

DUNDEE CITY COUNCIL

REPORT TO: SOCIAL WORK AND HEALTH COMMITTEE -
24TH NOVEMBER 2008

REPORT ON: PERFORMANCE REPORT ON INTEGRATED EMERGENCY
MANAGEMENT

REPORT BY: DIRECTOR OF SOCIAL WORK

REPORT NO: 551 - 2008

1.0 PURPOSE OF THE REPORT

1.1 This reports provides committee members with information on the Social Work Department's performance in relation to integrated emergency management. It gives details of the state of readiness of the department to respond to civil emergencies on behalf of the Council. It also provides details of strengths and areas for improvement and, in the Action Plan, attached as Appendix B, provides information on actions to be taken to improve the department's overall performance in relation to integrated emergency management.

2.0 RECOMMENDATIONS

It is recommended that the Committee:-

- 2.1 Note the content of the performance management report.
- 2.2 Instruct the Director of Social Work to ensure that the Action Plan (Appendix B) is fully implemented.
- 2.3 Instruct the Director of Social Work to ensure that annual performance reports are produced in relation to integrated emergency management.

3.0 FINANCIAL IMPLICATIONS

3.1 The Department has no specific budget in relation to its duties around integrated emergency management. Any costs incurred to date have been met from existing budgets. Given the substantial role carried out by the Social Work Department in relation to integrated emergency management it is planned that proposed expenditure should, in future, be discussed with the Council's Risk and Business Continuity Manager to ensure that, where funding might legitimately be provided through the Council's Risk Management Budget, this is done.

4.0 MAIN TEXT

- 4.1 Dundee City Council Social Work Department has a key role to play in ensuring the Council's preparedness to respond to civil emergencies as a Category 1 Responder under the Civil Contingencies Act 2004. Details of the department's responsibilities are contained in Dundee City Council 'Care for People Emergency Plan' which will be available on the Council web site.
- 4.2 The attached report 'Dundee City Council Social Work Department Performance Report on Integrated Emergency Management' (Appendix A) provides details of

the Social Work Department's performance in relation to integrated emergency management during the last year and is accompanied by a plan of actions the department will take to improve its performance over the next year. This will include the production of future annual performance reports for Directorate and Social Work and Health Committee.

4.3 The progress made by the department and its role as an early implementer of integrated emergency management within the Council, was commented on favourably by Social Work Inspection Agency (SWIA) inspectors during their inspection visit in June 2007.

4.4 Dundee City Council Social Work Department, along with its community care, children's services and Drug and Alcohol Team (DAAT) planning and service delivery partners adopted a performance improvement model (PIM) based on the EFQM model. This model of performance improvement is also closely aligned to the model which underpins the Public Sector Improvement Framework (PSIF). This content of the report 'Dundee City Council Social Work Department Performance Report on Integrated Emergency Management' (Appendix A) is based on the PIM adopted by the department and its planning partners.

4.5 **Key Outcomes**

During the period covered by the report the department has:

- successfully set up and staffed emergency rest centres in response to emergency incidents;
- recruited over 50 staff as out of hours emergency support centre volunteers
- recruited 38 staff as volunteers for severe weather
- ensured that key staff have attended appropriate training courses at Easingwold Civil Emergency Training Centre
- provided awareness raising training to key staff who would assume rest centre manager responsibilities
- provided awareness raising training to 44 staff (volunteers), 35 of who were from Social Work, who will work in emergency support centres
- provided table top and walk through half day events for 'volunteers' in preparation for AIREX 2008 (a bi-annual simulated multi-agency emergency exercise based around the scenario of an incident at Dundee Airport)
- successfully set up and staffed a Rest Centre as part of AIREX 2008
- established an Integrated Emergency Management Steering Group
- established joint meetings with Premises Managers from Leisure and Communities
- provided input to RECAP training events and Table Top exercises via presentations and participation
- produced an interim manual for emergency support centre managers
- developed and implemented the use of 'grab bags' for use in Emergency Centres
- produced an annual update of the department's severe weather contingency plan
- produced a draft flu pandemic plan as part of the department's business continuity planning
- purchased and introduced the use of 'Frontworks', an electronic, web-based management information system for use in rest centres
- ensured that evacuation procedures are in place for all residential establishments
- undertaken risk assessment and identified critical services for business continuity
- revised and distributed updated emergency contact details to extended management team members

4.6 The attached report 'Dundee City Council Social Work Department Performance Report on Integrated Emergency Management' (Appendix A) provides details of the department's performance according to the key criterion of the adopted Performance Improvement Model. The Report concludes that while the department has carried out a range of activities in this area and can identify key strengths, there is also capacity for improvement.

4.7 **Capacity for Improvement**

The Director of Social Work and his senior managers are now confident that they have a sound foundation upon which to build. They know that they have approximately 50 staff who have volunteered to provide an out of hours response in an emergency. They also know that, if need dictates, many others would be prepared to help in the event of a larger incident.

4.8 The department's main capacity for improvement involves the need to:

- embed integrated emergency management in induction for all staff
- ensure all service managers are trained as emergency support centre managers
- ensure improved corporate financial support for integrated emergency management activities, training and exercising
- ensure that directorate members are well prepared for their tactical command role
- concentrate more energies on ensuring that the department and its staff are prepared to help the community return to normality after an incident and to provide post incident community support where necessary.

4.9 The Steering Group established by the department has developed an action plan which will ensure that the department addresses the areas for improvement over the next year. The Director of Social Work will ensure that this action plan is fully implemented and will ensure that the department continues to improve in relation to its ability to meet the needs of the citizens of Dundee during a civil emergency.

5.0 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

7.0 **CONSULTATION**

The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Head of Finance have been consulted in preparation of this report.

8.0 **BACKGROUND PAPERS**

None.

Alan G Baird
Director of Social Work

Date: 30th October 2008

Appendix A
DUNDEE CITY COUNCIL SOCIAL WORK DEPARTMENT
PERFORMANCE REPORT ON
INTEGRATED EMERGENCY MANAGEMENT

1. Introduction

Dundee City Council Social Work Department has a key role to play in ensuring the Council's preparedness to respond to civil emergencies. Details of our responsibilities are contained in Dundee City Council 'Care for People Emergency Plan' which is available on the Council web site.

This report provides details of our performance in relation to integrated emergency management and is accompanied by a plan of actions we will take to improve our performance over the next year. This will include the production of annual performance reports for Directorate and Social Work and Health Committees.

2. What Key Outcomes Have We Achieved?

Within the Council, the Social Work Department is seen as an early implementer of integrated emergency management. Our progress within the last year has been commented on favourably by the Council's Emergency Planning Officer and by SWIA inspectors during their inspection visits June 2007.

During the period covered by the report we have:

- successfully set up and staffed emergency rest centres in response to emergency incidents;
- recruited over 50 staff as emergency support centre volunteers
- recruited 38 staff as volunteers for severe weather
- ensured that key staff have attended appropriate training courses at Easingwold Civil Emergency training Centre
- provided awareness raising training to key staff who would assume rest centre manager responsibilities
- provided awareness raising training to 44 staff (volunteers), 35 of who were from Social Work, who will work in emergency support centres
- provided table top and walk through half day events for 'volunteers' in preparation for AIREX 2008
- successfully set up and staffed a Rest Centre as part of AIREX 2008
- established an Integrated Emergency Management Steering Group
- established joint meetings with Premises Managers from Leisure and Communities
- provided input to RECAP training events and Table Top exercises via presentations and participation
- produced an interim manual for emergency support centre managers

- developed and implemented the use of 'grab bags' for use in Emergency Centres
- produced an annual update of our severe weather contingency plan
- produced a draft flu pandemic plan as part of our business continuity planning
- purchased and introduced the use of 'Frontworks' a web-based management information system for use in rest centres
- ensured that evacuation procedures are in place for all residential establishments
- undertaken risk assessment and identified critical services for business continuity
- revised and distributed updated emergency contact details to extended management team members

Strengths

In relation to our strengths we have identified that:

- we have clear guidance for emergency support centre managers
- we have a group of volunteers
- we have a flu pandemic plan
- we have a severe weather contingency plan
- we have a risk register and risk management plan
- we have processes in place to test our plans
- we have a steering group to lead our integrated emergency management
- we have reached a critical capacity in relation to our ability to respond out of hours to requests to establish emergency support centres

Areas for Improvement

To improve our performance as a department we need to:

- produce an annual performance report on the social work role in integrated emergency management
- develop a set of key performance measures in relation to integrated emergency management
- develop a set of key outcomes in relation to integrated emergency management

3. What Impact Have We Had On People Who Use Our Services?

To date we know anecdotally that we have provided effective rest centre provision when emergencies have arisen. By becoming more focussed in our approach, we plan to improve the outcomes we deliver in relation to integrated emergency management.

We have not routinely surveyed people who have been in receipt of our services in a civil emergency. The very nature of an emergency may make ascertaining views on customer satisfaction more challenging - however, this is not a reason not to do so.

Our recent involvement in AIREX 2008 has provided us with user feedback from 'evacuees' who used the Rest Centre we set up and ran as part of this bi-annual live exercise.

The responses from those who played roles as 'evacuees' in ARIEX 2008 were very positive.

- √ 96% thought their initial reception and introduction to the centre was very good or good
- √ 100% thought the care and advice offered was very good or good
- √ 78% thought the registration process was very good or good, while 18% thought it was fair and 4%(1 person) thought it was poor.
- √ 91% thought the information flow was very good or good, while 9% thought it was fair
- √ 78% thought the catering was very good or good, while 22% thought it was fair
- √ 96% though the facilities were very good or good, while 4% (1 person) thought they were poor

Overall 4% of 'evacuees' thought the exercise was excellent, 74% thought it was very good, 22% thought it was good and none thought it was adequate or poor.

As well as the overall scores, the comments supplied by AIREX 2008 'evacuees' also provide valuable feedback which will be used to ensure continuous improvement.

Strengths

In relation to our strengths AIREX 2008 highlighted that:

- the reception process we have adopted works well and gets people speedily into a Centre
- 'very good, reassuring and caring' care and advice was provided by 'compassionate and warm staff in a difficult situation'
- our staff are our real asset in such situations and received many commendations in the comments from 'evacuees'

- generally 'the exercise was well carried out' and people were impressed by the 'professional attitude' of staff

Areas for Improvement

To improve our performance as a department we need to:

- devise a survey/questionnaire for use with recipients of integrated emergency management services
- improve facilities for children at Emergency Support Centres
- revise processes to ensure that families are kept together and dealt with, where possible, as a unit
- study the comments from AIREX 2008, and the debriefing sessions, and address areas for improvement

4. What Key Impact Have We Had On Staff?

We have succeeded in raising staff awareness of their role in integrated emergency management. Specifically we have concentrated this year on developing our 'out of hours' capacity through the recruitment and training of a key group of volunteers.

Two half-day awareness raising sessions were provided by staff from the Strategy, Performance and Support Service in August 2007. These took place at Balmerino Road and were open to staff across the department who are prepared to act as volunteers out of hours.

A tabletop exercise was facilitated by the Council's Emergency Planning Officer at the Cairn Centre in March 08 for staff who were prepared to be involved as volunteers and to take part in training and exercising events. Presentations were given by the police on their 'blue light' response role and on the work of the Casualty Bureau. This was followed up with a 'walk through' exercise at Menzieshill Community Centre in April 2008 to prepare for AIREX 2008 which took place on 11th May.

Live AIREX 2008 took place on Sunday 11th May at Menzieshill Community Centre. Staff took part providing welfare services for evacuees. Some staff took part as evacuees. Of those who participated all thought the event went well. 13% thought that overall the event, based on content, relevance and value, was excellent, 80% thought it was very good and 7% thought it was good.

General comments included the following;

"This is the first time that I have attended an event and thought that overall people worked fantastically in their allocated teams. There was no stress as everyone knew exactly what their allocated duty for the day was and coped well."

"I thought that the event went well, and everyone worked together well. I think it allowed people to test out their respective roles and I suggest that if a real situation arose folk would automatically step up a gear and respond well to the needs of evacuees and the associated processes."

"I think the pre-planning was excellent. The practice did throw up some issues which can be resolved - which is what an event like this is all about. Thought it served the purpose."

Strengths

In relation to our strengths we have identified that we have:

- recruited over 50 staff as emergency support centre volunteers
- recruited 38 staff as volunteers for severe weather
- provided awareness raising training to key staff who would assume rest centre manager responsibilities
- provided effective awareness raising training to 44 staff (volunteers), 35 of who were from Social Work, who will work in emergency support centres
- provided 'volunteers' with table top, walk through and live exercise experience in a co-ordinated way
- trained a group of key staff in critical debriefing techniques and thus increased our psychological resilience
- 87% of staff who thought that the Rest and Be Thankful Exercise was good or very good, while 13% thought it was excellent
- 82% of staff who thought that AIREX 2008 was good or very good while 18% thought it was excellent
- comments from training events, and cold and hot debriefs following AIREX 2008 to use to drive continuous improvement

Areas for Improvement

To improve our performance as a department we need to:

- ensure that awareness raising on integrated emergency management is included in induction for all new staff
- further develop training and exercising opportunities to ensure that our daytime capacity equals that we have developed 'out of hours'
- ensure that all Service Managers are trained as Emergency Centre Managers
- embed training on integrated emergency management in our staff development strategy and framework
- work towards a stage where staff see integrated emergency management responsibilities as part of their day to day responsibilities
- ensure that we evaluate all our training and exercising events and activities
- use debriefs to ensure that we gather information on the impact on staff
- further increase our capacity in respect of psychological resilience and our ability to provide critical incident debriefing

5. How Good Is Our Delivery Of Key Processes?

We have identified a set of key processes which help us to deliver the outcomes we aim to achieve in respect of integrated emergency management. These include knowledge management and information sharing; business continuity; emergency planning; partnership working; monitoring and review; testing, training and exercising and reporting.

(a) Knowledge Management and Information Sharing

We need to ensure that the right people have the right information at the right time. Key staff have been provided with copies of the Dundee City Council Generic Emergency Plan, the Social Work Department Emergency Plan, the Severe Weather Plan and Emergency Call Out and Contact Details. Those staff trained to be Emergency Centre Managers also have copies of a Handbook for Managers of Emergency Support Centres. This material is kept under regular review. Both the handbook and the Emergency Plan contain Aide Memoirs for staff on roles and responsibilities.

The Department has invested in a web-based electronic information management system for use in Emergency Rest Centres called Frontworks. Key managers, administrative and clerical staff have been trained in the use of Frontworks. The use of the system has recently been tested at a live exercise.

We recognise the importance of information at times of emergency and have chosen to include the role of information officer as a key role within all Emergency Support Centres.

We have identified a need to update the public signs used in Emergency Support Centres to one which uses universal signage.

We have also identified the need to develop generic public information leaflets which could be handed out in each of the types of Emergency Support Centres.

(b) Business Continuity

The Section Leader, Strategy Performance and Support Services (Community Care) provides the departmental lead on business continuity planning.

Currently our business continuity planning is based around preparedness for a flu pandemic and a draft plan has been completed. The Flu Pandemic Plan is in addition to the Generic Emergency Plan and Major Emergency Management procedures. Issues including working hours, staff absence policies and altering arrangements for sick leave, staff redeployment etc

relating to a flu pandemic are being pursued nationally through Scottish Government working groups.

A Business Risk Register is in place to aid the process of managing risks associated with achieving the projects laid out in the Council and departmental Service Plans. A recommendation on risk management was included in the SWIA Performance Inspection Report 2007. The Departmental SWIA action plan lists the actions we plan to take to address this recommendation during 2008.

A considerable amount of national guidance has been issued during the past year. Zurich Consultants will be providing training in putting together a business continuity plan.

Our departmental Severe Weather Plan is updated on an annual basis.

The Flu Pandemic and Severe Weather plans will go to the Directorate along with a report from the Steering Group on our integrated emergency management activities.

(c) Emergency Planning

The Social Work Department has a key role to play as a Category 1 responder in the Council's emergency planning activities. We are represented on the Council-wide Civil Contingencies Working Group and are consulted with upon corporate emergency planning development.

For the first time the Council's Generic Emergency Plan includes a Social Work Department Plan. This has recently been the subject of consultation and change in the light of lessons learned from AIREX 2008.

Throughout the year local and national incidents and activities test our readiness to respond to emergencies. The most recent of these events being the possible national fuel shortage which resulted in us having to develop a plan to ensure that critical fuel dependent services would be able to continue to be delivered. Thankfully this did not evolve into a crisis situation but again lessons learned will be used to assist our preparedness to respond to such a situation should it arise.

(d) Partnership Working

There is a mutual desire among staff from Social Work and Leisure and Communities Departments to work more closely together. As a result joint planning meetings will take place at least annually and it has been agreed that pairing should be established to further develop partnership working and to address some specific tasks.

Pairings have been agreed as follows:

Menziesshill	Frances Greig
Whitfield	Lynne Cameron
Douglas	Dave Mackenzie
Ardler	Stewart Watt
Kirkton	Diane McCulloch
Lynch Centre	Heather Gunn/Ray Wilson

Departmental Service Managers in the pairings have taken the initiative to set up initial meetings. The 'pairings' will continue to work to ensure that Centres are well prepared for use should the need arise.

The voluntary sector including the Red Cross, St Andrew's Ambulance, WRVS, and RAYNET can all have a vital contribution to make depending on the emergency. We will continue to participate in Tabletop exercises with the voluntary sector as a means of continuing to strengthen working relationships.

Key partners also include colleagues from the Housing Department and they have been involved in our training and exercising activities this year.

(e) Critical Incident Debriefing

Several staff have undertaken Psychological Resilience Training. This approach suggests that debriefing after an emergency should take place within 3-7 days of the incident. It is important that debriefing is not confused with counselling. It is planned that capacity is developed within the department to ensure that a group of key staff develop the competencies required to provide psychological resilience and undertake effective staff debriefings. The provision of such a service is designed to identify and meet staff support needs and to ensure that staff remain able to function at work after the trauma of involvement in an incident. Recently the effectiveness of the approach was tested within Children's Services with staff who were involved in particularly difficult and traumatic events. The overwhelming response was that the service was very beneficial and met needs at the time - only one person ended up being referred on for counselling.

(f) Monitoring and Review

Hot and Cold Debriefs are used to monitor and review the efficiency and effectiveness of our contributions to emergency incidents. We plan to develop a set of performance data which we can use to monitor work in this area. We also recognise the importance of using feedback to continuously improve what we do and it has been decided that all debriefs from incidents and exercises will be considered by the Steering Group who will decide on what action needs to be taken.

(g) Testing, Training and Exercising

If we are to be able to work together effectively and efficiently when an incident arises we have to plan, train and exercise together. This report

provides details of some of the training and exercising activities we have carried out this year. It is planned that we should hold a live exercise every year. Next year we hope to put together such an exercise with Network Rail as they have care and support teams and we want to determine how we can best work together in the event of a rail incident. Every second year our live exercise is likely to centre around an AIREX. This bi-annual exercise is a requirement for Dundee Airport in order for it to keep its licence.

We plan to carry out twice yearly tests of our call out procedures.

We also plan to initiate training activity specifically for Frontworks as it is clear that people need to become more familiar with its use if it is to be most effective in an emergency.

A training and exercising gap we have identified is at the tactical command level and we plan to involve senior managers in forthcoming training and/or exercising.

Future training and/or exercising also needs to involve colleagues from NHS Tayside - we know what we are supposed to be able to expect of them but this has not been tested and should be.

(h) Reporting

It has been decided that an annual performance report should be provided on Integrated Emergency Management to the Social Work and Health Committee and the Directorate of the Social Work Department. A copy of this report will also be provided to the Council's Emergency Planning Officer.

Strengths

In relation to our strengths we have identified that we have:

- identified key processes within integrated emergency management
- established closer working relationships with colleagues in Leisure and Communities
- trained for and carried out a successful live exercise (AIREX 2008) where significant improvements were noted over our response to AIREX 2006
- established a firm foundation of integrated emergency management within the department upon which we will continue to build

Areas for Improvement

To improve our performance as a department we need to:

- develop use of international signage for use in Emergency Support Centres
- develop public information leaflets for use in Rest Centres and Family and Friends Reception Centres
- further develop our psychological resilience

- create an up-to-date risk register integrated with service plans and incorporating risk management arrangements
- develop a business continuity plan in relation to fuel
- plan to train and exercise senior managers at tactical command level
- develop and implement a training strategy for use of Frontworks

(i) Recovery

The responsibilities of the Council as a Category 1 responder also include helping the community to return to normal after an emergency. This is an area of activity in which the Social Work Department again has key responsibilities. There is an expectation that we will follow up on the welfare of those who have attended an Emergency Support Centre upon their return to the community. It is recognised that this is an aspect of our responsibilities which we have not sufficiently addressed and that this should be subject of further work by the Steering Group.

Areas for Improvement

To improve our performance as a department we need to:

- further develop our capacity to assist the community to return to normal after an emergency.

6. How Good Is Our Operational Management?

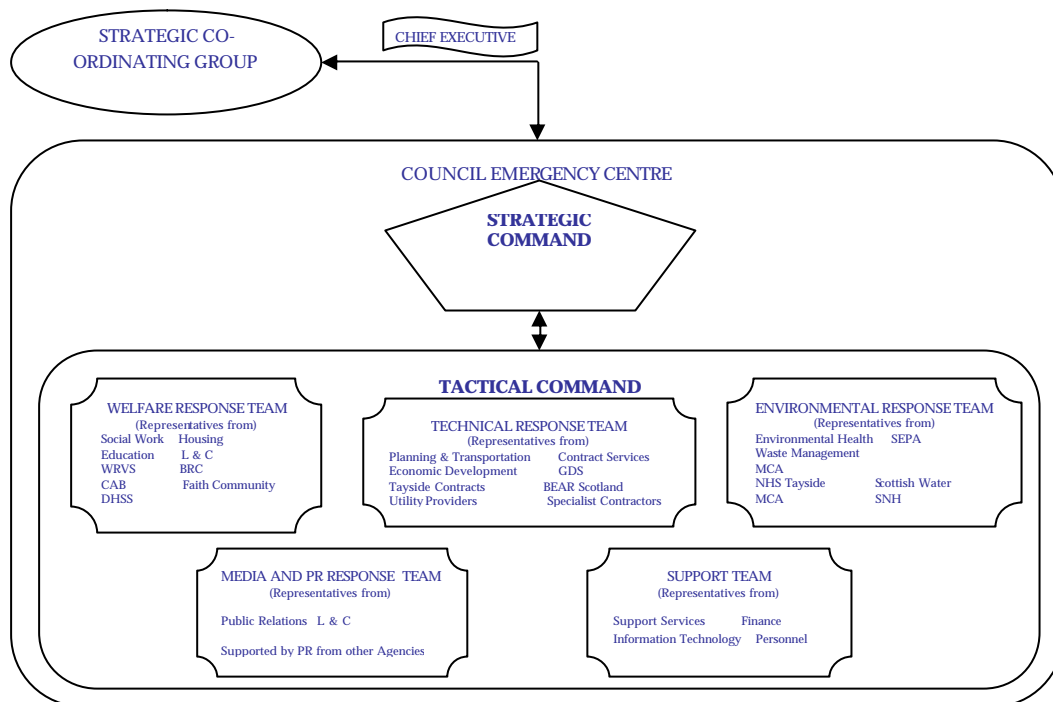
Dundee City Council has a key role to play in integrated emergency management. As a Category 1 Responder (Civil Contingencies Act 2004) the Council's duties are to:

- Support the Emergency Services engaged in the emergency response to save life and protect the environment and property
- Co-ordinate the response of organisations other than the emergency services
- Provide support to those directly affected by the emergency
- Provide information to the wider community
- Limit damage to the environment
- Take the lead role in the restoration of normality in the community
- Maintain normal services as fully as circumstances permit

There are three levels of response to a Civil Emergency. In the event of a major emergency the Council will set up the Council Emergency Centre at Clepington Road. The Director (or someone deputising for him) will be a member of Strategic Command - the emergency co-ordination team for the Council.

The Social Work Department is responsible for leading the Welfare Response Team. The Manager of Strategy, Performance and Support Services (or someone deputising for her) will attend the Council Emergency Centre to lead the Welfare Team.

Strategic & Tactical Command



Many emergencies do not require the setting up of the Council Emergency Centre but are managed by staff from various locations depending the time of day or night.

Our call out system is based on a cascade model and details are provided to all members of the extended management team.

(a) Steering Group

The purpose of the group is to:

- ensure that the department meets its duties in Integrated Emergency Management as a First Responder under the Civil Contingencies Act
- to co-ordinate activity on emergency planning and business continuity across the department
- to ensure the department is equipped and trained to respond to civil emergencies and ensure business continuity
- to disseminate relevant information
- to ensure that de-briefs are undertaken after each live incident and that any learning is put into practice.

Strengths

In relation to our strengths we have identified that we have:

- established a steering group to drive this agenda within the department
- a recognised role with key responsibilities within the Tactical Command level
- a defined call out system in place

Areas for Improvement

To improve our performance as a department we need to:

- do more to train and exercise at Strategic and Tactical Command levels
- undertake further work on our organisational response and command and internal control structures within daytime and longer lasting incidents

(b) Policy and Service Development

As part of the Council Integrated Emergency Management framework, the Department is a first responder in relation to civil emergencies. We are a key part of the command structure and our responsibilities are co-ordinated through the Council's Generic Emergency Plan. For the first time we now have a departmental plan which forms part of the Council wide response to civil emergencies. We are also developing a range of departmental policies in relation to civil emergencies and civil contingencies.

During recent months we have significantly developed our service capacity, particularly out of hours. We now need to further develop our day time capacity by introducing emergency planning awareness raising training as part of induction for all new staff.

Strengths

In relation to our strengths we have identified that we have:

- a social work department plan for the care and support of vulnerable people in an emergency
- a draft flu pandemic plan which reflects national guidance produced by the Scottish Government
- a severe weather contingency plan which is updated annually
- a draft plan in relation to provision of essential supplies during a fuel crisis
- achieved effective out of hours capacity of trained staff to run and staff Emergency Support Centres

Areas for Improvement

To improve our performance as a department we need to:

- incorporate emergency planning awareness raising training into core induction
- develop an e-learning awareness raising module for use with staff
- update and disseminate materials provided to members of the extended management team on emergency planning

(c) Management and Support of Staff

The Department has robust policies in place for staff support and supervision. All staff in the department have a right to have face to face meetings with their manager(s). However, staff who have been involved in a traumatic event may be in need of more specialised support. As an organisation we must ensure that staff who respond to civil emergencies (or are involved in other traumatic or stressful events) have the right support to allow them to continue with or return to normal duties. More work needs to be done to develop more general guidance for managers whose staff may have been involved in providing emergency support, which may have proved stressful or traumatic.

Aide memoirs on staff support form part of the Departmental Emergency Plan and are included in the Emergency Support Centre Managers Manual.

Training has been provided to a number of staff to enable them to undertake critical incident debriefing. Research has confirmed that this can be an essential component in helping staff to cope after involvement in traumatic or stressful incidents or experiences. The Staff Support Officer can also provide assistance and access to other forms of support, including confidential counselling.

One way of increasing our management competence and capacity in integrated emergency management is to make this a core competence for all service managers and some key others in the Department.

Strengths

In relation to our strengths we have identified that we have:

- a supervision policy in place
- an aide memoir which has been prepared for Emergency Support Centre Managers on their responsibilities for staff welfare in and emergency
- an aide memoir which has been produced for staff on their responsibilities for their own welfare during an emergency
- a number of staff have been trained on critical incident debriefing
- critical incident debriefing which has proved effective in recent use within an operational service area
- a Staff Support Service, offering a range of supports including staff counselling

Areas for Improvement

To improve our performance as a department we need to:

- develop guidance for general use with managers on the post traumatic needs of staff
- increase our capacity and competence in critical incident debriefing
- ensure all service managers and some key others undertake training in Emergency Support Centre management

(d) Resources and Capacity Building

Our main capacity in relation to integrated emergency management is our staff. We have concentrated so far on ensuring that we have capacity to deal with emergencies requiring the setting up and staffing of an emergency support centre (ESC) outwith normal office hours. Our experience of AIREX 2008 confirms that we do now have this capacity.

➤ Finance/Budget

There is no dedicated budget for Emergency Planning activities. Departments are expected to meet costs from within existing budgets. For social work this is likely to be a bigger burden than for others. The estimated expenditure involved in training and exercising, including AIREX 2008, and the stocking of grab bags along with payment for Front works (2007/08 & 2008/09) totals approximately £7000. This 'cost' does not take account of staff hours involved in training and exercising activities.

The issue of cost has been the subject of discussion at the Council-wide Civil Contingencies Working Group and the Risk and Business Continuity Manager for the Council has advised that legitimate training, exercising and supply costs should be able to be met from a Risk Management budget of which he is the budget holder. Efforts will now be made to re-cost much of the expenditure to this budget, certainly for costs incurred in 2008/09.

➤ Grab Bags

When an incident necessitates the opening of an Emergency Support Centre it will often be the police who will initiate this action. Most times this will be done through the auspices of the Council Emergency Planning Officer who will make a decision on the premises to be used, often a Community Centre. However, in some emergencies the police will identify and use a local facility and this may not be equipped as an ESC. To help ensure that basic essentials are available at all ESCs we have developed the use of 'grab bags'. These contain a range of items for use in ESCs, are portable and can be transported to any site. It is planned that one grab bag will be stored at

Claverhouse Office and another at OOHS premises. In the event of an emergency, where an ESC has to be activated OOHs, it will be someone's responsibility to transport the grab bag(s) to where they are needed.

➤ Frontworks

Frontworks is a secure, web-based system for the management of people in Emergency Rest Centres. The system allows for computerised 'registration' of evacuees so as to ensure that they receive the best possible attention in an Emergency Rest Centre and that any particular requests they make are efficiently and effectively processed. The system allows for a detailed history to be maintained as to an individual's time within an ERC and could be used in the event of any subsequent enquiry or complaint being made by an evacuee. It helps an ERC manager manage staffing support by recording details of the incident, those on duty, hours worked, those in the ERC at any time, along with any special needs they may have. It can be accessed by those managing an incident from a remote location and therefore is also a tactical tool. There are 5 basic components to the system:

- an incident,
- an Emergency Rest Centre
- Staff
- Evacuee Addresses
- Evacuees.

At present our licence for Frontworks is out of date. However the providers have allowed us to continue its use while the Council Emergency Planning Officer puts together a business case for its use across Angus, Perth and Kinross and Dundee City Councils to the Scottish Government.

Strengths

In relation to our strengths we have identified that we have:

- identified a potential budget for emergency planning training and equipment
- introduced use of grab bags to provide transportable essential equipment
- developed the use of Frontworks and trained staff in its use

Areas for Improvement

To improve our performance as a department we need to:

- build increased capacity in relation to those able to undertake the role of ESC Manager
- build increased capacity within Directorate in relation to their specific roles
- build increased response capacity within working hours

(e) Quality Assurance and Continuous Improvement

We have not routinely reported on our performance in relation to integrated emergency management. This document represents the first such report on our activities in this area.

Along with the Council Emergency Planning Officer we have now adopted an approach whereby we evaluate all training and exercising in an effort to identify areas for improvement.

We have also listened to previous criticism and are adopting a more robust process of debriefing – including hot and cold debriefs. We have agreed that information from debriefs will be considered by the Steering Group and any actions to be taken will be identified and monitored.

Strengths

In relation to our strengths we have identified that we have:

- implemented a process of self-evaluation in conjunction with the Council's Emergency planning Officer
- produced a first annual report based on the departmental Performance Improvement Model
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Areas for Improvement

To improve our performance as a department we need to:

- find ways to gather the views of those affected by an emergency
- monitor and review the workings of our key policies and plans
- find ways to gather the views of our emergency planning partners

7. What is Our Capacity for Improvement?

We are now confident that we have a sound foundation upon which to build. We have approximately 50 staff who have volunteered to provide an out of hours response in an emergency. We know that if needs dictated that many others would be prepared to help in the event of a larger incident.

Our main capacity for improvement involves the need to:

- embed integrated emergency management in induction for all staff
- ensure all service managers are trained as emergency support centre managers
- ensure improved corporate financial support for integrated emergency management activities, training and exercising
- ensure that directorate members are well prepared for their tactical command role

- concentrate more energies on ensuring we are prepared to help the community return to normality after an incident and to provide post incident community support where necessary

The Steering Group has developed an action plan which will ensure that we address the areas for improvement over the next year.

Jenni Tocher

Chair - Integrated Management Steering Group

1st October, 2008

INTEGRATED EMERGENCY MANAGEMENT STEERING GROUP ACTION PLAN 2008/09 Appendix B

ACTION TO BE TAKEN	BY WHOM	BY WHEN	PROGRESS UPDATE
1. Produce annual performance reports for Directorate and SW & Health Committee	Jenni Tocher	October & November 2008	
2. Develop set of key performance outcomes	Audrey McGinty/Pauline Stirling	June 2009	
3. Develop a set of performance indicators/measures	Audrey McGinty/Pauline Stirling	June 2009	
4. Devise a survey/questionnaire for users of emergency support centres	Audrey McGinty/Ray Wilson	March 2009	
5. Improve facilities for children at Emergency Support Centres	Premises Managers	June 2009	
6. Revise initial registration process for quick registration to ensure families are kept together	Pauline Stirling/Ros Watson	March 2009	
7. Incorporate any necessary actions from AIREX 2008 into action plan	Jenni Tocher	December 2008	
8. Ensure awareness raising on integrated emergency management is included in induction for all new staff	Val MacFarlane/Jill Hosie	June 2009	
9. Further develop training and exercising to increase day time capacity	Jill Hosie	October 2009	

INTEGRATED EMERGENCY MANAGEMENT STEERING GROUP ACTION PLAN 2008/09

ACTION TO BE TAKEN	BY WHOM	BY WHEN	PROGRESS UPDATE
10. Ensure all Service Managers trained as ESC Managers	Jill Hoise	October 2009	
11. Embed training on integrated emergency management in staff development strategy & framework	Frances Greig	June 2009	
12. Ensure that all training & exercising events are evaluated	Jill Hoise	December 2008	
13. Use debriefs to ensure we gather information on impact on staff	Jenni Tocher	December 2008	
14. Further increase our capacity in respect of psychological resilience & critical incident debriefing	Lynne Cameron/Rhian Baxter	March 2009	
15. Develop use of international signage for use in ES Centres	Christina Lindsay	January 2009	
16. Develop public information leaflets for use in Rest Centres and Family and Friends reception Centres	George Ireland/Christina Lindsay	January 2009	
17. Ensure business risk register (incorporating risk management arrangements) is kept updated and integrated with service plans	Val MacFarlane	October 2009	

INTEGRATED EMERGENCY MANAGEMENT STEERING GROUP ACTION PLAN 2008/09

ACTION TO BE TAKEN	BY WHOM	BY WHEN	PROGRESS UPDATE
18. Develop business continuity plan in relation to fuel	Val MacFarlane	December 2008	
20. Train senior managers at tactical command level	Frances Greig/Jill Hosie	June 2009	
21. Develop and implement training strategy on use of Front Works	Pauline Stirling/Ros Watson	June 2009	
22. Further develop our capacity to assist the community to return to normal after and emergency	Jenni Tocher & Steering Group	October 2009	
23. Do more to train at strategic and tactical command levels tactical	Frances Greig/Jill Hosie	June 2009	
24. Develop improved capacity of organisational response by command and control structures within daytime	Jenni Tocher & Steering Group	October 2009	
24. Develop improved capacity of organisational response by command and control structures in relation to longer lasting incidents	Jenni Tocher & Steering Group	October 2009	
25. Develop an e-learning awareness raising training module for use with staff	John Handling/ Jill Hosie	October 2009	

INTEGRATED EMERGENCY MANAGEMENT STEERING GROUP ACTION PLAN 2008/09

ACTION TO BE TAKEN	BY WHOM	BY WHEN	PROGRESS UPDATE
26. Update and disseminate resource materials to EMT	Christina Lindsay	November 2008	
27. Finalise flu pandemic plan	Katrina Finnon	December 2008	
28. Develop guidance for general use by managers on the post traumatic needs of staff	Katrina Finnon/Rhian Baxter	June 2009	
29. Develop a performance management framework for integrated emergency management	Audrey McGinty/ Pauline Stirling		
30. Produce annual performance reports for Directorate and SW & Health Committee	Jenni Tocher	October & November 2009	