Plattform - it should be easy to use an working with all operation systems, all Desktop and mobile devices

- For the initial Meeting we decided, to build up a simple, and powerful „virtual crisis management platform" using our already introduced tool from the project management „Meistertask" (Tools like „Trello", „Padlett" or even „Google Docs" will be suitable as well - the real time exchange of Information is the key need!)

Step 3: If available - use your GIS System, to visualize Information on a map

- We put all Information in our GIS (Geodata Information) to keep the overview over the 500 Quarantine locations
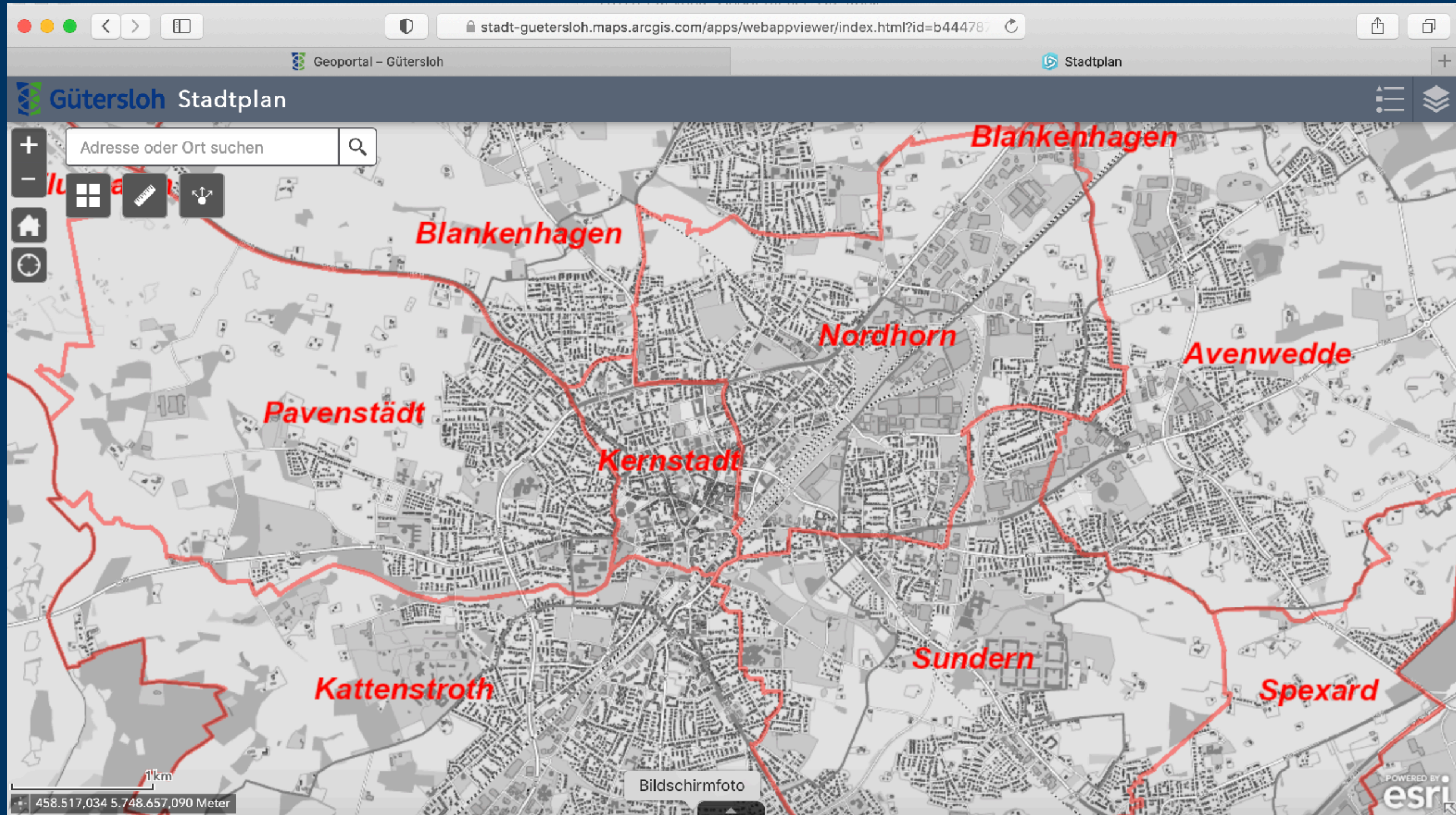
This is what the daily work outside in the city looked like…

DRK-Rettungshelfer Frank Markowsky erklärt seinen heutigen Einsatz-Kollegen von der Bundeswehr, was ansteht.

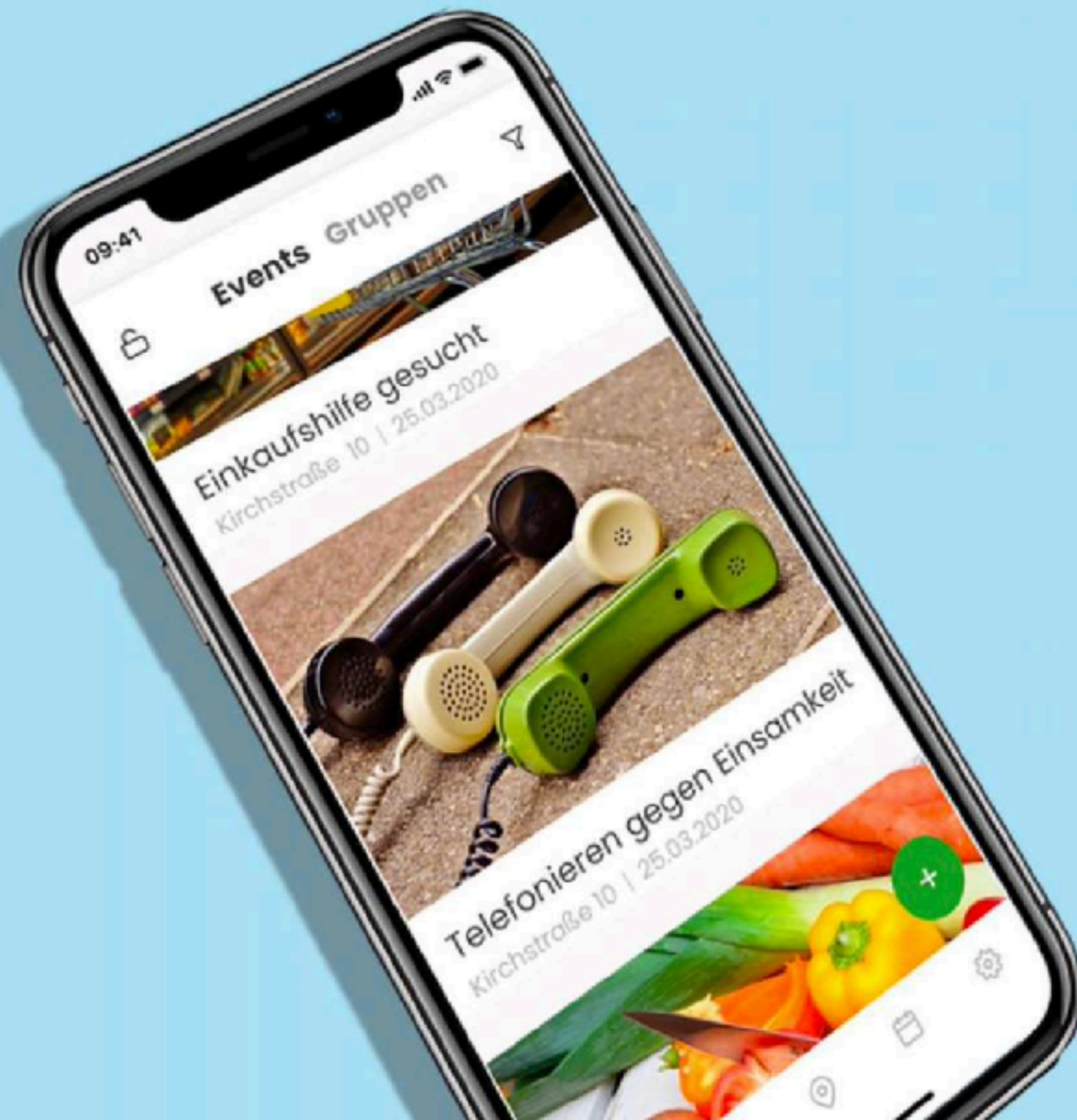Die Teströhrchen werden in einer Box gesammelt.

An der Feuerwehrschule in St. Vit gibt es kiloweise Schutzausrüstung. Nach jedem Einsatz wird alles gewechselt und entsorgt.

Step 4:
You can additionally use Geodata-based Apps, to connect in realtime the spontaneous work of Volunteers in a crisis with the work of the public administration

Coordination

The past crises have shown:
There is a lot of social commitment! -
Whether it is the arrival of refugees or
floods.

But professional organisations in
particular find it difficult to involve
spontaneous helpers.
How many are coming?
How can the helpers be coordinated?

This is where **VoluMap** provides
targeted help. A counter makes it visible
for all sides at which location helpers
are needed for which action!

Sandbag helpers wanted

Sandsäcke füllen & verlegen

ca. 32 km entfernt

ca. 8 Stunden

noch 50 Plätze frei

Über das Event

Die Feuerwehr Gütersloh sucht dringend Helfende. Das Hochwasser an der Dalke droht weiter zu steigen. Auf dem Berliner Platz

Über das Event

Die Feuerwehr Gütersloh sucht dringend Helfende. Das Hochwasser an der Dalke droht weiter zu steigen. Auf dem Berliner Platz haben wir eine zentrale Sandsackfüllstation eingerichtet und benötigen Unterstützung beim füllen der Sandsäcke!

Können Sie folgendes Mitbringen?:

☐ Schaufel   0/25

Koordination des Events

Simon Jegelka
topocare wie die Wasserwehr

Fragen & Anmerkungen an Simon Jegelka...

Jetzt mitmachen

Shopping aid….

Summary - Conclusion:

- The current crises (corona, floods, heavy rainfall, drought....) mean that the topic of crisis and risk management is on the agenda of many German municipalities - but to be honest, many municipalities are still at the beginning - structures and processes still have to be created and established on a broad scale.

- Start with integrated risk management before the crisis situation occurs.
  It brings all those who are responsible together at a "round table" and enables a structured exchange among them.

- Conduct simulation games- visualize a situation/crisis scenario in advance

- Crisis management requires resources even before the crisis: personnel, budget, structural and procedural organisation, clear responsibilities and competences.

- Important (my experience): Centrally organised crisis team, but technical responsibility decentralised in the departments with clear assignment of personnel.

- Digitization is a tool that can make our lives easier and helps us to master complexity and thus to meet people's individual needs more effectively - introduce the digital tools that will benefit you before the crisis situation

Thank you very much for your attention!

For further Information/ Advice you can contact me: info@henningschulz-gt.de

stadt.wandel.digital