

DUNDEE CITY COUNCIL

CARE FOR PEOPLE EMERGENCY PLAN

INTRODUCTION BY THE DIRECTOR OF SOCIAL WORK

Please study this plan carefully; it places important responsibilities on Social Work in particular. It has been prepared by Social Work staff in consultation with the Emergency Planning Officer, the Leisure and Communities Department and the Housing Department to help us deal with incidents that we hope will never happen.

It is almost inevitable however that at some point we will be called upon to assist at a major incident. That call is likely to come unexpectedly and it is essential that we are ready and able to quickly take up roles, which although similar to our normal day to day work will nonetheless draw upon the varied skills which we have in a particular and disciplined context.

In that event it is essential that we have a well thought out and familiar plan which should provide the guidance and information necessary for staff to respond quickly and efficiently. This response will be undertaken with the support of the Leisure and Communities Department, the Housing Department, our partner agencies within the Tayside Strategic Co-ordinating Group and the Voluntary Agencies.

It is important therefore that all who have a role to play are identified and made aware of the tasks they may be asked to perform so that they can familiarise themselves thoroughly with the plans, and, importantly, keep themselves familiar with them.

The role, which we have to play, is different from that of the emergency 'blue light' services but is nonetheless vital in providing safety, care, support and comfort for those who have been affected by an incident. This Emergency Plan will help us to play our part fully and I commend it to you.

Alan Baird
Director of Social Work
Dundee City Council

***"PLAN FOR THE EXPECTED
PREPARE FOR THE UNEXPECTED"***

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FOREWORD

Emergency incidents, whilst infrequent, do occur and we must be ready to respond to them no matter what the cause of an incident may be. The most likely results are that:

- People require to be moved to a place of safety.
- People require support and assistance.
- Vulnerable people may need particular support.
- Family and friends affected by an incident require support, advice and information.

This Plan helps to address these issues.

The Plan is divided into four parts as follows:-

Part 1 - Deals with the primary objectives of Social Work staff involved in a major incident and in particular covers:

- Vulnerable People.
- Call Out System.
- Potential Staffing Requirements.
- Log Keeping.

Part 2 - Deals with the requirements involved in establishing Emergency Rest Centres. This includes identifying potential locations, potential staffing requirements and introduces an administration system. It highlights the responsibilities attached to the various staffing roles as well as giving guidance on a number of issues which may be expected to arise.

All Social Work Managers who have been designated Emergency Support Centre Managers should also familiarise themselves with the Council Generic Emergency Plan and the Social Work Manual for Emergency Support Centre Managers.

Part 3 - Because of the similarity of roles, responsibilities and premises/facility requirements for different types of Emergency Support Centres, the Emergency Rest Centre procedure will be used as the basis for setting up and running all types of Emergency Support Centres. This part of the plan deals with the specifics of Family and Friends Reception Centres and Survivor Reception Centres (to be developed).

Part 4 - This part of the plan deals separately with Humanitarian Assistance Centres (to be developed).

MAJOR INCIDENT PROCEDURES - PART 1

1. GENERAL

1.1 This Part of the plan details the primary objectives of Social Work staff involved in a major incident and more specifically, covers the following basic subjects:-

- Vulnerable Persons.
- Post Incident Support.
- Call-Out System.
- Potential Staffing Requirements.
- Log Keeping.

2. VULNERABLE PERSONS

2.1 **Vulnerable Members of the Community:** During an emergency it may become necessary to check on the wellbeing of those less able to assist themselves. Social Work will take a lead role in this area but will require assistance from other services.

2.2 **Community Alarm System:** The Dundee City Council Community Alarm System is maintained by Social Work and is based at Clepington Road, Dundee. It is a robust, well proven system that allows telephone support to be given to the most vulnerable members of the community who reside at home and meet the criteria for registration. Client information along with details of their family contacts is recorded on a computerised database.

- In the event of serious emergency the database can readily be searched in a number of ways to identify groups of people who may need special care and assistance. For example searches can be done by: Street - Postcode.
- The results of such a search can then be used to focus attention on a particular group or groups who can either be contacted via the alarm network or physically visited.
- The potential also exists to pre-identify anyone on the system who lives within any Flood Warning Group area and this may be developed at a later stage. Such a pre-planned approach may need to be notified to the Data Protection Registrar.

2.3 **Data Protection:** The personal information held by Community Alarm is subject to the Data Protection Act but that legislation does allow for processing of information to protect the interests of the data subject. Schedule 3 to the Act (conditions for processing sensitive data) states: "The processing is necessary: in order to protect the vital interests of the data subject in a case where: consent cannot be given by the subject, or the data controller cannot reasonably be expected to obtain the consent of the data subject".

3. POST INCIDENT SUPPORT

3.1 As a result of experiences gained in previous incidents throughout the country, good practice has developed whereby Social Work staff have contacted persons affected by an incident in the days/weeks following the event. This practice is recognised as being beneficial to all concerned and is to be encouraged.

3.2 It may be that during such contact further assistance such as assistance with completion of claims forms, referral for welfare benefits checks etc can be offered.

3.3 Vulnerable people may require special attention to assist them in coping with the aftermath of a particular emergency situation.

4. CALL-OUT SYSTEM

4.1 During normal office hours the Police should contact the Emergency Planning Officer who will thereafter initiate the call out procedures. The Police might find it necessary to speak to Social Work staff directly in the first instance. If this is the case the Emergency Planning Officer should be informed by the Social Work staff member that this has happened.

4.2 Out with normal office hours the Police will normally initiate any request for assistance from Social Work using the Tayside Strategic Co-ordinating Group (SCG) and Dundee City Council generic emergency arrangements.

4.3 Not every incident will require the formation of the Emergency Coordination Team in the Council Emergency Centre or the formation of a Tactical Welfare Team. A minor incident requiring temporary Support Centre accommodation for a small number of persons for a short period of time may be suitably managed by the Support Centre Manager and staff with the Emergency Planning Officer providing support.

4.4. Alternatively some incidents may be of sufficient magnitude to require a much greater response, such as the evacuation of a large area, and the need for a number of Emergency Rest Centres to be opened. Where there are a number of casualties and relatives that require Post Incident Support a Family and Friends Reception Centre may need to be opened in addition to the Emergency Rest Centre.

4.5 The implementation of this plan must remain flexible and this flexibility allows for the response to be upgraded or downgraded as necessary.

4.6 The Emergency Planning Officer will use the Council Emergency Contact Directory to contact the most appropriate departments/services. As with all departments the Social Work contact list works on a 'failing whom' basis. The Emergency Planning Officer will establish contact with one person from the list. That person will assume responsibility for the social work response and will be known as the 'Available Head of Social Work'. All personnel on the list should be familiar with the duties of the Available Head of Social Work.

4.7 The Available Head of Social Work should consider the scale of the incident and if possible, inform or consult with the Director of Social Work or the person deputising for him.

4.8 If initiation of a Tactical Welfare Team is required the Council Emergency Centre at Clepington Road will be utilised.

4.9 In the event of the incident being of sufficient scale to warrant the formation of the Strategic Emergency Co-ordination Group, the Emergency Planning Officer will arrange for the necessary members to be called out.

5. STAFF REQUIREMENTS

5.1 The Strategy, Performance and Support Services Manager is required to ensure that a list of staff that are able to accommodate the following roles, is maintained within Social Work:

- Available Head of Social Work as member of Emergency Co-ordination Team.
- Social Work Co-ordinator.
- Emergency Support Centre Manager.
- Emergency Support Centre Care and Advice Team Supervisor.
- Emergency Support Centre Information Officer.
- Emergency Support Centre Care and Advice Team member(s).
- Emergency Support Centre Administration Team Supervisor.
- Emergency Support Centre Administration Team member(s).

5.2 If the Tactical Welfare Team is formed in the Council Emergency Centre or elsewhere, then their duties and responsibilities are to provide support and logistical back-up to the Social Work Co-ordinator and/or any response team or Emergency Support Centre Manager. Examples being to access and deploy necessary staff and equipment etc. In addition to the above mentioned role specific posts; the following staff may also be required.

- Support Officer for Duty Head of Social Work.
- Welfare Team Members.
- Post Incident Support Team.
- Administration Team (non Support Centre).

5.3 It is essential that the Tactical Welfare Team take as much work as possible away from any frontline responders or Emergency Support Centre staff as they will be busy enough dealing first hand with the people affected.

5.4 **Mutual Aid:** The Available Head of Social Work should also be mindful that the three local authorities within Tayside have an informal understanding to provide additional staff, when necessary, from neighbouring authorities. Additionally, the three local authorities all operate similar administration systems with regards to 'Reception' and 'Registration' of people within Emergency Support Centres.

5.5 The Director of Social Work/Available Head of Social Work and Social Work Coordinator responsibilities and check lists are at **Annex A**.

6. POST INCIDENT SUPPORT TEAM

6.1 The Post Incident Support Team should consist of social work staff and will be responsible to the Social Work Co-ordinator for the Social Work response to the incident.

6.2 The scale of the incident will determine the size and composition of this team e.g. the need for a Supervisor and number of staff members required. In a large scale incident consideration may be given to implementing mutual aid from a neighbouring local authority.

6.3 The primary role of the Post Incident Support Team cannot be specifically described but is to provide care, advice and support to any community during or after any incident. Examples include:

- Ensuring that vulnerable people are being supported and cared for. This may involve door to door visits to identify such needs.
- Assistance with advice and form filling after an event.
- Liaison with other agencies to provide a multi-agency response.

6.4 The Post Incident Support Team will operate from the Social Work premises at Claverhouse Road.

6.5 The responsibility for deciding on constituting the Post Incident Support Team will rest with the Available Head of Social Work in consultation with the Strategic Recovery Officer in the event of the Council's Recovery Plan being implemented, (*See Generic Emergency Plan, Part 3*).

7. INCIDENT ADMINISTRATION TEAM

7.1 During any emergency incident involving a social work response it is likely that an administration team will require to be formed to help support Senior Management, the Social Work Co-ordinators and the Post Incident Support Team.

7.2 This team should be constituted from within existing Social Work Administration staff as they are used to working within a social work environment.

7.3 The responsibility for deciding on constituting an Administration Team will rest with the Available Head of Social Work.

8. LOG KEEPING

8.1 Detailed action logs are to be kept by all senior officers, or staff in charge of any facility or service and the functional teams working within the Council Emergency Centre.

8.2 The reasons for maintaining a comprehensive log, in addition to it being a record of events are:

- A personal aide memoir.
- To facilitate handovers of responsibility.
- As an aide to compiling a Post Incident Report.
- As evidence at any subsequent enquiry.
- For use at a de-briefing to highlight both good practice and areas for improvement.

9. EMERGENCY SUPPORT CENTRES

9.1 There are four main types of Emergency Support Centres.

- **Evacuee Assembly Point** - a place of safety to which evacuees are directed for transfer/transportation to a Survivors Reception Centre or Rest Centre. This may well be opened by the evacuees themselves or by personnel from the emergency services, depending on the situation. Survivors or evacuees will be transported to more suitable accommodation as soon as it becomes available.
- **Survivors Reception Centre** - Secure area where survivors not requiring acute hospital treatment can be taken for short term shelter, first aid, interview and documentation. Social Work would take a lead role in setting up and the Survivors Reception Centre could go on to become a Rest Centre. Differences in procedures, roles and responsibilities are explained in **Part 3** of this plan.
- **Emergency Rest Centre** - Premises used for temporary accommodation of evacuees from an incident. Social Work has the responsibility to set up and co-ordinate activities at a Rest Centre. The procedures, roles and responsibilities for setting up an Emergency Rest Centre are at **Part 2** of this plan.
- **Family and Friends Reception Centre** - Secure area set aside for use by and interviewing of family and friends. It provides a locality for people to congregate even when the scene of an incident may be at a distance. The set up procedures are the same as for a Rest Centre with Social Work taking a lead role. Differences in procedures, roles and responsibilities will be included in the first review of this plan.

10. HUMANITARIAN ASSISTANCE CENTRES

Humanitarian Assistance Centres (HAC) (previously called Family Assistance Centres) are **not** Emergency Support Centres. A HAC is a one stop shop for survivors' families, friends and all those impacted by the disaster, through which they can access support, care and advice. Separate guidance is being developed.

MAJOR INCIDENT PROCEDURES - PART 2

EMERGENCY REST CENTRES

1. INTRODUCTION

1.1 In an emergency situation the Police may request Dundee City Council to establish one or more Emergency Rest Centres. Emergency Rest Centres will provide a refuge for persons who are in need of temporary shelter. Such persons could have been evacuated from their homes (People evacuated from work, an event or stranded as a result of a road traffic accident or bad weather will be taken to a Survivor Reception Centre which could convert to a Rest Centre if required). They will have no immediate means of looking after themselves. Within the Centre they can be cared for, have their needs assessed and be assisted in a variety of ways as appropriate.

1.2 Dundee City Council Social Work Department is responsible for establishing and managing Emergency Rest Centres, with assistance from other services and voluntary organisations as necessary.

1.3 The Director of Social Work or Available Head of Social Work, having consulted with the Emergency Planning Officer, will nominate the facilities most suitable bearing in mind the numbers of evacuees likely to be in attendance.

1.4 A list of nominated Community Centres and Leisure Facilities, for use as Emergency Rest Centres is available to Rest Centre Managers. These buildings have been identified due to their suitability in respect of facilities which are readily available.

2. OBJECTIVES

- To deal with all survivors/evacuees in a caring, efficient and professional manner.
- To ensure that their immediate needs are identified and met, wherever possible.
- To ensure that a proper and accountable administration system is in place.

3. DEPARTMENT RESPONSIBILITIES

3.1 **Social Work Department** - The Social Work Department plays a leading role in the overall caring agencies' response and will deploy an appropriate manager to act as Emergency Rest Centre Manager. This Officer's task will be to manage staff from all agencies deployed to the Centre and ensure that appropriate services are provided for the people who use the Rest Centre.

3.2 **Leisure and Communities Department** - The Leisure and Communities department are responsible for providing the premises and as such will be responsible for ensuring that the Centre is capable of being opened up and prepared to receive people. They will deploy a Rest Centre Premises Manager who will be responsible to the Rest Centre Manager.

3.3 **Housing Department** - The Housing Department has a statutory responsibility under the terms of the Housing Scotland Act 1987 to make arrangements for the temporary accommodation of people rendered homeless in the event of a major emergency. The Housing Department will deploy appropriate Officers from the Homeless Persons Unit to set up a Housing Team within the Rest Centre. For administration purposes, the Housing Team will be responsible to the Rest Centre Manager whilst operating from the Rest Centre.

3.4 A comprehensive list of roles and responsibilities is at **Annex B**.

4. CALL OUT

4.1 Dundee City Council will generally be alerted by the Police contacting the Emergency Planning Officer.

4.2 There may be occasions when the initial request may be made by another agency, such as Tayside Fire and Rescue.

4.3 The Emergency Planning Officer will follow the procedures in the Dundee City Council Generic Emergency Plan by alerting the Director of Social Work (working hours) or the Available Head of Social Work (out of hours).

4.4 The Available Head of Social Work during out of hours will be the officer first contacted by the Emergency Planning Officer using the Dundee City Council Contact list. All Social Work Officers who appear on this list must be aware of the duties of the Available Head of Social Work.

4.5 The Emergency Planning Officer will callout the Leisure and Communities Department to make premises available.

4.6 The Emergency Planning Officer will callout the Housing Department staff to provide an Emergency Housing Team.

4.7 The Emergency Planning Officer will call out any other Council department as necessary to provide assistance at the Rest Centre (IT. Education etc).

4.8 The Emergency Planning Officer will call out Voluntary Agencies as necessary to provide services at the Rest Centre.

5. REST CENTRE ARRANGEMENTS

5.1 On arrival at the Emergency Rest Centre evacuees should be immediately directed to Reception and/or First Aid areas as appropriate before being offered refreshments. It is essential that an accurate record is maintained of all personnel in the Rest Centre.

5.2 It may well be that the Emergency Rest Centre will have been established by the Police prior to the arrival of Council staff and if this is the case then staff should quickly initiate the Reception procedures, including issuing wrist bands and quick registration forms and

setting up a Registration Desk to obtain and record the necessary quick registration information from the evacuees.

5.3 Once received into the Rest Centre evacuees should be given every facility to make their stay as pleasant as possible.

5.4 To assist in achieving this, it is important that an Information Desk staffed by an Information Officer, be established to answer any queries or problems being encountered and to provide information to the evacuees.

5.5 After having been provided with wrist bands and quick registration forms at Reception and being given time to settle into the Rest Centre, evacuees should thereafter be encouraged to complete the quick registration forms. They should then be directed to the Registration Desk where details will be recorded. This information is required to ensure that residents receive proper attention whilst in the Rest Centre and so that, if required, next of kin can be notified.

5.6 Consideration should be given to general welfare issues including the provision of food, refreshments and entertainment facilities to keep evacuees occupied. Much unnecessary anxiety and Police enquiry can be avoided by affording the evacuees access to telephones to make contact with relatives or friends. Where this is possible, evacuees should be encouraged to make one outgoing telephone call and to ask the recipient of the call to then contact other potential enquirers to allay fears.

5.7 Special facilities such as faith rooms, a playroom or crèche for younger children and a quiet room for others may be required.

5.8 Other specialist services such as interpreters, faith leaders, first aid etc will be available through the Tactical Welfare Team or in the case of lesser emergencies the Emergency Planning Officer.

5.9 The provision of televisions, radios, books, magazines, newspapers and games etc. should be considered to help evacuees occupy their time whilst within the Rest Centre. Additionally many of the residents will have skills that could be utilised, within the Rest Centre, to assist others.

5.10 If it has been established that evacuees will be affected for longer than 8 - 10 hours the Housing Department will be called to the Rest Centre to invoke their Emergency Homelessness Plan. The Housing Team will, where possible, place evacuees into temporary accommodation until they have been cleared to return to their properties or more permanent alternate accommodation has been found.

5.11 If temporary accommodation is required, the Senior Housing Representative must ensure that the address of temporary accommodation of all evacuees who have been processed through the Rest Centre is recorded and made available to the Rest Centre Manager so that welfare arrangements can continue.

6. CLOSURE OF EMERGENCY REST CENTRE

6.1 When the Emergency Co-ordination Group is meeting in the Council Emergency Centre, the decision to close the Emergency Rest Centre will be made by the Available Head of Social Work.

6.2 Where the Emergency Co-ordination Group has not met, the decision to close the Rest Centre will be made by the Rest Centre Manager, having consulted with the other agencies involved.

7. EMERGENCY BOXES/GRAB BAGS

7.1 Emergency Boxes, intended for use at Emergency Rest Centres are pre-packaged in accordance with the contents list at **Annex C** of this plan and are available at each designated Emergency Support Centre.

7.2 The Premises Manager at each location is to ensure that boxes are checked on a regular basis and if necessary that any missing items are replaced.

7.3 Fully stocked 'Grab Bags' are available in the Claverhouse Office and OOHS Office. A contents list is at **Annex C**.

7.4 The Strategy, Performance and Support Services Manager will ensure that staff at each location carry out regular checks that the 'grab bags' are readily accessible and that the contents are intact.

7.5 The 'grab bags' will fit into a car for ease of transport and will be of particular use in the event that an Emergency Rest Centre has not been set up in a designated building.

7.6 In the event of any box/bag being utilised it is important that it is quickly restocked and to assist in this matter the 'used' box/bag should be checked by the Emergency Rest Centre Manager immediately on closure of the Rest Centre. This will allow immediate re-stocking to take place.

8. DOCUMENTATION

8.1 For Health and Safety, Fire Regulations and to generally assist in meeting the needs of evacuees it is important that details of evacuees and staff in an Emergency Rest Centre are properly recorded. The responsibility for ensuring that the appropriate documentation is completed rests with the Rest Centre Manager.

8.2 Many services and agencies require information for them to be able to fully support evacuees and their relatives or friends. To achieve this aim Dundee City Council Social Work Department has invested in a state of the art web-based computerised recording system which captures all relevant information at one point of contact, rather than each service/agency having to interview each evacuee.

8.3 An Administration Team, consisting of members of staff specifically trained for this purpose, will be established to record details of the staff and evacuees in the Centre.

8.4 It is vital that any system is robust and to achieve continuity there is a fall-back' position in the event of the 1st choice of the web-based computerised system not being available:-

2nd Choice - Paper based 'Quick Registration' and Call-Centre to enable input of details into computer.

3rd Choice - Paper based 'Quick Registration' and 'Full Registration'.

8.5 **How it works:**

- The basic principle is to allow for full web-based computerised 'Registration' of evacuees so as to ensure that they receive the best possible attention when in an Emergency Rest Centre and that in particular any requests they make are efficiently and effectively processed.
- The system also allows for a detailed history to be maintained as to an individual's time within an Emergency Rest Centre and could be used in the event of any subsequent enquiry or complaint being made by an evacuee.

8.6 **Use of the System:**

- Emergency Rest Centre Staff will ensure that all evacuees are issued with a 'Quick Registration' Form when they are issued with their wrist band. Evacuees should be asked to provide only the most basic details then return the form immediately so that the computer based 'Quick Registration' process can be completed as quickly as possible. All care staff should assist evacuees through this process.
- The basic information gathered during the quick registration process will require to be input into the system before any 'Full Registration' is commenced. This ensures that the Police Casualty Bureau can have immediate access to information that tells them who is in the Rest Centre.
- The application provides fully auditable reports to ensure compliance with investigative authorities or situation reviews.

8.7 **There are five basic components to the system:**

- *Incidents:*

Generally there will only be one incident; however there may be more than one Emergency Rest Centre for an 'Incident'. An 'Incident Name', e.g. "Fisher Street - Flood", has to be created on the system. For the majority of staff attending at an Emergency Rest Centre this will already have been created. However, there will be occasions, when the first member of staff to arrive will be required to do this.

- *Emergency Rest Centres:*

As previously stated there may be more than one Emergency Rest Centre for an 'Incident'. Each Emergency Rest Centre has to be identified by name and on most occasions details of these will already have been input into the system. In this case, after logging into the system, an operator simply chooses an Emergency Rest Centre from the menu. However, there may be occasions when this is not the case and an operator has to input details of a new Rest Centre. The practice should be to enter the name of the city/town first followed by the Emergency Rest Centre name and nature of incident e.g. Dundee, Fisher Street - Flood.

- *Staff:*

The system contains a 'Staff' section where **all** staff (including staff from any agency working within the Rest Centre) are recorded and maintains a database of dates and times that staff are on duty within the Emergency Rest Centre. It also includes information on their role within the Rest Centre, mobile telephone details and if applicable, vehicle details.

- *Evacuee Addresses:*

The system is designed to record information on individual evacuees linked to their 'evacuation address'. This is to allow responding agencies such as Housing and Social Work to target any necessary resources at a household group rather than just an individual. For this reason the system requires details of an 'evacuation address' before individual evacuees can be 'Registered'. Each and every evacuee is 'Registered' through being linked to an 'Evacuation Address'. Therefore once an address has been input, that address is simply selected for each individual member from that address and does not require being re-entered. This would include for example, an individual house, a workplace or a street name where people have been evacuated off the street.

- *Special Needs:*

In the event of an evacuee having 'Special Needs' e.g. medication, disability, dietary or 'additional', once recorded a 'timed reminder' should be set to ensure any necessary action is taken.

- This computerised system can print forms for Administration, Social Work and Housing and in addition the Police Casualty Bureau Survivor/Evacuee Forms.

8.8 **Advantages to Using this System:**

- *Special Needs:*

The system not only records information but proactively manages issues such as 'Special Needs' and 'Notification of Next of Kin' by allowing 'timed reminders' to be set to ensure that requests are effectively dealt with. Special Needs are categorised as

Medical, Dietary, Disability or Other. If a request is not actioned within the time allocated then a warning is flashed up on monitors to highlight the outstanding action.

- *Searches:*

The system has a very powerful search capability which allows searching on individuals by name, date of birth, age, age range, evacuation address, home address, special needs, next of kin, doctors, religion, vehicles and pets. The ability of management to access such quality information enhances the decision making processes.

- *Remote Access:*

The web based system has the added benefit of being available remotely. This means that not only is it available within any Emergency Rest Centre but can be available for example at the Council Emergency Centre, which would allow senior managers to have an overview and proactively assist staff. The Police Casualty Bureau could also remotely access the system to obtain copies of the Casualty Bureau form directly from the system. Remote access also allows training of staff and volunteers to be held virtually anywhere.

- *Bulletin Board:*

The Bulletin Board is a means of providing staff within a Rest Centre with up to date information on the incident, which may be sought by evacuees. Staff within the Rest Centre can then convey the information to the evacuees. The Bulletin Board is linked to a particular incident which means that where more than one Rest Centre has been opened then all have access to the same Bulletin Board. This gives managers co-ordinating any incident an efficient tool to distribute quality information quickly and effectively.

8.9 **Contingency Arrangements:**

- In the event of the computer system being unavailable within a Rest Centre the contingency plans would be to carry out 'Quick Registration' using the paper forms designed for this purpose and feed the paperwork into a 'remote call-centre'. This could be set up in any suitable location, staffed by trained Administration Staff so that they could update the system. If 'Full Registration' is required this would be carried out via staff at the Rest Centre using telephones to contact the 'call-centre' and thereafter introducing evacuees to the call-centre staff so that details would be taken over the telephone.

- *Full Paper System.*

In the event of being unable to operate any of the previously mentioned systems there is a complete paper backup system for the Administration Team to complete. The necessary forms, and guidance on completion of the forms, are to be found within folders retained in the Emergency Boxes and include:-

- Staff Records
- Reception Records
- Access Control Records
- Registration Forms
- Police Casualty Bureau Survivor/Evacuee Forms

8.10 Identification Wrist Bands:

Staff and evacuees of the Emergency Rest Centre should, for security reasons, be issued with numbered identity wrist bands. In addition to the security issue, these wrist bands identify persons entitled to the facilities of the Centre and give the Rest Centre staff an immediate total number of people at the Rest Centre. **Numbered wrist bands are not to be used in the subsequent registration process as an order of priority.**

8.11 Voluntary Agencies:

Voluntary Agencies have their own identification badges and tabards. It is however essential that volunteers are 'registered' as 'staff' either within the computerised system or if not being used, the manual recording systems.

8.12 Police Documentation:

- If the Police set up a Casualty Bureau they will require information on survivor/evacuees or casualties. When a Police Casualty Bureau has been established a Police Documentation Team may attend at the Emergency Rest Centre.
- The Police use two types of forms:
 - *Casualty Bureau Survivor/Evacuee Form.*
This form is produced by the Emergency Rest Centre computer programme and can be accessed remotely by the Police. In the event of the computerised system being unavailable the Administration Team should complete the paper Survivor/Evacuee form when completing full registration of the evacuee.
 - *Casualty Bureau Casualty Form.*
This form will be completed by the Police Documentation Team as and when required.

8.13 Closure of Rest Centre:

Once the Emergency Rest Centre has been closed the Administration Team should pass all documentation to the Rest Centre Manager, who should forward it to the Manager Strategy, Performance and Support Services for follow up, debriefing and filing.

- As a result of experiences gained in previous incidents throughout the country, good practice has developed whereby Social Work staff have contacted persons affected by an incident in the days/weeks following the event. This practice is recognised as being beneficial to all concerned and is to be encouraged.

- It may be that during such contact further assistance such as assistance with completion of claims forms, Welfare Benefits checks etc can be offered.
- Vulnerable people may require special attention to assist them in coping with the aftermath of a particular emergency situation.

9. STAFFING

9.1 The Social Work Department is responsible for the Management of the Centre, staffing the Care and Advice Team and with assistance from other services, providing staff for the Administration Team.

9.2 The line-management for the Emergency Rest Centre will be:

- *Director of Social Work/Available Head of Social Work* - After initially co-ordinating the Social Work response s/he will, if required, lead the Tactical Welfare Team at the Council Emergency Centre.
- *Social Work Co-ordinator - direct line management to Rest Centre(s)*

The following staff will be based at the Emergency Rest Centre:

- *Rest Centre Manager (Staff already identified and trained)*
- *Rest Centre Premises Manager*
- *Rest Centre Care and Advice Team Supervisor*
- *Care and Advice Team*
- *Emergency Housing Team*
- *Information Officer*
- *Administration Team Supervisor (Staff already identified and trained)*
- *Administrative Team (Staff already identified and trained)*
- *Voluntary organisations (as necessary)*

9.3 It is difficult to give a precise level of staffing that would be required as each and every set of circumstances should be judged on its own merit.

9.4 The Care and Advice Team will be responsible for the provision of general care and advice to evacuees at a Centre.

9.5 The Care and Advice Team should be made up of staff who have necessary skills such as Social Workers and Social Care Staff.

9.6 The 'Information Officer' should ideally have good communication skills and the ability to seek out and deliver information via different means to evacuees.

9.7 The Administration Team will consist of a number of Clerical and Administration staff who have been trained on the administration system adopted for use in Rest Centres and will

be responsible for the documentation of staff and evacuees within the Centre or within a remote Call Centre.

9.8 The Rest Centre Manager, Care & Advice Team Supervisor, Housing Team Supervisor, Admin Team Supervisor and Information Officer should all wear the yellow tabards provided. Efforts will be made to provide tabards for all staff on which designated roles can be recorded.

9.9 Duties and responsibilities for each role are shown at **Annex B** to this plan.

10. INTERPRETERS

10.1 In the event of people for whom English is not their first language being involved, Tayside Police have a list of interpreters who can be called upon to assist.

10.2 Tayside Police also have access to Telephone Interpreters through a commercial company, "Language Line" that offers over 100 languages.

10.3 If required 'Language Line' should be accessed through the police.

10.4 'Language Line' language identification cards are available within the Emergency Boxes.

11. CULTURAL AND RELIGIOUS NEEDS

11.1 Every effort should be made to cater for those with special dietary and religious needs due to their cultural and religious backgrounds.

11.2 The Clergy within Tayside are part of the Tayside SCG Voluntary Agencies Group and are contactable through the Emergency Planning Officer.

12. MEDICAL ASSISTANCE

12.1 It is anticipated that very few, if any, injured persons will arrive at the Emergency Rest Centre as the injured will have been evacuated to hospital or given treatment as appropriate, at the scene of the incident.

12.2. However, there may be occasions when evacuees require medication etc. and under these circumstances NHS Tayside should be contacted so that they can arrange for medical staff to attend at the Emergency Rest Centre. NHS Tayside can be contacted through the Emergency Planning Officer.

13. VOLUNTARY AGENCIES - BRITISH RED CROSS/ST ANDREWS FIRST AID

13.1 It is important to note that volunteers from the British Red Cross and/or St Andrews First Aid work under the overall direction of the Rest Centre Manager.

13.2 The British Red Cross and/or St Andrews First Aid have volunteers that can provide:

- Practical support & assistance
- First aid
- Equipment loan e.g. wheelchairs

13.3 First aid volunteers should work under a Team Leader and it is imperative that the Team Leader identifies him/herself to the Rest Centre Manager so that they may work effectively and efficiently as a team.

13.4 In addition to attending at the Rest Centre the British Red Cross and/or St Andrews First Aid, if required, will also provide an Area Manager as a member of the Welfare Team within the Council Emergency Centre.

14. VOLUNTARY AGENCIES - WRVS

14.1 It is important to note that volunteers from the WRVS work under the overall direction of the Rest Centre Manager.

14.2 If required, the WRVS will be requested to provide support for any Emergency Rest Centre and specifically to assist with catering, comfort and initial reception and support arrangements.

14.3 The WRVS volunteers should work under a Team Leader and it is imperative that the Team Leader identifies him/herself to the Rest Centre Manager so that they may work effectively and efficiently as a team.

14.4 The catering supplies will normally be provided by Tay Cuisine, the catering division of Tayside Contracts.

14.5 If required, the 24 hour emergency supply scheme operated by Morrison's could be invoked. This would be at the request of the Council on receipt of the password issued to the Emergency Planning Officer.

14.6 In addition to attending at the Rest Centre, if required, the WRVS will also provide an Emergency Services Manager or Co-ordinator as a member of the Welfare Team within the Emergency Control Centre.

15. SMOKING POLICY

15.1 Emergency Rest Centres are not exempt from the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006 and as such smoking cannot be permitted within any rest centre.

15.2 Any evacuee and/or staff member caught smoking in the premises or any staff member permitting any evacuee to smoke in the premises would commit an offence, therefore smoking will only be permitted outside the premises.

15.3 Any evacuee or member of staff leaving the Rest Centre should be checked out at the Reception Desk and checked back in on return.

16. PETS

16.1 Experience has shown that evacuees will inevitably arrive at Rest Centres, with a wide variety of pets from whom they refuse to be parted.

16.2 Wherever possible pets should remain the responsibility of their owners, but be housed in a building out with the Emergency Rest Centre.

16.3 This whole question is emotive and will have to be addressed by the Welfare Team as early as possible in the emergency.

16.4 Contact with local Veterinary Practices may help alleviate the problem as they may be able to supply pet boxes.

17. MEDIA

17.1 At the scene of any emergency incident there will inevitably be strong media interest and presence. Reporters and photographers from all the media services will be endeavouring to elicit information from the emergency services and other officials.

17.2 Evacuees and staff of the Emergency Rest Centre will be prime targets for such attention and whilst the media may be excluded from the Centre itself, staff could well be approached when entering or leaving the building.

17.3 As a general rule the Police will co-ordinate all press releases in the initial stages and staff and volunteers should, whenever possible, refrain from making comments, unless on the advice of the Police.

17.4 The media will wish to talk to evacuees or take photographs and the Centre Manager must ensure that any such access is properly managed, balancing the legitimate interests of the media against the possible distress of evacuees.

17.5 Whilst caring for the evacuees, staff have no jurisdiction over the evacuees communicating with the media out with the Emergency Rest Centre.

17.6 In any such incident the Council's media response will be co-ordinated by the Public Relations Department in accordance with Tayside SCG Media and Public Information Plan.

18. FAMILY & FRIENDS

18.1 Where serious injuries and/or deaths have occurred some relatives and/or friends may attend at hospital or mortuaries. They may travel from far and wide and some may come from overseas so that they can simply be in the area of the event.

18.2 Whether familiar with the surroundings, able to look after themselves or not, a number of these relatives and friends may require some post incident support. Consideration should be given to opening a Family and Friends Reception Centre.

19. SELF DEPLOYING VOLUNTARY ORGANISATIONS

19.1 In the event of an Emergency Rest Centre being established a number of individuals and/or agencies may arrive at the Rest Centre without having previously contacted the Welfare Team.

19.2 Whilst not intending to obstruct such volunteers it is essential that their assistance is directed where it can achieve maximum benefit to the evacuees and/or others involved in the incident.

19.3 To this end it may be necessary to consider identifying a separate building for use as a Social Work Rendezvous Point to which all unscheduled volunteers could be directed.

19.4 Liaison should take place between the Rest Centre Manager and the Welfare Team to establish where and how these volunteers can best be used.

20. SECURITY

20.1 Restricted access will be required at the Emergency Rest Centre to prevent the evacuees being troubled by curious onlookers or the press. In such cases the Police should be requested to assist in restricting access.

20.2 The fact that all evacuees and staff of the Centre should be wearing identity wrist bands should assist in dealing with this matter.

20.3 Should the Police be unable to provide sufficient staff to control and direct the arrival of survivors/evacuees at the Emergency Rest Centre, it will be necessary to provide stewards to perform these tasks.

20.4 It is essential that such persons wear suitable clothing to identify themselves as Rest Centre Staff. Two unmarked yellow tabards are provided in each Emergency Box and should be used with the appropriate identification badge.

20.5 The Premises Manager should ensure that secure facilities are available for the storage of personal belongings brought to the centre by evacuees and staff.

21. FINANCIAL CONSIDERATIONS

21.1 It is essential that throughout any emergency those members of staff with managerial responsibility keep detailed logs of actions taken and expenses incurred in order to facilitate financial accounting.

ANNEX A - DUTIES AND RESPONSIBILITIES - SOCIAL WORK MANAGEMENT TEAM

DIRECTOR OF SOCIAL WORK / AVAILABLE HEAD OF SOCIAL WORK RESPONSIBILITIES

You are to maintain a log of your involvement in the incident.

You are responsible for management of the welfare response to any incident. You will achieve this by consultation with the Social Work Co-ordinator, NHS staff and when setting up an Emergency Support Centre, the Support Centre Manager.

You should be notified by the Emergency Planning Officer as to the type of incident, location and requested response expected from Social Work. If the incident involves opening up an Emergency Support Centre you should consult with the Emergency Planning Officer and then decide on the most suitable location; bearing in mind numbers likely to be involved, ease of access, timing, hazards and any other relevant information etc. You should also be informed as to whether the Emergency Co-ordination Group is meeting at the Council Emergency Centre.

Once alerted you should call out and brief a Social Work Co-ordinator and if necessary a Post Incident Support Team, Emergency Support Centre Manager, Care and Advice Team and an Administration Team. ***(Volunteer staff from within Social Work have been trained for the role of Emergency Support Centre Manager, Care and Advice Team and also in the duties carried out by the Administration Team. Lists are held with Social Work)***

In the event of opening an Emergency Support Centre you should also arrange collection and delivery of the nearest Emergency Grab Bag.

You should be notified if the Emergency Co-ordination Group is being convened. If this is the case you should then proceed to the Council Emergency Centre where you will be briefed before assuming control of the Tactical Welfare Team and overall responsibility for the welfare response to the incident including logistical support for frontline staff.

You should deploy staff and co-ordinate voluntary organisations as you deem appropriate on the basis of your assessment and the advice and consultation available.

You are to establish shift and rota systems as soon as possible taking into account the expected duration of the incident.

DIRECTOR OF SOCIAL WORK/ AVAILABLE HEAD OF SOCIAL WORK CHECK LIST

THIS CHECK LIST IS PROVIDED AS A GUIDE TO ACTIONS. CIRCUMSTANCES MAY DICTATE THAT ADDITIONAL TASKS AND ACTIONS BE UNDERTAKEN

OUT OF OFFICE HOURS

Inform your partner or suitable person of the situation and give a contact number.

Bring with you: identity card, suitable clothing, toiletries and any necessary medication.

ACTION / TASKS

Start and maintain a log

Obtain details of incident from Emergency Planning Officer

Alert other staff as required: Social Work Co-ordinator, Support Team, Rest Centre Manager (*Trained*), Care and Advice Team, Administration Team (*Trained*) and any necessary support staff for the Welfare Team within the Council Emergency Centre.

Check communications between the SW offices, Rest Centre and Council Emergency Centre

Obtain situation reports from: Police, Community Alarm operators, Social Work Co-ordinator, Rest Centre Manager, Voluntary Organisations and Other Council Departments involved.

CONSIDER

Use of Emergency Duty Team

Mutual Aid

Use of the Council Emergency Centre

Requirements for additional staffing

Possible assistance from other Departments, other agencies and the voluntary sector

Request for the presence of a police liaison officer

Finance Department assistance with financial control

Deployment and use of emergency radios and mobile telephones

The need to keep the Chief Executive informed

Identification of likely requirements (catering, clothing, medication etc)

SOCIAL WORK CO-ORDINATOR RESPONSIBILITIES

You are responsible to the Director of Social Work/Available Head of Social Work for the Social Work response to the incident.

You should proceed as directed by the Officer who alerted you.

You have a key role in assessing Social Work needs throughout the incident and should make an initial assessment of the situation, identify any immediate requirements and report back to the Welfare Team.

You have on site responsibility for the deployment of Social Work staff and for effective co-ordination and integration of the voluntary organisations.

You are responsible for on-site liaison with other agencies. Any requirements or problems which cannot be appropriately dealt with at the site(s) should be addressed to the Welfare Team in the Council Emergency Centre.

In the event of an Emergency Support Centre being necessary, you will have first line management responsibilities for the Centre but will delegate the establishment and running of the Centre to the Centre Manager.

You are responsible for ensuring that a Post Incident Support Team, if required, is established.

You are responsible for providing regular situation reports to the Welfare Team.

You should establish a shift and rota system as soon as possible.

You should maintain a log throughout your involvement in the incident.

NOTE: This role may not be necessary depending on the scale of the emergency incident. The Director or Available Head of Social Work may liaise directly with the Support Centre Manager in smaller incidents.

SOCIAL WORK CO-ORDINATOR CHECK LIST

THIS CHECK LIST IS PROVIDED AS A GUIDE TO ACTIONS. CIRCUMSTANCES MAY DICTATE THAT ADDITIONAL TASKS AND ACTIONS BE UNDERTAKEN.

OUT OF OFFICE HOURS

Inform your partner or suitable person of the situation and give a contact number.

Bring with you: identity card, suitable clothing, toiletries and any necessary medication.

ACTION / TASKS

Start and maintain a log.

Obtain details of the incident from Director/Available Head of Social Work.

Assess the situation, possible numbers involved and the requirements of Social Work to provide the necessary assistance. This may include a Post Incident Support Team, Administration Team and additionally, in the case of a Rest Centre, a Rest Centre Manager, Care and Advice Team.

Consider where your presence is most needed.

Continue to liaise with staff at the incident/Emergency Rest Centre and the Welfare Team.

Continue to liaise with all agencies, including voluntary, involved in the incident.

Provide regular situation reports to the Duty Head of Social Work. If the Welfare Team has been set this could be done through them.

CONSIDER

Requirement for additional staff/support

Possible assistance from Government Departments and other agencies

Requirements for WRVS; First Aid; Red Cross; GPs; Nursing Support or other voluntary agencies

ANNEX B - ROLES AND RESPONSIBILITIES - EMERGENCY SUPPORT CENTRE

AIDE MEMOIR FOR EMERGENCY SUPPORT CENTRE MANAGER

Reports to: The Social Work Coordinator/Available Head of Social Work

Responsible for: the establishment and function of the Emergency Support Centre including staffing, operations and housekeeping.

Upon receipt of callout:

- Inform you partner or suitable person of the situation and give contact number
- **Start and maintain a log**
- Establish the number of evacuees/survivors and expected time of arrival
- Determine the number of staff required*
- Ensure call out arrangements are initiated
- Confirm and arrange transport of grab bag
- Liaise with Emergency Planning Officer to call out voluntary organisations or other service providers
- Proceed to emergency support centre bringing with you: identity card, suitable clothing, toiletries and any necessary medication.

On arrival at the centre:

- Liaise with ESC Premises Manager (or representative) to ensure facilities are available within the ESC to provide the necessary services.
- Walk round with the ESC Premises Manager to confirm layout and areas to be used (follow the pre planned layout where appropriate)
- Where possible complete a premises checklist

Set Up:

- Ensure all appropriate departments/agencies are present i.e. Social Work, WRVS, British Red Cross, IT, Police, Leisure and Communities, Family Liaison Officers
- Assess the need for NHS Tayside health care team and ensure they are alerted as appropriate
- Identify key staff and allocate roles:
 - assistant manager
 - admin supervisor
 - reception and registration staff
 - care and advice team supervisor
 - care and advice teams
 - information officer
 - catering staff
 - caretaking/cleaning staff
 - crèche/play room staff
 - car park supervisor
 - entrance/exit security staff

- Advise the Incident Officer or Tactical Emergency Welfare Response Team of any immediate shortfalls in staffing or resources.
- Ensure all staff are registered and identifiable
- Arrange briefing with supervisors/team leaders and agree frequency of further updates
- Ensure that the following forms and register are on site, in sufficient quantities and that staff know how to complete them:
 - Manual Frontworks Registration forms - should include:
 - Staff register
 - Pet register
 - Luggage register
 - Emergency Support Centre Managers Log
 - Accident log
 - Missing Person Forms (for Friends and Relatives Centre only)

Organise the layout of the centre (as appropriate to the incident)

- Parking and off loading area – marshalling of vehicles, parking, entry & exit
- Ensure entrance and exit are secured and controlled
- Reception and holding area
- Registration area
- Welfare area
- Operations room, admin, communications and staff briefings
- Information point & signage to all areas
- Washing & toilets
- Catering & dining areas
- Crèche/play areas
- Quiet area
- Area for very vulnerable people
- Prayer/faith room
- First Aid
- Smoking area (outside)
- Pets
- Staff room & sleeping area
- Sleep area (if necessary) for centre users
- Allocate responsibility for supervising rooms to staff

Operation:

- Admit people to the Centre as soon as possible. Issue ID wrist bands and identify any immediate special or medical needs. Ensure urgent medical needs are dealt with. Ensure queues are managed and kept to a minimum. Ensure people are greeted and given initial information.
- Begin registration as soon as possible. Identify any special or medical needs. Where initiated, ensure information is passed to the Casualty Bureau as soon as possible.
- Monitor the flow of people and reallocate staff as required.

- Ensure everyone signs in and out of the ESC as he or she comes and goes. Ensure contact addresses and information is available for people who leave the building and will not be returning home.
- Maintain good communication with all agencies involved – co-ordinate and co-operate as required.
- Liaise with external agencies such as Police to determine progress of the incident and determine position about need for continuation of Emergency Support Centre and its activities.
- Ensure recording procedures are followed including use of ESC Log, Accident Record etc. This should include a time/event record which should be signed every 1 - 1.5 hours.
- Ensure systems are in place for recording of expenditure incurred at the Emergency Support Centre.
- Provide information to the Tactical Welfare Emergency Response Team when occupancy reaches 75%, as consideration may have to be given to opening another Centre.
- Ensure that snacks and drinks are provided. Catering needs may alter as time goes on.
- Use the Information Officer to ensure a regular flow of information to the information point/board. Answer any questions you can (or try to find out answers) as this will help people to remain as calm as possible. Arrange for representatives from emergency services or other agencies to brief Centre users if this is considered necessary or helpful.
- Ensure requests for information from the press are dealt with appropriately and passed to Tayside Police in the first instance.
- Ensure staff activities are supervised and organise regular briefings with and reports from assistant centre manager and any other supervisory staff.
- Consider welfare of staff and arrange a rota – ensure staff are given sufficient rest periods and do not remain on duty in excess of 8 hours (see Aide Memoir on Staff Welfare).
- Seek advice and/or additional staffing or resources from the Tactical Welfare Emergency Response Team as necessary.

Closing the Centre:

- Debrief staff
- Arrange to hand the premises back to the Premises Manager/Caretaker.
- Ensure all agencies assist in returning the ESC to normal at the end of the incident.
- Carry out a further joint inspection of the premises.

AIDE MEMOIR ON THE VISUAL INSPECTION OF PREMISES AND EQUIPMENT IN EMERGENCY SUPPORT CENTRES

Purpose:

The **attached template** will enable the Emergency Support Centre Manager to ascertain the condition of the premises and equipment under their control prior to and after the occupation of the Emergency Support Centre.

It is assumed that most persons in charge of premises will not normally have specialist knowledge of building or equipment and so only a visual inspection will usually be feasible.

The need for inspections:

- Often the Emergency Support Centre Manager will have sole or joint use of the allocated premises and site.
- S/he is unlikely to be the owner of the building.
- S/he has responsibility to return the building to its owner in the condition that it was received.
- The high volume of people using the ESC may result in some damage.

Benefits of the template:

The template will:

- Assist visual assessment of risk
- Help identify faults in the building/facilities/resources
- Ensure premises are fit for purpose
- Alleviate claims of existing damage on closure

Process:

- Undertake task both on opening and closing
- Complete the form with the buildings manager/caretaker on both occasions
- Carry out inspection in a systematic manner. It is not normally important which areas are inspected first or what order of inspection is adopted.

External

- The perimeter of the building and the grounds should be walked, footpaths, paved areas and fences adjacent to footpaths should be examined.

Internal Areas

- Inspection should be room by room, including common areas such as corridors, stairs, lobbies
- Inspection of electrical fittings, switches and sockets should follow
- Take photographic evidence of dispute and/or, where possible, get a third party opinion

The Key Challenges

To ensure the implementation of this template objections or obstacles may have to be overcome:

- Protestations from the manager that there is insufficient time to complete the task
Appoint someone else to undertake the task
- Assumptions from the Manager that this is not necessary.
Explain the benefits
- Pressure from others staff/public to 'get on with it' and fully open the Centre
Does not need to be completed prior to opening – could be completed during time taken for the registration process to be completed
- Yet another part to be added to the Plan
Remind all that the plan is a living document

AIDE MEMOIR FOR THE PREMISES MANAGER OF AN EMERGENCY SUPPORT CENTRE

Reports to: The Emergency Support Centre Manager

Responsible for: The building and physical resources in the premises. Also responsible for ensuring that Health & Safety requirements are met during the operation of the ESC.

- Inform your partner or suitable person of the situation and give a contact number
- Bring with you: identity card, suitable clothing, toiletries and any necessary medication.
- On receipt of notification that premises are to be used for ESC purposes, make immediate arrangements to alert appropriate staff
- Make arrangements for the immediate opening and preparation of premises including the provision of heating and other services
- Release and/or call out staff to assist in the operation of the ESC
- Make any necessary administrative arrangements to ensure the availability of premises for emergency purposes (cancellation of planned activities, reallocation of rooms etc)
- Supervise and assist in the preparation of premises for emergency purposes, including the provision of floor plans, signage etc
- Assist the ESC Manager to decide on best use of facilities and resources in accordance with your knowledge of the layout of the building
- Undertake an initial survey of the state of the building with the ESC Manager
- Liaise with the ESC Manager about any special instructions relating to access or any additional requirements in connection with the use of the premises
- Supervise health & safety issues within the building
- Advise departmental managers of the progress of the emergency and ensure necessary relief for your own staff
- Supervise caretaking and maintenance work
- Participate as a member of the ESC management team and attend briefing meetings as necessary
- Undertake a final survey of the state of the building with the ESC Manager
- Formally reassume management of the building at the end of the ESC usage

AIDE MEMOIR FOR THE CARE & ADVICE TEAM SUPERVISOR

Reports to: The Emergency Support Centre Manager

Responsible for: Supervising the Care and Advice Team

- Inform your partner or suitable person of the situation and give a contact number.
- Bring with you: identity card, suitable clothing, toiletries and any necessary medication.
- Ensure that you have been given the Care & Advice Team Supervisors" fluorescent tabard from the Emergency Grab Bag.
- The Support Centre Manager will not be available to assist the Care and Advice Team or Administration Teams as he/she has responsibility for the overall management of the Centre.
- Any problems that arise should be directed to the Support Centre Manager or Assistant Centre Manager as agreed.
- The Support Centre Manager will be maintaining a log of events with regards to the Emergency Support Centre and any matters of importance should be notified to him/her, for inclusion in the log.
- Responsible for the welfare of the Care and Advice Team staff.
- Ensure staff have adequate breaks.

AIDE MEMOIR FOR THE INFORMATION OFFICER

Reports to: The Emergency Support Centre Manager

Responsible for: Ensuring that evacuees are kept as fully appraised as possible. This can be achieved by frequent announcements or by maintaining a bulletin board on a flipchart

- Inform your partner or suitable person of the situation and give a contact number.
- Bring with you: identity card, suitable clothing, toiletries and any necessary medication.
- You will be allocated a fluorescent tabard to identify you as the 'Information Officer' and you should make yourself readily available to assist evacuees.
- You will be the point of contact for evacuees and you should endeavour to obtain answers to questions raised.
- The computerised registration system has a 'Bulletin Board' facility which allows for information to be 'posted'. This should provide a source of accurate and up to date information on the incident as it impacts on the evacuees. You will need to ensure that you access this information regularly.
- The Support Centre Manager will be maintaining a log of events with regards to the Emergency Rest Centre and any matters of importance should be notified to him/her, for inclusion in the log.

AIDE MEMOIR FOR THE CARE AND ADVICE TEAM

Reports to: The Care and Advice Team Supervisor

Responsible for: Providing care and advice to evacuees

- Inform your partner or suitable person of the situation and give a contact number.
- Bring with you: identity card, suitable clothing, toiletries and any necessary medication.
-
- The Care and Advice Team will consist of the Emergency Support Centre Care and Advice Team Supervisor, the Information Officer and an appropriate number of staff.
- Each member of the team should ensure that they identify themselves to the Support Centre Manager.
- Each member of the team should obtain a tabard or armband from the Administration Team along with a 'Care and Advice Team' badge and ensure it is worn at all times so that evacuees can identify your role.
- Members of the team should not wait for evacuees to come to them but should be constantly observing them from the time of their arrival. Individuals identified as requiring early care and comforting, or those requesting individual attention, could be taken to private interview rooms.
- The team should liaise with Housing and other agencies to ensure suitable care and attention is given to evacuees so as to meet their needs.
- Any problems that arise should be directed to the Support Centre Care and Advice Team Supervisor.
- The Support Centre Manager will be maintaining a log of events with regards to the Emergency Rest Centre and any matters of importance should be notified to him/her, for inclusion in the log
- Responsible for own and others welfare, need to take breaks.

AIDE MEMOIR FOR AN ADMINISTRATOR AT AN EMERGENCY SUPPORT CENTRE

Reports to: The Emergency Support Centre Manager

Responsible for: Providing administrative support to the Emergency Support Centre Manager including managing the office support and the electronic or manual recording and documentation processes.

Set Up:

- Ensure arrangements are in place for staff to sign in and out
- Establish an administrative office/area/room
- Start the ESC Log
- Establish that computer, Frontworks, printer, fax, photocopier and telephone are available and functioning
- Contact the Tactical Welfare Emergency Response Team giving details of contact numbers
- Set up information point
- Set up & maintain filing systems
- Ensure supply of stationery, leaflets etc
- Set up area for quick and full registration process in agreed location

Operations:

- Ensure arrangements are in hand to issue wrist bands and keep records of the numbers of these issued
- Ensure arrangements are in hand for 'Quick Registration' of centre users' (issue self registration form)
- Ensure system is in place to call people forward from waiting area/day area for registration
- You will be responsible for ensuring that 'Full Registration' is completed for each resident of the Emergency Rest Centre
- 'Full Registration' should take place using the computerised system or if this is not available, follow the manual logging instructions
- Process incoming registration and deregistration forms and inform Casualty Bureau that information is available via web based link (or in hard copy at Centre if no web based link)
- Maintain an inventory of persons accommodated noting information about those with special needs
- Attach any deregistration forms to admission forms where applicable and as soon as possible
- Answer incoming calls
- Supervise reception/clerical/registration staff and/or carry out clerical duties as necessary
- Ensure staff have adequate breaks
- Prepare reports for ESC Manager as necessary
- Attend ESC management meetings
- In consultation with the Information Officer ensure arrangements are in place for the provision of information, including the issuing of information leaflets
- Keep the ESC Manager updated of an developments or requirements

Closing the Centre:

- Assist the ESC Manager to gather documentation and with the clearing up of the admin area/room

AIDE MEMOIR FOR THE CARETAKER ROLE AT AN EMERGENCY SUPPORT CENTRE

Reports to:

Emergency Support Centre Manager (or Manager designated by the ESC Manager – this may be the Emergency Support Centre Premises Manager)

Responsible for:

- Opening & closing of the building
- Lighting
- Heating/ventilation
- Essential services – hot water/boiler
- Putting up initial signage
- Equipment – table/chairs
- Providing floor plan and advise ESC Manager on the effective use of the building
- Supervising cleaning staff or do it yourself
- Supervising trades people
- Carrying out minor repairs
- Maintaining non food supplies
- Monitoring health and safety and report to ESC Manager

AIDE MEMOIR FOR THE SENIOR HOUSING DEPARTMENT REPRESENTATIVE

Responsible for: The establishment of an effective and appropriate Housing Department facility to allow an assessment of the emergency accommodation needs of evacuees/survivors and for the continued monitoring of the facilities required by the Duty Homeless Officers.

Upon receipt of callout:

- **Start and maintain a log**
- Proceed to Emergency Support Centre bringing with you: identity card, suitable clothing, toiletries and any necessary medication.
- Ensure call out arrangements are or have been initiated
- Establish the number of evacuees/survivors and expected time of arrival

On arrival at the centre:

- Determine the number of staff required*
- Contact Director of Housing and apprise of the situation.
- Liaise with the Duty Homeless Officer** to ensure adequate facilities are available
- Liaise with Emergency Support Centre Manager (or representative) to ensure facilities are available within the ESC to provide the necessary services.

Set Up:

- Advise the Emergency Support Centre Manager of Housing's ongoing requirements within the centre.
- Ensure that there are adequate supplies of emergency homeless forms**** and other stationary requirements.
- Assess the transport needs of the evacuees/survivors (to emergency accommodation).
- Monitor the required staffing levels and ensure consideration is given to rotating staff after extended duties.
- Brief the Director of Housing and Escalate the incident*** calling out other senior management as required.
- Attend Emergency Support Centre briefing with the Centre Management Team when available as required.

Operation:

- Ensure that the Duty Homeless Officer begins processing evacuees/survivors for emergency accommodation at the earliest opportunity.
- Identify any special or medical needs. Monitor the flow of people and callout/reallocate staff as required.
- Ensure that ESC staff are advised of the movement of evacuees/survivors to emergency accommodation.
- Maintain good communication with all agencies involved – and co-operate as required.
- Liaise with external agencies and Emergency Support Centre to determine progress of the incident and determine level of Housing involvement required.
- Use the Information Officer to ensure a regular flow of information to the information point/board.
- Ensure all staff are supervised and organise regular updates for Director of Housing and Emergency Support Centre Manager.

- Consider welfare of staff and arrange a rota – ensure staff are given sufficient rest periods and do not remain on duty in excess of 8 hours (see Aide Memoir on Staff Welfare).
- Seek advice and/or additional staffing or resources from the Emergency Support Centre.

Closing the Centre:

- Debrief staff.
- Ensure all available housing staff assists in returning the ESC to normal at the end of the incident.

* For incidents occurring outside normal working hours use DCC Housing Department Emergency Accommodation Plan Call out list an.

** Duty Homeless officer may be senior Housing department representative depending upon the severity of the incident.

*** As per DCC Housing Department Emergency Accommodation Plan.

**** See appendix X of DCC Housing Department Emergency Accommodation Plan.

STAFF WELFARE AIDE MEMOIR FOR MANAGERS

To be a successful and effective Centre Manager you need to carry out your duty of care to staff.

Remember the “physical and emotional wellbeing (of staff) is frequently in the hands of your leadership”

“Staff need to follow the legitimate commands of well trained and experienced leaders” Mitchell and Bray (1990).

Prior preparation

- Staff working in Centres will have been recruited, selected & provided with basic training on Emergency Support Centres
- Some will have received more advanced training (find out who they are)
- Staff will have been provided with advanced written information on the key roles, responsibilities and tasks to be carried out in Emergency Support Centres
- They will have received general information on emergency planning

Briefing

- Gather all staff for a briefing

- Brief staff on:
 - Why the Centre has been opened
 - How long the Centre is likely to be open
 - How long staff will be expected to work
 - Sleep breaks (where appropriate)
 - Layout of the building, emphasising staff facilities
 - Allocate roles & responsibilities according to skills & experience. Provide tabards/badges
 - Give information on other staff present & their roles & responsibilities at this time
 - Emphasise the importance of good communication and how this will happen
 - Provide details of any planned rota arrangements
 - How they will be provided with drinks & food. Ensure there is a drink supply in the staff room and that staff have regular meals.
 - Debriefing. Essential for all staff who are in the Centre when it closes to attend a ‘hot debrief’. Advise that those who have left may be asked to attend a de-briefing in the near future. Inform staff how essential the information they will provide is – it helps us to improve what we do.

Communication

“Effective response relies on open communication & flowing interaction between leaders & staff”.

Advise staff:

- How you will communicate with them
- How you expect them to communicate with the Centre users

- How you expect them to communicate with one another
- The importance of the notice board

Provide Written Information

Provide staff with written information:

- On their duties
- On their key roles & responsibilities

Keep Written Information

Keep written information:

- On staff who work at the Centre
- When breaks are due/taken
- Any issues encountered
- Any remarkable performance

Footnote

- Staff should not work for more than 2 hours without a break away from their duties. This may vary depending on the nature of the duties (for example working with children or very distressed people).
- Staff will not be expected to work for more than 8 hours without a sleep break. This sleep break will normally be for 12 hours and you will encourage staff to go home if possible/leave the Rest Centre.

STAFF WELFARE AIDE MEMOIR FOR STAFF (NON MANAGERS) WORKING IN EMERGENCY SUPPORT CENTRES

Call Out

- You will be contacted by phone/text
- You will be advised where to go and given directions. Please also refer to your Emergency Support Centres map
- Inform your partner or suitable person of the situation and give a contact number
- Bring with you: identity card, suitable clothing, toiletries and any necessary medication.
- Getting there? Car mileage will be paid or public transport/taxi costs reimbursed at a later date. Please keep receipts. You will also be reimbursed for your return travel.

Briefing

- Once at the Centre and the Emergency Support Centre Manager is present, s/he will brief you and allocate roles and responsibilities
- Please note these roles and responsibilities may change whilst the Centre is open.

The Briefing will cover:

- Why the Centre has been opened
- Layout of the building, including staff facilities
- Roles & responsibilities
- Information on other staff present and their roles at this time
- Communication and how this will happen
- Rota
- How long you will be expected to work, but remember the Centre may be open for over 24 hours*
- Refreshments & breaks
- Debriefing

*You will not normally be expected to work for longer than 8 hours without a sleep break. This sleep break will usually be for 12 hours and you will be expected to go home if possible/leave the Centre. Your Centre Manager will brief you in detail depending on the situation.

General responsibilities

Whatever your role you need to:

- Work safely – please carry out your own risk assessment for the tasks you are asked to do
- Be aware of your own physical and emotional well-being and behaviour
- Make sure you take breaks when you should
- Make sure you eat and drink regularly
- Alert the Emergency Support Centre Manager to any issues or concerns you may have
- Store your personal belongings in the secure area provided
- Do not take or make personal calls on mobile phones apart from during breaks please

Accommodation

- Where possible the Centre will provide a secure staff area for breaks
- If you have to stay in the Centre overnight and have to take a sleep break you will be provided with a safe, secure and separate place to sleep

Stress

- Stress is normal and natural and is designed to protect, maintain and enhance our day-to-day life. However when stress gets out of control it can become distress.
- You need to be able to recognise the signs and symptoms of stress in yourself and others
- Signs and symptoms include:
 - Excitement
 - Confusion
 - Lethargy
 - Worry
 - Aggression
 - Being withdrawn
 - Over-activity
 - Tension/tense

Stress - What to do

What to do if you or another member of staff is stressed:

- Take a break
- Take yourself away to a quiet area
- Drink or eat if you have not done so for a while

If you continue to experience symptoms or they become more severe tell your Manager.

If you are concerned about signs of stress in another member of staff please tell your Manager.

De-briefing

- At the closure of the Centre you will be expected to attend a de-briefing, held by the Emergency Support Centre Manager on duty
- You might be asked to attend a fuller debriefing sometime in the near future

Your information is vital to help us continuously improve the running of Emergency Support Centres

AIDE MEMOIR - A QUICK GUIDE TO DEALING WITH THE MEDIA

As part of an integrated response to a major emergency a communication manager/officer will normally be appointed. A senior police officer will often assume this role.

Staff from Dundee City Council should be aware that relations with the media will be managed through the Council Public Relations Officers. However it may be that the media will arrive at the Centre and that the Centre Manager will have to deal with a direct approach and questioning.

DON'T PANIC!

DON'T BE SCARED!

Remember they are human beings and are there to do a job as well!

Dos and Don'ts

Be pleasant – being off hand and having the attitude 'I have no time for you' will get you nowhere.

Remember your attitude can have an impact on the way they behave with the Public Relations Officer/ Communications Manager and influence future coverage.

Remember the media can be useful and you may need to ask for their assistance.

Control media access to the Centre - if you are to be giving an interview/briefing do this in a restricted area well away from the main activity of the Centre.

Who will turn up?

All types of journalist may turn up depending on what has taken place and where.

This may include the tabloid press who may even offer money to enter the Centre. If the event is a national disaster there will be a lot of media around, and they will all be in competition for the best story, angle, photograph, interview etc.

Try not to say 'no comment'.

A Centre Manager is not a Public Relations Officer or the Communications Manager. That does not mean that you cannot give some basic information if asked – 'Yes the Centre is open for' 'Sorry I do not know for how long' 'We are currently registering evacuees'. Just basic non-committal information. Give them something to placate them for the time being.

If they start asking complicated questions tell them they will have to wait to speak to the Public Relations Officer or Communications Manager. Try to find out when and where this will be possible.

Do not be tempted to be drawn in to giving a personal opinion or speculate on what is going to happen or take place in the near future.

Attempt to speak to the Public Relations Officer or Communications Manager so you know what has already been said to the media and when the next briefing/information will be given.

Access to the Centre

All journalists have a press badge and should be wearing it. If you can't see one, ask to see it and ask them to wear it.

If possible make Support Centre Staff aware of who the journalists are.

The majority of journalists will behave appropriately but some will try to get into the Centre. Despite your best efforts to manage who comes and goes, this will happen.

If it does, politely but assertively ask them to leave and report the incident to the Public Relations Officer or Communications Manager. Also report it in the Centre Log.

Don't make them stand outside suffering from the elements. If there is an area where they can shelter, which is not part of the actual Centre, offer it to them.

Make them a friend, don't see them as an enemy BUT of course their jobs mean that they may play dirty so at the same time be wary about trusting them.

The importance of making sure Centre users are not standing around outside the Centre is obvious in terms of media profile. A photograph of lots of people standing in line waiting to get into a Centre is 'manna from heaven' for the media. Remember just because a journalist does not have a photographer with him/her does not mean they won't take a picture. Modern journalists now are expected to, and can, do both.

If they are being demanding make it clear you have your job to do and the welfare of the Centre users is key at this time

Reassure them that they will be fully briefed by the Public Relations Officer or Communications Manager.

Centre Managers should try to get on a basic media-handling course.

Centre Managers should have regular briefing from the Public Relations Officer or Communications Manager

Remember the media can be useful. They are also the ones putting the pictures on the screens In the Emergency Support Centre!!!

STAFFING REQUIREMENTS

Facility/Service	Staffing	No Min	No Max	Restrictions or requirements	Other needs
Admin					
Car Park					
Catering					
Cleaning/ Maintenance					
Clothing store					
Communications					
Controlled entrance/exit					
Dining area					
Entertainment/TV					
Family Room					
First Aid					
Interpreters/ Translators					
Luggage store					

Facility/Service	Staffing	No Min	No Max	Restrictions or requirements	Other needs
Outside play area					
Pet area					
Play room/ children's area					
Room for very vulnerable people					
Sleeping area					
Transport (escorts)					
Welfare area					

ANNEX C - EMERGENCY GRAB BAGS AND CENTRE BOXES

AIDE MEMOIR FOR PUTTING TOGETHER AND MAINTAINING A 'GRAB BAG'

A 'GRAB BAG' SHOULD BE AVAILABE FOR ALL THOSE UNDERTAKING THE ROLE OF EMERGENCY SUPPORT CENTRE MANAGER.

FULLY STOCKED GRAB BAGS WILL BE MAINTAINED IN CLAVERHOUSE OFFICE AND AT OOHS OFFICE.

Contents of a 'Grab Bag'

- Emergency plan & aide memoirs (including faith/cultural guides)
- Key holder details
- Call out arrangements with key phone numbers
- Contact lists with phone numbers
- Lists of designated Emergency Support Centres with location map
- Seal off tape
- Tabards/ID Badges
- Mobile phone(s) & charger
- Torches & batteries
- Information leaflets
- Clip boards
- First aid kit
- Translation card
- Dictaphone
- Documentation – forms/proformas
- Disposable camera
- Signage
- Stationery – pens, pencils, blue tac, drawing pins
- Matches
- Log sheets
- Accident book
- Time sheets
- Compass
- Clock

In addition to 'Grab Bags' each designated Emergency Support Centre will have an Emergency Support Centre Box, which will contain

- Emergency plan including aide memoirs
- A floor plan of the Centre
- A layout map of proposed use (as a guide only)
- Signage
- Stationery
- Forms/log books