

## Appendix B Debrief Action Plan

Highways & Transport					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	Written gritting policy and interactive map do not always agree. Separate layers for primary, secondary and contingency routes would help. Colour too close in shade.	H&T to review how the gritting maps are displayed, ensuring user friendly in format and colours. To also consider how salt bins and other service items could be shown on the mapping system on the internet and Intranet to help the public and the Council.	H&T	Sept 10	Refer to Appendix E – draft 2010/11 Highway Winter Service Plan.
2	Mapping of salt bins would also help.				
3	Lack of grit and salt in boxes for smaller roads.	To review the location of salt bins.	H&T	Sept-10	Parish & Town Councils consulted 26 July 2010
4	Traffic calming bumps in roads made clearing difficult	This is an information item for the community – to be considered in the Severe Weather Plan as part of the educational process in explaining what the limitations are for the Council.	H&T/Civil Contingencies	Aug-10	Refer to Appendix E – draft 2010/11 Highway Winter Service Plan.
5	Perception, by some people that there was a big difference in East of area between Reading BC roads and WBC roads.	To be considered in the Severe Weather Plan as part of the educational process in explaining what the limitations are for the Council.	H&T & Civil Contingencies	31-Aug-10	
6	Late response from DfT in setting up Salt cell.	Referred to GOSE	Civil Contingencies		Referred to GOSE
7	Perception that when clearing roads of snow there was no 'standard' to try to keep to, e.g. often there was a central icy ridge in each carriageway, over which anything but a four wheel drive or lorry could not pass with safety.	Liaison with contractors. In addition to be considered in the Severe Weather Plan as part of the educational process in explaining what the limitations are for the Council.	H&T & Civil Contingencies	Aug-10	Refer to Appendix E – draft 2010/11 Highway Winter Service Plan.

Highways & Transport					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
8	There is a need to formalise arrangements for snow clearance on footpaths, underpasses etc - produce a list of pavement clearance in advance so we have priority areas already established. Use of GIS mapping to identify all pavement clearance crews so to minimise travel. Identify hot spot areas and prioritise.	To be considered in the next version of Winter service plan	H&T, Waste, Countryside, Civil Contingencies	Aug-10	Refer to Appendix E – draft 2010/11 Highway Winter Service Plan.
9	Due to impact of school closures on wider community to review gritting of access roads to schools	To be considered in the next version of Winter service plan	H&T	Aug-10	
10	Issues in relation to 4x4 provision and availability to support critical services.	To review the: <ul style="list-style-type: none"> <li>○ number of 4x4's in Council</li> <li>○ the location of these vehicles</li> <li>○ ownership of staff owned 4x4's – checking insurance and driver training to support the response</li> <li>○ to review voluntary agency and private volunteers usage in emergencies</li> </ul>	<ul style="list-style-type: none"> <li>○ H&amp;T – Transport Team</li> <li>○ Civil Contingencies</li> </ul>	Aug-10	
11	Not all Bus Operators provided information on their websites re service cancellations although our staff contacted all of them daily for operational updates.	To link with private transport as part of Warning & Informing plan and via transport team	Civil Contingencies Highways & Transport	Nov 10	

**Community Care**

Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	Difficulties arose when some vulnerable people who were not looked after by the Council requested support.	To review processes and add to Vulnerable People Plan	Community Care & Civil Contingencies	Aug 10	There is a draft Vulnerable People Plan developed by Civil Contingencies Manager which is under consultation prior to sharing with external providers. Processes are being checked to ensure support is provided to all in need.
2	At times there were instances of Home Care provision not being as joined up as it could have been resulting in some difficulties.	Home Care and External providers to work on BCM and consistency, including routes for mutual aid and support requests.	Community Care	Sep-10	
3	There were some issues in relation to the extended hours and duty process and assistance to vulnerable.	BCM	Community Care	Sep-10	
4	Vulnerable need to be informed if further arrangements are being made and regular updates	Consider information sheet/leaflet to all vulnerable and their family etc in order to ensure they are aware of what may happen in advance. Review communications route doing an emergency. Linked to Vulnerable People Plan	Community Care	Sep-10	
5	Some services – such as provision of meals was being provided by the same contractor by a different organisation resulting in duplication of efforts.	To review options of more cross working with PCT re vulnerable people support etc	Community Care	Sep-10	

Business Continuity					
Serial	Comment	Action	Lead	Target	Progress/Issues

Business Continuity					
Serial	Comment	Action	Lead	Target	Progress/Issues
1	If prolonged weather issue then it should be clear when BCM plans are to be activated.	To review the BCM activation and communication processes. This is to include consideration of invoking of central BCM (maybe virtually) in order to have a better picture of how Services were affected – using the concept of services reporting in red, amber, green as was planned for pandemic flu absences.	BCM Lead	Sep-10	Reminder going out to managers on issue of plan
2	Issues in relation to key aspects of Council/Community issues that would have a large impact eg: We did not hear till very late in the day that exams were due and there might be problems for pupils in getting to school.	1. Linked to finding out if any other key events ongoing. All services to consider this as part of initial review of their status. Linked to BCM. 2. To ensure SAG maintains an events list	1. All Services 2.SAG Chair	Sep-10	Reminder going out to managers on issue of plan
3	Some issues in relation to staffing of all services.	ALL BCM plans to be reviewed taking into account Timelord, long term situations	BCM Lead & all services	Sep-10	Reminder going out to managers on issue of plan
4	Consider setting up emergency access to Citrix in advance for identified staff (e.g. fixed admin staff who were unable to get in).	To consider at BCM revision stage	BCM Lead	Sep-10	Reminder going out to managers on issue of plan
5	It may have been possible for staff in some services to support other services more – vehicles, pavement clearing etc.	To consider at BCM revision stage	BCM Lead	Sep-10	Reminder going out to managers on issue of plan
6	It was noted that some staff contact details were not up to date.	Ensure all BCM plans have relevant details including managers for teams	BCM Service Leads	Sep-10	Reminder going out to managers on issue of plan
7	Some staff could have worked from different more local offices or other LA offices but not set up to operate as such.	To consider options for working in different buildings (in part answered by Timelord) with possible expansion to other LA's – reciprocal agreements.	BCM Lead	Dec 10	Reminder going out to managers on issue of plan

Business Continuity					
Serial	Comment	Action	Lead	Target	Progress/Issues
8	Some key support staff needed to operate from the Council Offices or move to remote sites.	Early consideration via the Councils BCM process which should be instigated early to identify such issues and put plans in place. Use of 4x4's to collect as necessary.	BCM lead	Sept 10	Reminder going out to managers on issue of plan
9	Schools & services responsible for buildings should set up their own weather plans and make provision for snow clearance.	All services to check their own building situations and contractors in their field of operation. All services to be encouraged to have salt, shovels, training, risk assessment, insurance and plans in place for future.	BCM Service Leads	Sep-10	Reminder going out to managers on issue of plan

Civil Contingencies					
Serial	Comment	Action	Lead	Target	Progress/Issues
1	Concerns that the Council was not visible enough to the public.	This is difficult due to geography and advice for staff not to travel however all staff, including contractors to ensure have WBC jackets. To consider reflective jackets for Care workers etc	Civil Contingencies working with teams.	Sept 10	More reflective jackets are available for staff to deploy in – with WBC logo. All staff responding at the time had jackets on. More to be distributed to EPLO's. IDs will also always be available.
2	At times the information on whether staff should go home or not travel to work was too slow in response. Many staff that were office based not getting home to late evening or early hours of the morning	To ensure aware in EOC/Senior Managers. To consider in plan for BCM & Severe weather.	Civil Contingencies	Sept-10	Covered in adverse weather plan.  Completed – to be issued in Nov 10 post final issue of plan.
3	Health & Safety, Risk Management and Legal Services input into decision making in the EOC. To ensure actions during severe weather are protecting the Council's legal responsibilities.	To ensure as part of activation plan guidance	Civil Contingencies	Sept 10	Covered in adverse weather plan. Completed – to be issued in Nov 10 post final issue of plan.

Civil Contingencies					
Serial	Comment	Action	Lead	Target	Progress/Issues
4	To consider the coordination of staff who live near to people that need help.	To allocate responsibility to resources coord with HR in MIP	Civil Contingencies with HR	Sept 10	Covered in adverse weather plan. Completed – to be issued in Nov 10 post final issue of plan.
5	Schools, Property need to set up their own weather plans and make provision for snow clearance.	Businesses to be encouraged to have salt, shovels, training, risk assessment, insurance and plans in place for future.	Civil Contingencies	Oct-10	Services encouraging all lead officers for buildings to ensure prepared. Also via the Berkshire Business Continuity Forum 3 seminars have been held with respect to improving private business preparations. On-going project.
6	The Major Incident Plan covers most aspects but there were some gaps in relation to severe weather information/guidance	To write a Severe weather plan that can be used as a public information area.	Civil Contingencies	Nov 10	Plan – in final draft stages to be issued by end Nov when new EA info available. Completion on target for Nov 10.
7	Whilst information flow to parishes was good there were some gaps with respect to Parish Plans and communication routes	To further develop Parish Council plans including identifying more contacts for parishes and locations for public notices to be displayed	Civil Contingencies	Dec 10 & ongoing	A number of meetings have been held with Town & parish Councils including Pangbourne, Midgham, Speen – more along Lambourn Valley and Chieveley in November. A Thames Valley Community Day and Exercise is due to take place in Mar 2011. Details of alternative contacts and locations to insert notices in local communities is nearing completing. On-going.

Civil Contingencies					
Serial	Comment	Action	Lead	Target	Progress/Issues
8	Issues with insurance and claims against residents if they helped themselves and their communities.	To work with CLG and Civil Contingencies Secretariat regarding the way forward in order that the Community can support themselves more.	Civil Contingencies	Update 6 months	Guidance issued by Gov't on 25 <sup>th</sup> Oct – inserted as guidance in the Severe Weather plan. Completed – to be issued in Nov 10 post final issue of plan.

Education/Children Services					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	Schools need to set up their own weather plans and make provision for snow clearance.	Information to all schools to go out in Oct 10	Education	Oct-10	See Appendices 1, 2 and 5 of Severe Winter Weather Guidance for West Berkshire Schools. (Appendix F of the main report).
2	Clearing of access to centres to enable staff/ young people to safely get to the venues	Information to all schools to go out in Oct 10	Education	Oct 10	See Appendices 2 and 5 of Severe Winter Weather Guidance for West Berkshire Schools.
3	Still a few schools who did not contact Education Service through the designated e-mail address.	To encourage all schools to use the school closure email including the independents	Education	Oct 10	School status has been set up on the Council home page with links to each school's website. The methodology has been reinforced with schools. See Appendix 3 of Severe Winter Weather Guidance for West Berkshire Schools.
4	Access to the advice from QCL was late	To consider the assistance form different IT systems/Webs asap.	Education	Aug 10	Education support is aware of the need to do this asap in the event of severe weather.

Education/Children Services					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
5	Provide advice and guidance to governors on their requirements	Education to provide advice	Education	Oct-10	Severe winter weather guidance developed and issued to all schools in October 2010. Strong recommendation has been given to governing bodies to review the readiness of the school for severe weather. Information provided to governors via their e-magazine, at Chair's briefings and to Governor Clerks for the Term 1 agenda. Also to School Admin staff at their briefings.
6	Some early year providers were not given info as to situation	To ensure early years are involved at same level as schools.	Children services	Aug 10	Regular updates were emailed to all early years providers. Issues arose when the recipient of the email did not convey the message to staff and the need to do this has been reinforced. All early years providers have been given the link to information on the website. Additional early years provider email addresses will be used in severe weather conditions.



Education/Children Services					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
7	Issues with some school staff not getting into the school.	To review situation including looking at how remote access for school office staff can be put in place so that they can work from home.	Education	Sep-10	See Appendix 2 of Severe Winter Weather Guidance for West Berkshire Schools.
8	Issue with lack of site on exams coming up and the impact that this had.	To check when an incident occurs as to what key education issues may arise including exams.	Education	Sep-10	Education support is aware of the need to do this asap in the event of severe weather. Also, Appendix 3 – Communications expects schools to notify the LA of exams and other significant events that may be impacted.
9	Schools nearly ran out of oil	Schools to be encouraged to monitor oil more and there deliveries. Advise to improve this to be included in severe weather plan guidance.	Education	Oct-10	See Appendix 1 of Severe Winter Weather Guidance for West Berkshire Schools. This reinforces the importance of monitoring oil supplies.
10	Some schools used a variety of means to communicate with parents.	An assessment of what they use and pros and cons would be of value to assess if we can improve on this -link with Civil Cont team	Education	Oct 10	This will still be the case. Schools will manage this in the most effective way for their setting. However, at Admin Briefings, experiences of what had worked well were shared and this will be reviewed by schools on a regular basis. See Appendix 3 of Severe Winter Weather Guidance for West Berkshire Schools.

Waste					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	Gaps identified in the Response & BCM plans for waste	WBC & Veolia to update the Severe Weather section of the Business Continuity Plan. Revise Waste BCM & response plans	Waste	Aug 10	Interim review complete.
2	Communicate that in future severe weather events services may be suspended e.g. green waste service, to concentrate on refuse and recycling services.	As Above and include in Severe weather Plan	Waste	Aug 10	Service status now available on the Council website. Information will be included in Recycle for West Berkshire, Christmas newsletter to be delivered to residents in December 2010.
3	Identify specific times that the waste teams 4x4s could be used to assist Veolia in monitoring conditions. Ensure appropriate staff have 4x4 training.	To link with Transport Team & place in plan	Waste	Aug 10	Link with Transport team in place. Training requested before the end of the year.
4	Ensure all waste team equipment removed before vehicles handed over.	Internal service issue	Waste	Aug 10	Staff notified.
5	Request that the Newtown Road HWRC is put on the snow clearance / gritting list.	Linked to H&T Maintenance Team	Waste	Aug 10	Link with Highways team in place.
6	Clearer signage required for HWRC re closures	Large highways sign for entrance to Newtown Road HWRC explaining that site is temporarily closed.	Waste	Aug 10	Complete.
7	Lack of advice from any government agency regarding waste collections especially when services were delayed for a number of weeks. A central government led message would reduce the level of enquiries.		Waste	Complete	Complete

ICT					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	Citrix was at times very slow that hampered WFH of some staff. Better use of teleconferences to give service updates	ICT to monitor usage and speed of connections. Services to consider use of teleconferencing as part of time lord	ICT	N/A	Considerable development of Citrix has taken place as part of Timelord and all regular users now use the faster Xenapps Server version of Citrix which doesn't have the performance issues of the older system. Teleconference is available within the Council's new Unified Communication System "Openscape" and this has been rolled out to around 200 users so far and will be rolled out to hundred more staff as part of the Timelord Programme.
2	Some issues with updating website, have staff got access from home are there enough authors/editors.	ICT to encourage review of authors/editors for each service	ICT	Aug 10	All services now have enough trained web site users to maintain status pages that will be key to keeping customers updated in an emergency.
3	IT Helpdesk phones must be manned in office – need to consider future options for call handling remotely.	Investigate feasibility, cost etc	ICT (Malcolm Nicholas/Karen Reddings)	Dec-10	ICT is piloting the use of its Siemens Procentre call handing system for people working at home. There have been some technical difficulties with this but the pilot project is continuing.
4	Ensure appropriate staff have training on how to use telephone conference facilities	Services to request training as appropriate	Services	Sep-10	Telephone conference training being rolled out as part of the Openscape training.

ICT					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
5	Lead officer, and the deputy, for emergency planning must have Citrix and blackberry.	Civil Cont Team and Timelord Team to review implications of Timelord on Duty Managers, Key responders, EPLO's etc	CC Team	Sep-10	Completed.
6	Enable more people to work at home	Timelord should facilitate		Mar-11	Timelord has had a beneficial impact on this capability and the number of staff able to work from home continues to rise.
7	Ensure the website is updated and contains relevant information.	Services to review	Services	Aug-10	Web Team have spent a considerable amount of time improving Service Status Pages and the process to keep these up to date in the event of an incident such as severe weather.
8	Some of the issues with certain applications in Citrix (e.g. Uniform and SmartOffice).	Have now been resolved		N/A	Most applications now available in Citrix. Project to publish others is ongoing.
Communications					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	Better information to staff and residents in terms of website	Web users meeting to improve	ICT & Services	Aug -10	Web Team have spent a considerable amount of time improving Service Status Pages and the process to keep these up to date in the event of an incident such as severe weather.
2	Speedier updates	To consider in revision of MIP & note for Severe weather plan	Civil Contingencies	Aug-10	Covered in Severe weather plan – will be updated in MIP at next update. Completed on issue of plan in Nov 10.

ICT					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
3	Communication between team members could have been more frequent, whilst working from home	Link with Timelord communication means and ICT solution	Team Issue	Sept 10	Reminder going out to managers on issue of plan
4	Staff in office taking all telephone calls – ensure officers transfer their phones before leaving office to work mobiles	Team management & Timelord matter	Team Issue	Mar 11	Reminder going out to managers on issue of plan
5	In the next edition of the waste newsletter ensure that residents are directed to the website for service updates.	Waste Newsletter to contain information	Waste	Sept 10	<b>Completed – April 10</b>
6	Service status page on website needs to be up to date	Services to ensure sufficient trained people with access can update the website	Services	Oct-10	Reminder going out to managers on issue of plan
7	Review of radio station procedures (some schools found it difficult to get through)	To link with radio stations	Education	Aug-10	
8	Review of communication with transport services over which buses are running.	Review by H&T and PR	H&T	Aug-10	In Winter Service Report
9	If 'extra' are provided, i.e. salt tipped around schools please make us aware- we risk losing credibility.	Info to go to Contact Centre asap for them to advice - Top line briefings to be considered in severe weather plan	Civil Contingencies	31-Aug-10	Covered in Severe weather plan – will be updated in MIP at next update. Completed on issue of plan in Nov 10.
10	PR needs to be on the radio on a regular basis- if only a minimum service say so.	Noted - No further Action as can depend on demands of the press, info was going out daily.	PR	N/A	N/A
11	Lack of co-ordination in terms of staff getting info re. Cancellation of training etc leading to staff struggling to get to an event only to find it cancelled. Need for a more robust contact data base for all employees.	Noted – services to ensure communication routes for all staff in place	Services and linked to 11 below.	Dec 10	Reminder going out to managers on issue of plan

ICT					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
12	Need to explore access from home-formalised communication routes	To consider a passworded access route for staff to see info that is not for all to see but specific messages for staff from Civil Contingencies or their managers.	Civil Contingencies & ICT	Dec-10	On-going work – on line for update in Dec 10.
13	Independent schools not always linked in to issues.	To ensure independents linked in	Education	Oct 10	Covered in Severe weather plan – will be updated in MIP at next update. Completed on issue of plan in Nov 10.
14	Service users did not know to check website for service updates and therefore the number of avoidable contacts did rise.	Info to go to schools by way of reminders asking parents to look at website too.	Education	Oct 10	
15	When schools were closed it was not always the case that the Youth service also based there was also closed	Services to communicate and agree a way forward – this needs to be publicised when agreed.	Education & Youth & Commissioning Services	Oct 10	

Misc					
Serial	Comment	Action	Lead	Deadline	Progress/Issues
1	The staff in my team felt the Council was being too reactive to the situation and did not appear prepared for it.	To consider in the Severe Weather Plan	Civil Contingencies		Noted –answered in the plan.
2	Ensure office phone lines transferred to officers work mobiles for working at home.	Noted	Team Issue		Reminder going out to managers on issue of plan
3	We will ensure a daily short 'briefing/update/actions' meeting between senior managers and those who are directly involved in managing the situation - at a set time rather than ad hoc.	Good learning point for all services.	Team Issue		Reminder going out to managers on issue of plan
4	Communication between team members could have been more frequent, whilst working from home	As part of Timelord process this should be standard	Team Issue		Reminder going out to managers on issue of plan
5	Issues in relation to redeployment of contract staff who could not do daily work but perhaps could have been utilised more	All Services to review contract conditions.	Procurement & All services		Reminder going out to managers on issue of plan
HR					
1	Staff unclear about TOIL/leave working policy	HR to provide guidance	HR	31-Aug-10	The guidance is provided in the 1999 terms and conditions of employment which are on the Intranet.
2	A protocol would be useful to detail what is expected of certain types of staff in such situations. There were mixed messages: on the one hand we were told to try to come into work but on the other hand we were told not to take any risks and to stay at home!	As Above - linked to a Severe weather plan	HR & Civil Contingencies	31-Aug-10	Advice was issued to managers last year. This will be turned into a guidance note for managers and staff and placed on the HR pages of the Intranet by the end of November 2010.