

ANNEX 3

Action No.	Action	Independent Inquiry Rec No.	Actions taken to progress	Status
1	To develop a generic standby contract to cover all situations in which council highway operations staff may be recalled to duty.		Approach currently being agreed with front line operatives	In Progress
2	Communication problems due to loss of phone system between front line staff (bronze) and (Silver). To investigate the Parking Services radio system and potential for expanding this to provide an in-house system for use in emergencies.	10, 17	See Action 38	Complete
3	To research alternative venues for Silver Command.		Issue raised in LRF debriefs all statutory partners investigating options - LRF working group to be set up to progress	In Progress
4	Residents of Tower Place, Peckett Street, Friars Terrace & Clemthorpe require more information on the limitations of the current temporary flood defence measures that are deployed. To reissue the 'withdrawal of defence' letter each year with explanation to the residents of Tower Place, Peckett Street, Friars Terrace and Clemthorpe.	18, 20	Discussed with residents in flood drop in sessions, letter re-drafted but held until initial outputs of the York 5 year plan. Letter to be agreed by all partners and re-issued.	In Progress
5	Development of specific evacuation plans for the named areas (Peckett Street, Friars Terrace, Tower Place and Clemthorpe), as part of the re-write of the flood plan post this event.	18, 20, 79	The creation of individual evacuation plans for these areas is considered disproportionate, CYC encouraging communities to develop community emergency plans. Individual householders should develop their own actions up to and including evacuation based on the issue of EA warnings. This will be covered in the communications linked to Action 4	Complete
6	Develop clear procedures for setting up out of hours Call Centre	16	All Customer Centre Staff have amended Ts&Cs to improve Council's ability to 'staff up' customer contact service in emergency	Complete
7	To update mobile phones with customer contact centre staff at regular intervals	16	The stock of mobiles used during the flood have been retained and updated	Complete
8	Include Head of Business Support on initial call out list for customer services and admin.	16		Complete
9	Comms to ensure Customer Services are included in briefings.	10, 16	Customer services will be included in any briefings. All Customer Services staff are on the press release/statement distribution list	Complete
10	Regular updates from Silver to Customer Centre would help set clear messages for staff. Need for Loggist / administrative support at Silver to ensure regular updates can be provided.	10, 16	Permanent Loggist built into Silver Command structure and loggist training carried out for key support staff	Complete
11	To consider options for partners taking calls overnight if customer centre is not open.	15, 16	Not explored at this point although we still look to provide 24 Hr cover through the customer centre if required	To be considered
12	Internet information is critical to keep residents informed, ensure more staff are trained and have appropriate editing rights for the website.	22, 23	The web team has been further developed to create additional resilience.	Complete
13	To explore the creation of a dormant CYC emergencies telephone number to be enacted when necessary	10, 14, 16		Complete
14	To explore the possibility of creating a permanent flood@york.gov.uk email address and ensuring a variety of people can have access.	10, 14, 16	Set up but as Emergency@york.gov.uk to cover all crisis situations	Complete
15	A0 size maps to be printed of the CYC area for future use in Customer Services area	10, 16		Complete
16	Increased access to @YorkPrepared twitter feed for Comms to ensure coordination between twitter accounts to ensure all messages are shared / retweeted.	14, 22, 23		Complete
17	Need for coordinating role at the Depot to link better with Customer Services to ensure requests are directed as effectively as possible	14, 16	To be built into operational procedure.	In Progress
18	Emergency Plans / Rest Centre information to be built into customer services procedures. On going updates to come via regular updates to CC from Silver.	10	An ongoing action. Details of customer centre in the Rest Centre plan and flood plan. Reinforcement of the details to be provided in briefings and staff communications	Complete
19	To investigate the possibility and logistics around having one number for the Duty Chief Officer.		Currently being considered, however it is not straight forward as it requires a handover of equipment each week	In Progress
20	Generic mail boxes and instructions are included in relevant emergency plans and colleagues are aware.		Major incident mailboxes set up with IT and section to be included in Emergency Handbook	Complete

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21	Review Plans to consider the unexpected and model the impact	20	The flood plan has been updated to take account of internal debriefs and lessons learnt. Will be updated further with any outcome / recommendations of the inquiry.	In Progress
22	Rota for comms support to enable comms person in Silver at all times – to take responsibility for pulling together key messages for public and members.	23, 24	Need to consider how we strengthen our capacity given limited resources to enable effective management of increased communications coming out of lessons learnt / Flood Inquiry.	In Progress
23	Effective communication to members to be built into the plan, Comms team to support CLG/emergency planning to cascade briefings to members	24		Complete
24	Agree communication updates to all members (see above)	24		Complete
25	Agree updates to Executive (see above)		Build into emergency plans / check list (Silver Command to sign off)	Complete
26	Consider option to build into plan need to advise Leader of need to call an emergency Executive.		Emergency Handbook now prompts the Silver Command team to include early communication with the Council Executive	Complete
27	LRF need better understanding of key strategic infrastructure (physical and digital) that may be affected by flooding and challenge the partner organisations on what their plans are to protect their assets.	5, 46, 47, 82	Gas/Yorkshire Water/Northern Powergrid and BT all contacted by following the event with copies of the map frame of the flood outline for review. All relevant providers contacted as part of the annual multi agency flood review in September 16.	In Progress
28	Need a named person for organising the Silver rota.			Complete
29	Develop briefing for wider staff involved in emergencies on roles within a major incident	20	Information on the role of Silver (and Bronze and Gold) during an emergency is contained in Section C of the Emergency Handbook, to be reinforced during briefings.	Complete
30	Loggist needed to support Silver and keep running note of issues and decisions made.	10, 21	8 council staff trained to act as loggists. Incident Log book designed and issued to Loggists spares held at EPU	Complete
31	Structured hand over between Silver to aid understanding of what happened so far.	23	Handover procedure to be established - structured handover sheet to be developed	In Progress
32	Ensure staggered hand over of Silver & EP Officer	23	This was done over the Christmas period and will continue as best practice. With the provision of 'supplementary EP Officers' 8 hour staggered rotas will be in place.	Complete
33	Directorate Major Incident Plans needed which cover how a directorate will support i.e. Housing plan to show how it will deal with temporary housing in any incident, Adult Care plan to show how it will support vulnerable individuals who receive care.		Directors need to nominate a lead in each directorate to be responsible for this and then EPU can support this work.	To be considered
34	Directorates need to consider access to key staff during holiday periods as part of directorate Major Incident Plan		(See also Actions 33 & 51)	To be considered
35	Consider early teleconference between all potential Silver Reps – Potential to have handover between physical Silver's as a teleconference also that other 'off duty' Silver's can dial into to keep up to date.		Building into procedure for handover sheet, need to understand infrastructure capacity / location to see if teleconference handover viable.	In Progress
36	Research alternatives for Silver Command accommodation		CYC have suggested that West Office could be used as Silver Command but would need some minor changes to infrastructure etc. See Action 3 above	In Progress
37	Need to reinforce Health Input (CCG) through NYLRF		Amended procedures within the rest centre plan following consultation and have back up numbers from CCG colleagues.	Complete
38	Loss of BT exchange limited communications. Need to consider a stand alone radio system that we can use as back up communication between bronze / silver & gold	17	Radio's purchased and tested.	Complete
39	Review the Councillor's guidance on their roles within emergency situations. Improved communication to Cllr's from Silver	24	See Actions 23 - 26 for communication with Members 04/10/16 Guidance for Councillors is included in both the River Flood Emergency Plan and the Emergency Handbook	Complete
40	Consider need to arrange for accommodation / catering for agencies / official volunteers (i.e. mountain rescue) as part of Silver response		The requirements may change for any given incident depending on the support agencies/volunteers deployed and what equipment they may bring with them. It is better to address these issues 'on the day'	Complete

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41	Access to 'kit' for rest centres need to be built into plan. Rest Centre kit is stored in Roll cages in 2 containers at Hazel Court.		Remedial work on kit store carried out to ease access. Consideration to be given to training both EPU members to drive the vehicles required to transport the equipment when the depot staff are fully committed elsewhere	In Progress
42	Need to have pre identified list of people (CYC staff) who have volunteered to be on a list to be called in, this would increase the efficiency of pulling together wider support rota's	13	Weekend standby rota in place for customer centre. Agreed an approach for wider teams where key contacts have their own service contact list - still to complete.	In Progress
43	More detail required as to the roles of officers outside of Silver - volunteer coordinator for eg.	10, 16, 58	New section of Emergency Handbook in Draft form detailing the additional roles performed by colleagues in support of the response to the flooding. Draft circulated for comment.	Complete
44	Need to ensure a proactive approach to social media. Consider a resource who's role is to constantly monitor social media and respond with official message to any miss information.	22	Comms have identified all social media account holders, comms to manage and coordinate their messages in emergency situations.	In Progress
45	Lack of processes and procedures in place to deal with safeguarding issues in a developing situation. Need to consider as part of refresh of emergency plan and recovery section of the plan.	58	See Nos 56 & 57 Guidance in the Emergency Handbook for those setting up response groups in connection with an emergency includes the need to utilise the systems in place to check re safeguarding issues.	Complete
46	Wider awareness of Silver Command staffing rota's	10, 16	See Actions 19 & 20	Complete
47	Develop briefing note on working of command structure and the roles of Gold, Silver and Bronze together with any forms or templates developed as a result of this event or the debrief of it.	10, 16	Linked to Action 21 - Section C in the Emergency Handbook provides information on the Gold, Silver, Bronze system of command & control. The Emergency Handbook contains explanatory text on the Gold, Silver, Bronze command and control system. All Directors and AD's have received Gold/Silver training an LRF document "Response to Critical and Major Incidents", containing details on the response at various levels of command and control	Complete
48	Review the resilience of the organisation during an event		Development of structured planning of staff available / willing to be called upon in the event of a major incident will improve resilience by making more people available	In Progress
49	Review Recovery section of Emergency Plan to incorporate long term accommodation challenge	58	Linked to Action 21	In Progress
50	Improve GIS mapping capacity and understand format for sharing digital information. Information sharing between utilities and other agencies within Silver Command could be improved to prevent significant delays in warning properties of potential flooding or being unable to deal effectively with homes without electricity	20, 46, 47, 82	Environment agency (and other relevant bodies) have been contacted to attend an external open data event with a view to asking all agencies to store "some" data on he yorkopendata.org platform. This will increase the availability of 3rd party data.	Complete
51	Directorate to consider their own resilience in time of major incidents as part of their Major Incident Response Plan		Linked to action 33 Review of available staff to cover 'core' functions happens as part of existing management to sure continued delivery of core services, need to build into Directorate Major Incident Plans how increased demand will be addressed.	In Progress
52	Security to arrange for spare access badges sitting with the Night Service Co-ordinator at the Depot for use in emergencies.			Complete
53	Updated summary of key roles carried out in a flood event.	58	new Section of the Emergency Handbook to be written to include role guidance sheets. Emergency Handbook minus personal contact details to be placed on Intranet for access by all staff.	Complete
54	Enhanced role guide for all activities taken post floods within recovery guidance.			In Progress
55	Improved information on door knocking and donations procedure in the CYC recovery plan	58	See Action 43 & 21.	Complete
56	Create generic mail boxes for a variety of staff to utilise rather than personal mailboxes for use in an emergency to improve communication links with Silver and other flood management groups	16	Suite of 'Major Incident' e-mail boxes developed for use during a major incident.	Complete
57	Ensure all staff involved in emergency response have the Emergency Planning Duty Officer number		The number is available in the Emergency Handbook, a copy of which will be placed on the intranet following the reissue at the end of Sept.	Complete
58	Improve volunteer co-ordination procedures through closer working with CVS	13, 51, 52	Volunteers and donation centres asked to register with CVS. This will be followed up by training delivered by CYC & CVS. Future plans for volunteers and donation centres will be drawn up and added to the emergency plans.	In Progress