

ABERDEEN CITY COUNCIL – RESILIENCE FRAMEWORK STANDARDS – ACTION LOG

No	ACTION	OWNER	Target Date	UPDATE	Related Standard
1	Awareness raising on resilience, emergency response and business continuity matters to be undertaken across organisation at third tier management level to include reference to key statutory and legislative drivers	David McIntosh	June 2018 for event to be delivered to 3 rd Tier Network and schedule to be in place.	Exercise and training schedule to be developed to include 3 rd Tier Network.	LC 1.1 LC 1.2 LC 1.5 LC 1.7 SG 2.6
2	Communications strategy to be developed to highlight ownership and accountability arrangements for resilience across the organisation	Paul Smith	Completed	Incident Communications Plan completed.	LC 1.1
3	Job descriptions to be reviewed for individuals with defined roles in emergencies to include an articulation of responsibilities in relation to emergency response.	Derek McGowan	Completed	All new Director and Heads of Service Job Profiles/Descriptions include reference to Resilience role.	LC 1.3 LC 1.5 LC 1.7 SG 2.4 SG 2.6 PDI 4.1 PDI 4.8
4	Consideration to be given to promoting an overt statement of intent around resilience and emergency planning in corporate strategic documents.	Derek McGowan	October 2018	In Corporate Risk Register. Identify appropriate other strategic documents.	LC 1.4 LC 1.8 SG 2.4
5	Provision of clear direction from senior managers to staff in relation to the priority to be afforded to resilience and emergency planning and preparedness.	Derek McGowan	June 2018	To be delivered as part of action1	LC 1.4 LC 1.8
6	Mechanisms to be put in place for staff to highlight capacity gaps arising out of competing	Derek McGowan	Complete	Mechanism in place through ORG to monitor progress and identify issues. Business Continuity Plans now received for all services, and risk registers developed for all services in TOM.	LC 1.3 LC 1.4

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	demands which prevent appropriate focus being placed on resilience matters.				LC 1.6 SG 2.6
7	Development of a training and exercising programme for emergencies and major incidents to build capacity in this area and allow managers to practice leadership scenarios across service areas and with partner agencies	David McIntosh	Schedule to be circulated by end June 2018	Exercise session held on 17 th Jan for Duty Emergency Response Coordinators and other council officers. Discussions being held with Scottish Govt Resilience Development Service for bespoke training sessions. Detailed programme of events under development. Exercise Safe Steeple to be held June 2018.	LC 1.5 LC 1.7 LC 1.9
8	Development of a documented process to manage debrief and cascade of organisational learning from this process across the organisation and to partners.	David McIntosh	Complete	Formal debriefing and reporting arrangements in place. Cascade of learning needs development.	LC 1.7 SG 2.1 PDI 4.10
9	Creation of a programme of internal communications and awareness raising in relation to emergency preparedness, planning and response as a shared responsibility.	David McIntosh/ Paul Smith	June 2018	Information available on the Zone. Other comms channels need to be developed. Refer also to Action 1.	LC 1.8
10	Undertake a review on call and out of hours arrangements across the organisation to identify capacity gaps and opportunities for improvement	Derek McGowan	October 2018	Identify current on-call arrangements, learn from current incident reports where gaps have been identified. Check with new establishment post June. Link with Action 3	LC 1.10 PDI 4.3
11	Consolidate all on call rotas into a single easily accessible location	Derek McGowan	June 2018	Majority of on-call services are accessed through the Regional Communication centre. Link with Action 10. Emergency Contact Directory to contain details once confirmed.	LC 1.10 PDI 4.3
12	Ensure sufficient resilience in relation to provision of specialist emergency planning expertise out of hours.	Derek McGowan	June 2018	Currently one Emergency Planning Officer on call to support Aberdeen City, Aberdeenshire and Moray Council's. Each council has equivalent of DERC.	LC 1.10

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13	Identification of designated ‘talking head’ for emergency response and crises and programme of training to be put in place to support these individuals.	Paul Smith	October 2018	This has been raised at CMT. Clarity required as to agreed policy.	LC 1.11
14	Consideration to be given to the development of a corporate environmental scanning document to be circulated regularly to managers to support decision making and forward planning.	Derek McGowan	Complete	Coordinated at Chief Executive level. Horizon scanning document reported routinely to CMT.	SG 2.1
15	Business Continuity and emergency planning to be mainstreamed within the organisation through measures such as inclusion on service area and departmental meetings as a standing agenda item.	Derek McGowan	June 2018	Recent Internal Audit recommendation requires BCPs to be approved by SMTs. BCP updates is standing agenda item on Organisational Resilience Group. This includes requirement to confirm that BCPs have been approved by SMTs. Refer also to Action 1.	SG 2.1 SG 2.4
16	Delivery of awareness raising input to key individuals around the linkages between risk management and business planning.	Derek McGowan	June 2018	Refer to Action 1	SG 2.1 PPS 5.1
17	Corporate risk register to be developed further to include more specific reference to partnership risks relating to emergency planning and business continuity.	David McIntosh	June 2018	LRPWG have developed a Risk and Assurance process which is developing. Any issues can be fed in to CMT through chair of LRPWG/LRP.	SG 2.2 PPS 5.1
18	Measures to be put in place to enhance management of BC as an organisational programme of work, drawing together the current good practice across service areas to	Derek McGowan	December 2018	Business Continuity Planning is included in the business of the Organisational Resilience Group. All Business Continuity Plans completed in March 2018 and reported to AR&S Committee.	SG 2.3 PPS 5.9

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	maximise benefits.				
19	Promotion of BC as a mainstream activity by appointment of a designated BC lead at senior level in each service area and inclusion of BC as a standing agenda item at corporate meetings.	Derek McGowan	June 2018	Some services have identified BC lead. BC included in business of Organisational Resilience Group with reporting from there to CMT.	SG 2.3 PPS 5.9
20	Consideration of building capacity in the area of BC management by the application of a resource to support the administration of the current process, and promote BC internally and externally.	Derek McGowan	October 2018	To be considered as part of business services review.	SG 2.3 SG 2.8 SG 2.9 PR 3.4 PPS 5.9
21	Business continuity group to be formed and aligned as a sub group of Resilience Group to provide further structure and focus.	Derek McGowan	Complete	Business Continuity Planning is included in the business of the Organisational Resilience Group.	SG 2.5
22	Consideration to be given to providing administrative support to perform role of secretariat to these groups.	Derek McGowan	October 2018	Refer to Action 20. Consider part of training for loggists and other emergency admin roles.	SG 2.5 SG 2.8 SG 2.9
23	Review to take place of existing project management and change management documentation to ensure managers consider impact on emergency response and business continuity capability during any change programme.	Derek McGowan	October 2018	CMT request that BCP is considered as part of transformation programme. Emergency Planning Manager monitoring and updating ownership of plans, contact details and arrangements etc as transformation continues. Project Office to advise what formal documentation exists and would need to be amended for future change programmes	SG 2.7

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24	Continue to monitor the effectiveness of current governance structures in supporting the organisation deliver on its duties under the Civil Contingencies Act 2004	Derek McGowan	Complete	Resilience will be reported to Public Protection Committee. Emergency Planning team now part of Governance service. Organisational Resilience group now embedded in quarterly meeting schedule. Chair of Organisational Resilience Group required to report quarterly to CMT.	SG 2.8
25	Consideration to be given to the submission of an annual report through existing governance structures detailing and assessment of current levels of compliance in relation to duties under the Civil Contingencies Act 2004	Derek McGowan	October 2018	Consider reporting arrangements to Public Protection Committee.	SG 2.9
26	Review existing levels of funding for emergency planning and business continuity management in light of the recommendations within this assessment process.	Derek McGowan	June 2018	Refer to Action 12	SG 2.10
27	Continue to monitor effectiveness of current arrangements and levels of representation at various multi agency forums via Council Resilience Group.	Derek McGowan	Complete	Currently Chief Executive chairs LRP, Head of C&H chairs LRPWG	PR 3.2
28	Continue to monitor effectiveness of current arrangements and information sharing raising any issues of concern through RRP/LRP	Derek McGowan	Complete	Head of C&H chairs LRPWG, Local Resilience Coordinator now in place.	PR 3.3
29	Review of existing out of hours capacity to ensure critical information is accessible and able to be shared with partner agencies in quick time.	David McIntosh/ Derek McGowan	August 2018	Information available to all DERs, Smarter Working means most senior managers have remote access to council systems. Incident reports are completed after each incident which will highlight issues that will added to action plan. Sharepoint Incident Management system. To be tested as part of Safe Steeple Exercise.	PR 3.3

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30	Continue to encourage development of community resilience plans, and to monitor progress via the Aberdeen City Council Resilience Group and the LRP.	David McIntosh/ Derek McGowan	July 2018	Development of Community Resilience included in the Local Outcome Improvement Plan and is priority for Sustainable Cities Group. LRP Community Resilience Strategy under development.	PR 3.5 PPS 5.5
31	Review of existing budget provision for emergency planning and business continuity to ensure it remains fit for purpose and delivery of required functions.	Derek McGowan	Duplicate	Duplicate of 26	PR 3.6
32	Consideration of developing an expanded multi agency emergency planning hub involving personnel from key partners to increase capacity and capability and foster increased collaborative working.	Derek McGowan	Complete	Current LRP arrangements considered sufficient. More reliance now on virtual collaboration using digital solutions.	PR 3.8
33	Current assessment process to be subject to review and amendment to ensure that future processes build on this initial benchmark and drive improvement.	Derek McGowan	March 2019	TO be carried out in March ready for action plan for following year.	PR 3.9
34	Emergency and business continuity plans should be reviewed and made suitable for sharing and published in a central accessible location.	David McIntosh	Complete	Plans are stored on central shared drive. Also stored on UK Govt secure intranet (secure up to Official Sensitive) – Resilience Direct	PDI 4.2 PPS 5.4
35	Staff should be tested on their knowledge of the location of emergency and business continuity plans and their understanding of their role in an emergency.	David McIntosh	December 2018	This is in place for testing schedule Business Continuity Plans. Needs to be developed for Emergency Plans	PDI 4.2 PPS 5.4

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36	Consideration to be given to providing inputs to managers and those likely to be involved in emergency response around the importance of accurate record keeping.	David McIntosh	Schedule to be circulated by end June 2018	As part of training and exercising schedule, sessions will be available covering log keeping. Requirement for accurate log keeping is included in all training and exercising sessions.	PDI 4.4
37	Consideration to be given to adopting a suitable decision making model for use by staff to support them during emergency response.	David McIntosh	Complete	Currently used model is included in DERC pack and is available on the Zone. Exercise Hiesta type events to help reinforce.	PDI 4.4
38	An analysis should be undertaken to identify the type nature and frequency of training required to support staff who may be expected to have a management or leadership role in an emergency	David McIntosh	Schedule to be circulated by end June 2018	This will form part of the development of training and exercising schedule.	PDI 4.5 PDI 4.8
39	Training should be targeted at those who have the greatest need in terms of likelihood of participation.	David McIntosh	Schedule to be circulated by end June 2018	Focus to date has been on DERC's. This needs to expand to the wider 3 rd Tier network and specialist officers.	PDI 4.5 PDI 4.8
40	The matter of training should be considered at senior management team level to decide if training of this type should be mandated for core personnel to encourage participation.	Derek McGowan	August 2018	Seek confirmation from CMT re training schedule which should include mandatory training required for specific roles.	PDI 4.5 PDI 4.8
41	A demand analysis should be undertaken of plans requiring review alongside greatest potential risks to the organisation and a draft exercise programme developed for discussion by the resilience group. This should include business continuity exercises.	David McIntosh	August 2018	LRPWG have developed a Local Risk Register that will drive planning at LRP level which will in turn drive City Council planning. Corporate and Service risk registers are required to include BCPs as mitigation where appropriate.	PDI 4.6 PPS 5.8

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42	Learning from exercises should be cascaded across organisation and to partners.	David McIntosh	Complete	Debrief/Evaluations and exercise reports are carried out after exercises. Where appropriate learnings are shared with partners through the LRP. For example Flooding, Froghall Gardens, Kingsmead Care Home; Cairncry Court; severe weather events; Cyber incidents; Move to Critical Planning, Emergency exercises.	PDI 4.6 PPS 5.8
43	A review should be undertaken as to the current level of multi agency training and exercising to ascertain if this is sufficient and if not whether this constitutes a potential risk to effective response.	Derek McGowan	October 2018	This should be addressed through the LRPWG	PDI 4.7 PPS 5.8
44	Business continuity exercise programme to be developed and mainstreamed through wider organisational training and exercising arrangements.	David McIntosh/ Morven Spalding	December 2018	Currently, training and exercising on this is largely led by the Emergency Planning Unit. Seeking opportunities with Organisational Development to “mainstream”.	PPS 5.10
45	Briefing sessions on resilience and emergency planning to be held with elected members in early course following the forthcoming local authority elections.	David McIntosh/ Paul Smith	June 2018	Briefing materials have been produced by Emergency Planning Team ready for delivery. It would be helpful to include Incident Communications briefing as part of that process.	PDI 4.9
46	A summarised briefing should be extracted from existing guidance containing information specifically for elected members and provided to them at the proposed briefings on resilience.	David McIntosh	June 2018	See above	PDI 4.9
47	A structured and risk assessed review of plans should be commissioned through the Resilience Group to provide governance and ongoing assurance that plans remain relevant, up to date and fit for purpose.	Derek McGowan	Complete	Complete	PPS 5.3

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48	Consideration to be given to developing an exercise to specifically test the transition from response to recovery and recovery and business continuity arrangements.	David McIntosh	July 2018	Will form part of Exercise Safe Steeple.	PPS 5.7
49	Awareness raising to take place via community resilience activity of where information can be located and the benefits of utilising the Ready Scotland website.	David McIntosh	October 2018	Will form part of LRPWG Community resilience strategy.	PPS 5.11
50	Consideration to be given to developing capacity in the use of technology to have prepared media responses for specific scenarios ready for immediate activation following an emergency.	Paul Smith	Complete	Already in place.	PPS 5.12