

## **Wiltshire Council**

### **Environment Select Committee**

**2 September 2014**

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**Subject:** **Wiltshire Council Post Incident Report - Learning from the Emergency Response to Flooding**

**Cabinet members:** Councillor Keith Humphries – Adult Care, Public Health & Protection Services and Housing

Councillor Jonathan Seed – Campuses, Area Boards, Libraries, Leisure and Flooding

#### **Executive Summary**

During the winter 2013/14, approximately 600 residents and businesses in Wiltshire suffered the worst flooding in a generation.

Between December 2013 and March 2014, Wiltshire Council successfully led the coordination of council departments and other agencies during this difficult period. The Council has taken further responsibility for promoting and administering various government grants to help residents and businesses recover after flooding.

Following this unprecedented and protracted flood event, a comprehensive review of all the learning has been carried out. This report summarises a number of findings, recommendations and improvements which will be implemented to make future responses to flooding, and any other major incidents, more robust.

Key improvements include the drafting of an integrated emergency management plan; improved ability to handle customer enquiries; greater staff resilience at strategic, tactical and operational levels; and improvements to technology and information to support the Council during incidents.

The Council has a substantial programme of flood alleviation and drainage improvement works underway, and is working with the Environment Agency, local communities and others to improve community resilience to flooding.

**Proposal**

The Environment Select Committee is requested to:

Note the contents of this report and the schemes being implemented to reduce flood risk and the work being undertaken with local communities to improve resilience.

Consider the debrief report findings and support plans for improving the Council's ability to respond to future emergencies.

**Reason for Proposal**

To provide The Environment Select Committee with assurance that lessons have been identified and best practice is being implemented.

**Frances Chinemana****Associate Director Public Health and Public Protection****Parvis Khansari****Associate Director Highways and Transport**

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### Purpose of Report

1. This report describes the Council's response to the flood events that took place between December 2013 and March 2014, and details the findings and recommendations being implemented by the Council, following the comprehensive and systematic review of the county's response to the unprecedented flooding.

### Relevance to the Council's Business Plan

2. The overall aim of the response to flooding is to support the Wiltshire Council Business Plan vision to create stronger and more resilient communities. The suggested improvements meet the Business Plan outcomes of:
  - People work together, solve problems locally and participate in decisions that affect them, and
  - People feel safe and are as protected as possible from harm.

### Background and Incident Summary

3. The risk associated with flooding is thought to be increasing, due to climate change causing increased levels of winter rainfall and more intense summer rainfall. Widespread flooding is the second highest risk on the National Risk Register.
4. The Met Office has reported that during the winter of 2013/14 the country experienced the heaviest rainfall since records began in 1766. On top of this exceptionally wet weather, more than 12 major winter storms hit the country. By the time that rainfall had eased, the water table had risen in the south and east of Wiltshire, causing widespread ground water flooding across large swathes of the county.
4. This unprecedented severe weather event resulted in 485 residential properties and 57 business premises reporting actual flood water inside their property. In addition many others were affected by the wider impacts of flooding including travel and access disruption, loss of utility services and sewerage issues. More premises were flooded in Wiltshire than

anywhere in the South West, and this flooding was spread right across all areas of the county (See **Appendix 1**). There was serious disruption on the highway network with a number of roads being closed or restricted (See **Appendix 2**).

5. There were about 7,000 sandbags deployed during the flooding, and there are 15,000 currently in stock. Ten portable toilets were brought in and six were deployed to problem areas. Over 2,500 requests for work were received by the control room, and 250 trees were cleared. In addition despite the wet weather the Council still had to carry out 37 precautionary salt runs on the roads because of low temperatures.
6. The protracted length of the flooding was extremely challenging, but was further exacerbated by its geographic spread. The breadth of Council services required to resolve issues was also an unusual feature of this episode. For these reasons, the flooding events subjected Wiltshire Council's organisational resilience to new extremes.
7. Despite these unprecedented circumstances, the emergency response delivered by Wiltshire Council has been acknowledged by partners as being very good. Through strategic leadership, many parts of the organisation pulled together, working as one council to serve the needs of residents. Invaluable assistance was also provided by many partners, including the Emergency Services and the wider Wiltshire and Swindon Local Resilience Forum.
8. Improved organisational resilience was provided through the introduction of new command and control arrangements for major incidents with all Corporate Directors and Associate Directors providing strategic and tactical command on a rotation basis. By widening the pool of senior managers able to take command, this allowed the council to engage with partners at the correct level and maintain a suitable level of response and resilience for such a protracted period.
9. The need to maintain good communication and constant up to date information was recognised early in the flooding event. Daily situation updates were developed which were distributed widely and press statements, the council website and the social media messages were also updated frequently to ensure up to date information. This good practice must be built in to resilience plans for the future. In addition the council must be easily accessible as an essential point of contact for the public, including outside of normal working hours.
10. The ability of Public Health to use their powers to bring action and compliance from partners was tested in certain areas where groundwater flooding led to raw sewerage to flow on surface level streets. The successful engagement and enforcement of utility companies was a welcome addition to the Council's ability to deal with emergencies. The result has been that the population has had its health protected, and revisions of the Flood Plan will reflect this aspect.
11. Key actions taken during the flooding included the identification and evacuation of vulnerable residents through integrated working with Adult Social Care Services; providing up to date and regular information about

road closures and services, giving public advice on safety and health, actively assisting communities with pumping water from flooded roads, widespread sandbagging of vulnerable properties and to protect strategic road networks, providing 'portaloos' when sewerage facilities were lost and the identification and protection of critical national infrastructure.

## **Post Flooding Recovery**

12. A strategic recovery group was formed to ensure that a return to normality was managed; this group was chaired by Wiltshire Council and attended by Local Resilience Forum partner agencies. The group was supported by a number of task and finish groups working to improve uptake of government grants and talks to improve relations with utility and transport companies.
13. The Secretary of State for the Environment has made three visits since the flooding to lend support, and amongst other things, has succeeded in increasing engagement from Central Government departments.
14. The response and recovery programme has received good feedback from both the Department for Communities and Local Government on behalf of Ministers, and the Secretary of State for the Environment.
15. The Council is continuing to encourage local councils to prepare Flood Plans and appoint Flood Wardens. Involvement by Parish Councils has been good in those areas previously affected by flooding, but has not been as good in the larger towns and villages (See **Appendix 3**). Work will continue through the Operational Flood Working Groups to engage with the larger communities where there are substantial flood risks.
16. A particular concern has been Salisbury, which has the most properties at risk of flooding in the county, and was threatened with flooding earlier this year. The greater involvement of the City Council and local community in preparing for future events would be beneficial. The matter of a flood plan for the whole of Salisbury is being raised by the Corporate Directors directly with Salisbury City Council.
17. Earlier this year the Council introduced a scheme to provide local communities with their own store of sand bags and equipment to help them cope better with flooding. Take up of this scheme is going well (See **Appendix 4**), and work is continuing to encourage those communities at risk to become involved.
18. The Council has an extensive programme of flood investigations, drainage and flood alleviation schemes underway (See **Appendix 5**). The budget for drainage and flood alleviation works has been increased to £1,000,000 in 2014/15, and the Council has been successful in bidding for additional Environment Agency funding of £282,000 for emergency repairs, and for £160,000 for a scheme at Aldbourne, which was badly affected by flooding earlier this year.
19. The Council has been administering the government funded flood support schemes. These are for Council Tax Discounts, Business Support, Business Rate Relief, and Repair and Renewal Grant (RRG). These

schemes provide support for those affected by the recent flooding, with the RRG providing up to £5,000 for works to help reduce the risk of future flooding and its impact on individual properties. So far there have been 47 applications in Wiltshire for the RRG funding, which represents less than 10% of those eligible to apply. Further applications are being encouraged through the Parish Newsletters, flood wardens and flood working groups.

20. At the Wiltshire Strategic Flood Risk Management Meeting on 5<sup>th</sup> June chaired by Cllr Seed the response to recent flooding events and resource levels were discussed. It was agreed that the drainage team should be increased by three members of staff to improve the response during emergencies, and to help communities and landowners to reduce flood risk and prepare for future events.

### **Debrief Process**

21. Views on how to improve the response to flooding by Wiltshire Council and partners were obtained from a wide range of sources. Formal debriefs were carried out by an external facilitator at a strategic multi-agency level, and also at tactical and operational levels internally. Additionally a full debrief was led by Jane Scott with relevant Councillors and service heads and across a number of individual service areas such as Customer Services to review the management of direct public engagement. Full details of the results of these debriefs is attached as **Appendix 6**.
22. Views of Town and Parish Councils were also sought and included in findings, to create a rounded picture of what went well, and areas for improvement.
23. In order to learn from the experience of other areas that had similar experiences, information has been shared flood debriefs from both Hampshire and Somerset.

### **Summary of Key themes identified**

24. The role of the Drainage Team was critical during flood response. Particularly important to the strategic response was access to local flood plans and using the existing relationships with community groups and flood wardens. It was recognised that where previous flood drainage schemes arranged through the Operational Flood Working Groups had been implemented, areas that have flooded previously were unaffected during this flood event. This demonstrated the success of these schemes and the benefits of the drainage improvement work undertaken by the Council. It was recognised that accessing continuous information about numbers of properties affected by flooding put a great deal of pressure on this small team and the proposed increase in staffing numbers will alleviate this pressure.
25. Clear coordination allowed accurate situation reports to be prepared enabling Members to gain a comprehensive picture of the extent of flooding. This ensured that members could remain fully briefed, and the reports were a good way of sharing information with local communities.

26. Currently, customers who ring Wiltshire Council out of hours during a major incident have their calls answered by a call-handling service based outside of the county. It was considered that this system was inadequate and delivered a less than satisfactory level of support to our population at such a crucial time. As a minimum, during a major incident, Wiltshire Council needs the ability to change this process and take these calls internally. A project has commenced to put this capability in place by the end of 2014.
27. Coordinating a response is critically dependent on obtaining good quality information from the ground. It has become evident that internal mapping capabilities, particularly during an emergency, have not kept pace with advances in technology. Therefore, improved mapping, data capturing and reporting from the field will be trialled for use during emergencies. This will enable council control rooms to accurately assess emergency situations in real-time and make informed decisions on how best to address them.
28. For some staff the flooding was their first experience of incident response. Wider engagement with colleagues across all services was widely accepted as a major part of the success of how this incident was managed. To formalise these arrangements, this structure will be included in the plan. A comprehensive programme of training for all levels will be delivered by the Emergency Planning Resilience and Response team, with a view to increasing levels of resilience and preparedness among colleagues. This internal training will be aligned with training that is delivered with Local Resilience Forum partners.
29. During an incident, Wiltshire Council has the dual responsibility of not only responding to an incident, but also of maintaining and delivering its key services. Currently, Wiltshire Council's Major Incident Plan and Business Continuity Plan are separate. In accordance with internationally accepted best practice, work has commenced to simplify and combine these two plans, thereby creating an Integrated Emergency Plan.

## **Conclusion**

30. Wiltshire Council's emergency response to flooding has been commended by central government and appreciated by local communities. It has also been an opportunity to thoroughly scrutinise the council's resilience.
31. Although the organisation and its partners have performed creditably, there have been many learning points and plans to respond to these will be implemented. These planned improvements will increase the county's ability to respond better not only to flooding, but any future emergency that it faces.
32. There is a substantial programme of drainage improvements and flood alleviation schemes underway. Investigations and assessments are underway to develop further schemes to reduce the flood risk for those communities affected by the recent flooding.
33. The flood warden scheme and the preparation of flood plans proved beneficial during the recent flooding, and local communities will continue to be encouraged to participate in the scheme.

## Recommendation

The Environment Select Committee is requested to:

1. Note the contents of this report and the schemes being implemented to reduce flood risk and the work being undertaken with local communities to improve resilience.
2. Consider the debrief report findings and support plans for improving the Council's ability to respond to future emergencies.

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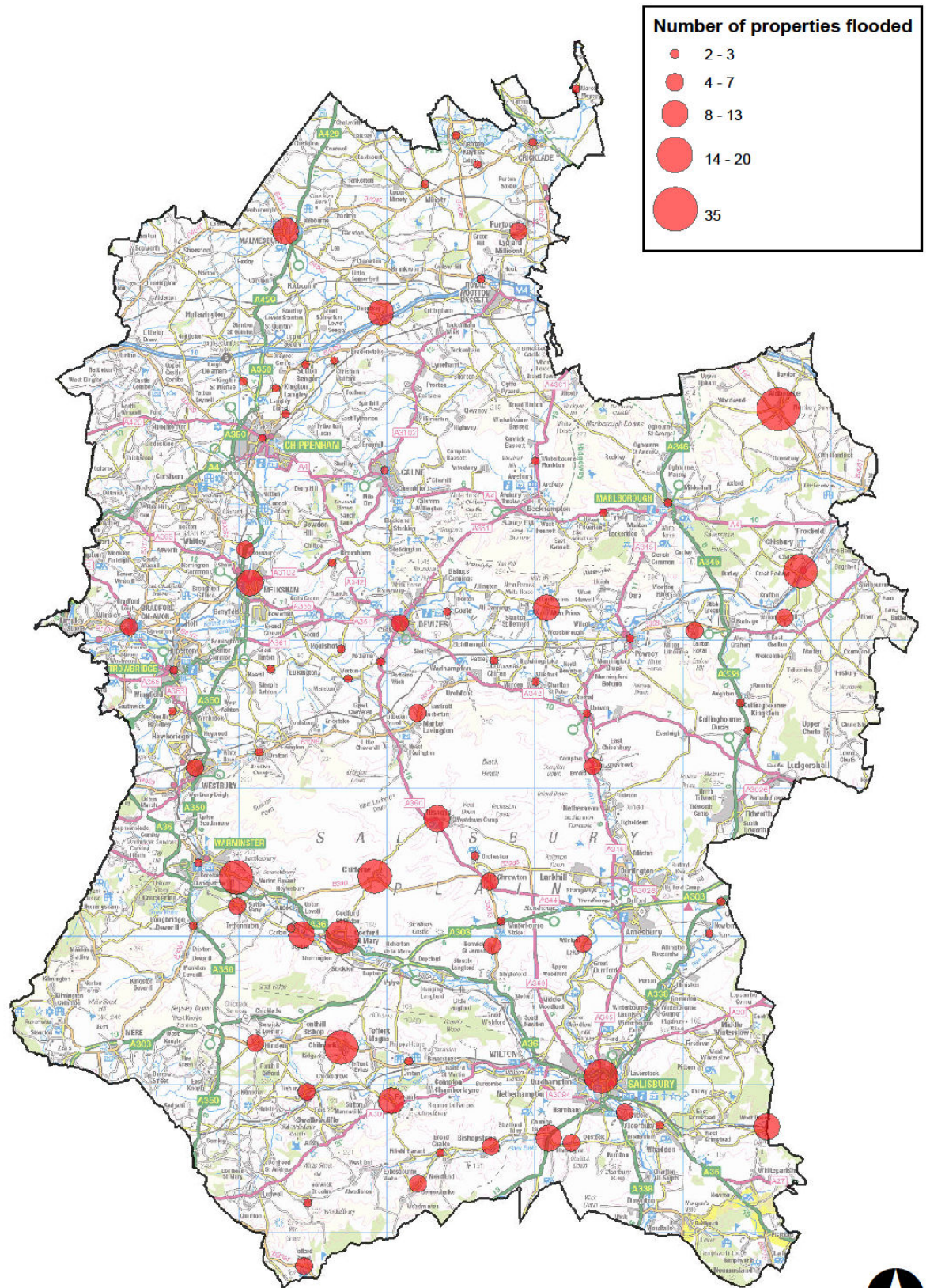
Report Authors:

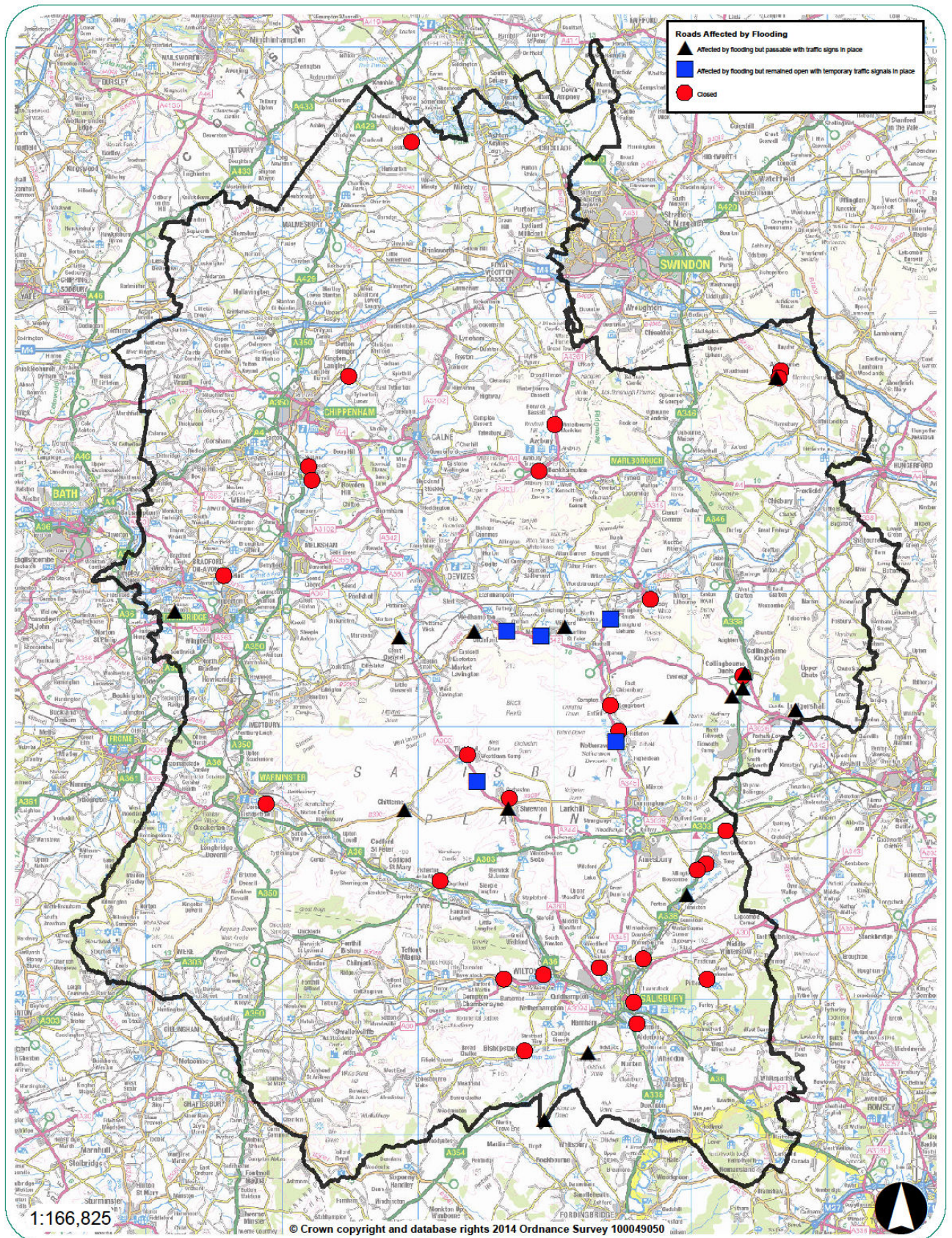
Deborah Haynes  
Consultant in Public Health (Designate)  
01225 716835  
[deborah.haynes@wiltshire.gov.uk](mailto:deborah.haynes@wiltshire.gov.uk)

Surriya Subramaniam  
Head of Public Protection (Emergency Planning, Resilience  
and Response)  
01225 716695  
[Surriya.subramaniam@wiltshire.gov.uk](mailto:Surriya.subramaniam@wiltshire.gov.uk)

Peter Binley  
Head of Highways Asset Management and Commissioning  
01225-713412  
[Peter.binley@wiltshire.gov.uk](mailto:Peter.binley@wiltshire.gov.uk)







## APPENDIX 3

### Wiltshire Communities Flood Plan Preparation

Major communities	Properties at risk from surface water flooding	Flood Plan Preparation
Salisbury	1476	No
Chippenham	1192	In preparation
Westbury	1174	In preparation
Trowbridge	935	No
Devizes	866	Under discussion
Warminster	751	Completed
Calne	652	No
Corsham	642	No
Bradford on Avon	445	In preparation
Melksham	387	Under discussion
Marlborough	374	Completed
Wootton Bassett	345	No
Ludgershall	276	No
Tidworth	274	No
Amesbury	270	No
Pewsey	161	No
Malmesbury	120	In preparation
Major communities total	10340	
Total other smaller communities within Wiltshire	7680	14 completed and 28 in development
<b>Combined total communities at risk of future flooding within Wiltshire</b>	18020	

The numbers of properties at risk of flooding from surface water is based on the Preliminary Flood Risk Assessment. There are also risks from river and groundwater that can be significant for some of these communities.

## APPENDIX 4

### PEAS – Parish Emergency Assistance Scheme

The Council introduced a scheme to provide sand bags, sand, gel sacs, signs and equipment to Parish Councils to help make them more resilient to flooding. Take up of the offer has been good so far, with 850 sandbags and 1,150 gel sacs being issued.

Community	Dumpy bag of sand	Empty Sand Bags	Gel Sacs	Tabbards for Wardens	Flood Signs	Notes
Cricklade	1	50	50	10	6	
Berwick St James			100	4	4	
Dauntsey	1	50	50	4	6	
Aldbourne						In progress
Alderbury						In progress
Bishopstone & Croucheston	2	50	50	4	6	
Boyton & Corton	1	50	50	4	4	
Melksham Without	3	150	150	6	12	
Shrewton	1	50	50	2	4	
Great Bedwyn	1	50	50	4	4	
Ramsbury & Axford			100	2	4	
Sutton Benger						
Britford	1	50	50	2	3	
Tilshead	0	0	0	2	6	
Shrewton	1	50	50	4	4	
Bowerchalke			100	2	4	
Charlton St Peter			50		2	
Wilsford	1	50		2	2	
keevil	1	50	50		6	
Idmiston						
Ashton Kenyes	1	50	50	4	4	
Minety	1	50	50	4	4	
Netheravon						In progress
Hindon					4	
Tisbury	1	50	50	4	4	
Tollard Royal	1	50	50	2	2	
Chippenham						In progress
<b>Total</b>	<b>18</b>	<b>850</b>	<b>1150</b>	<b>66</b>	<b>95</b>	

Town and Parish Councils will continue to be encouraged to prepare Flood Plans and take up the offer of supplies and equipment to improve their flood resilience.

## APPENDIX 5

### Drainage and Flood alleviation Schemes Update 19.08.14

Community	Current Position
Aldbourn	<p><u>Lottage Road</u></p> <p>Wiltshire Council to implement scheme for Lottage Road with funding from EA. (Estimate £160,000). Design work being completed. Culvert design being checked. <b>Work programmed to be carried out in September/October.</b></p> <p>Test holes excavated in Lottage Road to confirm levels and positions of utilities, and survey carried out.</p> <p><u>The Square</u></p> <p>The level survey has been completed around the Square and this will be assessed to see if re-profiling of the road surface can direct flows into existing surface water systems.</p> <p>Briefing Note prepared for Parish Council and others.</p>
Bradford on Avon	<p><u>Bath Road</u></p> <p>Wiltshire Council implemented a scheme at Bath Road using EA emergency repair funding (£20,000). The pond in Bath Road has been excavated and the drains and grips have been formalised with concrete aprons, cleansed and obstructions removed in the paddock, and watercourses in Leigh Park also checked and inspected. <b>Completed</b></p> <p><u>Baileys Barn</u></p> <p>Scheme being prepared to address flooding at Baileys Barn. Infiltration tests currently underway to identify preferred solution. Likely to be borehole soakaway, subject to testing results investigation due towards the end of August.</p> <p><u>Church Street</u></p> <p>Investigations being carried as the surface water drainage outfall has been damaged near Abbey Mills. Further testing needed to establish route and connections to river Avon. Options being developed for future scheme.</p> <p><u>River Avon</u></p> <p>EA are bidding for funding for flood defence scheme. Results of bid likely to be announced later this year. A package of measures will then be developed, subject to funding. Scheme likely to include demountable barriers to reduce risk from river flooding.</p>
Warminster	<p><u>Portway</u></p> <p>Wiltshire Council carried out repair work at Portway using EA emergency repair funding (£100,000). <b>Completed</b></p>

Community	Current Position
	<p>A footpath across public open space has been constructed to act as over land flow channel for flood relief, additional ditches and watercourses cleared. <b>Completed.</b></p> <p><u>Balancing Pond</u></p> <p>The watercourse from the balancing pond was cleared by our contractor to allow access to enable the watercourse to be excavated. <b>Completed August</b></p> <p><u>River Were</u></p> <p>The Council cleared trees and foliage in the River Were after birds nesting season finished. <b>Completed August</b></p>
Beanacre	<p>Wiltshire Council have EA emergency repair funding to repair damage around Westlands Lane (£40,000). Meeting held with residents and further meeting arranged to outline proposed works. Works starting.</p>
Berwick St John	<p>Wiltshire Council is carrying out repair work this summer using EA emergency repair funding (£50,000). Meeting held with Parish Council. CCTV and cleansing has been carried out and plans for the repair work are being drawn up by Atkins.</p> <p>Works to start end of August.</p>
Barford St Martin	<p>Wiltshire Council is carrying out repair work this summer using EA emergency repair funding (£50,000). CCTV and cleansing has been carried out and plans being drawn up by Atkins.</p> <p>Works to start end of August.</p>
Tilshead	<p><u>A360 Culvert</u></p> <p>Repair work to culverts being undertaken this summer using EA emergency repair funding (£22,000). <b>Repair works completed August.</b></p> <p><u>Candown Lane</u></p> <p>Wiltshire Council working with MoD to develop flood alleviation scheme for Tilshead. Scheme proposals being finalised.</p>
Dauntsey	<p><u>Side Road Culvert</u></p> <p>Wiltshire Council to implement scheme to provide new culvert under side road south of M4. We have inspected the site with the Parish Council and have outline plan. Further level surveys and test holes may be required to establish locations and depths of services. Works start anticipated in September, subject to further investigations.</p> <p><u>Studies</u></p> <p>Wiltshire Council working with HA and EA to review previous modelling work to identify further proposals. EA have obtained data from HA and are reviewing.</p>

Community	Current Position
Dilton Marsh	<p>Wiltshire Council to implement scheme this summer to reduce flood risk at Petticoat Lane, Dilton Marsh.</p> <p>The scheme design has been completed. Councillor Jerry Wickham has been visiting the homes that will be included in the surface water system upgrades to ensure there is local agreement. A meeting with the public has been held. Agreement of landowners to works being obtained.</p> <p>Start of works in October anticipated, subject to landowner agreement.</p>
Great Bedwyn	<p>Wiltshire Council to implement scheme subject to funding approval from EA (Estimate £360,000). EA funding unlikely to be available before 2015/16.</p> <p>Details and extent of scheme developed. We will take detailed plan to landowners and Parish Council in due course. Awaiting approval of funding from EA.</p> <p>DE to met Network Rail to inspect culverts under railway. DE meeting with Parish Council and Thames Water regarding sewer flooding issues. Parish Council liaising with land owners.</p>
Bishopstrow	<p>Wiltshire Council investigating flooding to identify potential scheme.</p>
Salisbury	<p>Wiltshire Council working with HA and EA to develop scheme for A36 Southampton Road (trunk road).</p> <p>EA working with consultants for resilience measures around the Cathedral. Flood plan and flood wardens being developed.</p> <p>Wiltshire Council to work with EA on longer term flood alleviation schemes for Salisbury, including at Cathedral Close</p>
Chilmark	<p>Wiltshire Council working with landowners develop flood alleviation scheme for Chilmark. Scheme to be developed.</p>
Codford	<p>Flooding from river would need to be investigated by EA.</p>
Coombe Bissett	<p>Wiltshire Council to work with EA to investigate flooding to identify potential scheme. Larger silt traps working with landowners. Scheme under investigation with EA as main cause of flooding is Main River.</p>
Malmesbury	<p><u>Reeds Farm</u></p> <p>Wiltshire Council to implement scheme at Reeds Farm to attenuate and re-establish watercourses. (Currently on hold due to planning consent)</p> <p><u>River</u></p> <p>Silt removal and bridge and outfall repairs to be carried out when FDC obtained from EA.</p>

Community	Current Position
	<p>Council contractor will be clearing parts of River banks at end of bird nesting season.</p> <p>Outline scheme to lower section of public open space to act as high level overflow path being developed. Works to outfall on Highway surface water drain to be carried out in conjunction with river works.</p>
The Altons	Wiltshire Council to investigate flooding to identify potential scheme. Potential scheme to be investigated.
Boynton and Corton	Wiltshire Council to work with EA to investigate river flooding to identify potential scheme. Any scheme would be promoted by EA as main river.
Fovant	<p>Wiltshire Council working with EA and local community on watercourse maintenance scheme. Investigations to be carried out to identify potential drainage improvement scheme.</p> <p>Scheme under investigation. Meeting held at Fovant with the EA and Parish Council. Update being prepared by the EA. Parish Council informed of Repair and Renewal Grant as it may be able to carry out local scheme. Possibility of EA resilience package scheme. Site visit being arranged with EA to develop proposals.</p>
Melksham Without	Wiltshire Council to implement scheme at Forest Road. Scheme under investigation. Vegetation clearance carried out to enable survey. Survey being arranged and data being collected for options development for future scheme.
Britford	<p>Wiltshire Council to investigate flooding to identify potential scheme.</p> <p>Visit carried out with Parish Council. CCTV survey and cleaning carried out and repairs identified. Large scale map prepared by Parish Council with GPS meter to locate and log drainage assets within the parish and areas of flooding.</p> <p>Drainage repairs for Park Lane started.</p> <p>Possibility of first time sewer connection being considered by Wessex Water and Parish Council.</p>
Homington	<p>Wiltshire Council to investigate flooding to identify potential scheme.</p> <p>No further update at this time.</p>
Enford	<p>Wiltshire Council to carry out works to watercourse in autumn to meet environmental constraints.</p> <p>No further update at this time.</p>
Bishopstone and Croucheston	<p>Wiltshire Council to investigate flooding to identify potential scheme.</p> <p>The Parish Council has attended the OFWG and wish to carry out watercourse clearance. EA to assist with Flood Defence Consent. Wiltshire Council to help with ecology.</p>



Community	Current Position
Hindon	<p>Wiltshire Council to implement scheme with landowner's agreement.</p> <p>The PC has attended the OFWG and wish to carry out watercourse clearance, EA to assist with Flood Defence Consent. Wiltshire Council to help with ecology. Wessex Water has said that they may be able to help with grab lorry to take away weed taken from watercourse. Meeting arranged to develop proposals.</p>
Wilton	<p>EA taking lead on potential scheme at Water Ditchampton, Crow Lane, and work on Wilton Estates land</p> <p>Inspections have taken place with open day with Town Council and EA. Date to be set with EA to carry out walked inspection. EA looking at minor schemes to lower flood risk, Flood Wardens have been appointed.</p>
Chitterne	<p>Wiltshire Council working with MoD to develop flood alleviation scheme for Chitterne. However, scheme on MoD land would have limited effect. An alternative scheme on other land is being investigated.</p> <p>DE has met landowners regarding ditch clearance on private land. Atkins are working on the outline design of a scheme.</p> <p>Gully clearance being arranged on B390.</p>
Bowerchalke	<p>Wiltshire Council to investigate flooding to identify potential scheme.</p> <p>No further update at this time</p>
Easterton	<p>Wiltshire Council implemented scheme at White Street. <b>Completed</b></p> <p>Sewer flooding issues being investigated by Wessex Water.</p>
Easton Royal	<p>Wiltshire Council to investigate flooding to identify potential scheme. No further update at this time.</p>
Westbury	<p>Investigations of flooding at Chalford being carried out by Atkins. Field walk of local watercourses carried out. Potential retention scheme being explored. Desk study underway.</p>
Tollard Royal	<p>Wiltshire Council to investigate flooding to identify potential scheme. No further update at this time.</p>
Shrewton	<p>Wiltshire Council working with MoD to develop flood alleviation scheme for Shrewton.</p> <p>Watercourse clearance may be required in autumn following inspection.</p>
Devizes	<p>Local highways drainage scheme at Southbroom Road and London Road to be developed after CCTV survey programmed. Works to be progressed buy Local Highways Team.</p>
Pitton	<p>Wiltshire Council to implement scheme to reduce flood risk at Pitton. Survey completed and desk top study being completed by Atkins to identify scheme to reduce flood risk.</p>

Community	Current Position
	Scheme proposals being developed for detailed design.
Urchfont	<p>Site visit with Atkins to meet residents took place 31/07/14. Intended to identify potential flood alleviation scheme.</p> <p>Further investigations required to identify a viable scheme.</p>
Wilsford	Meeting held with landowners to identify potential scheme for flood water storage. Atkins completing study to estimate surface water runoff. Catchment approach being adopted with liaison with landowners.
Porton	Wiltshire Council have completed scheme to reduce flood risk at Beech Close and A338, Porton. <b>Completed.</b>
Minety	Ditch and watercourse clearance and improvement works carried out upstream from Ashton Keynes Road. Ditch works completed this month.

## APPENDIX 6

### Wiltshire Council Post Incident Report – Lessons Identified Project Plan

Category	Recommended Action	Due	Owner
Partnership Working	Ensure early engagement with Category 2 responders to adopt working protocols that are both realistic and achievable	Dec 2014	Wiltshire and Swindon LRF
	Consider reviewing co-operative arrangements for the establishing of a “Joint Information Cell”	Dec 2014	Wiltshire and Swindon LRF
	The principle of a “Joint Communication Cell” is reinforced to ensure proper co-ordination between agencies	Dec 2014	Wiltshire and Swindon LRF
	Early compilation and circulation of agreed multi-agency contact information	Dec 2014	Wiltshire and Swindon LRF
Command and Control	ensure that a formal record is made and the rationale for the agreed command, control and co-ordination structure	Dec 2014	Wiltshire and Swindon LRF
	Develop the incident control room to allow a tactical management team to manage all of the councils responses from one location	Dec 2014	Wiltshire Council EPRR Team
	Wiltshire Council Emergency Flood Response Plan to be amended to reflect improved practice that has been identified by debriefs.	Oct 2014	Wiltshire Council EPRR Team
	combine Major Incident Plan and Business Continuity plans, into a single Integrated Emergency Plan	Nov 2014	Wiltshire Council EPRR Team
	Extend use of the highways “triage system” to other critical areas of delivery.	Oct 2014	Wiltshire Council EPRR Team
Community Focus	During Major Incident take out of hours emergency calls in-house	Dec 2014	Wiltshire Council EPRR Team
	Engagement with Area Boards/Parish Councils, flood wardens and volunteers.	Contin-ious	Wiltshire Council Drainage Team

	The Council should develop a list of known vulnerable people available to incident managers.	Ongoing	Wiltshire Council 'Single View' Project
	Conduct a "stakeholder profile" that will give the incident room staff clear vision of who needs what and when.	Oct 2014	Wiltshire Council EPRR Team
	Formalise the protocols for the use of social media during a disruptive challenge.	Oct 2014	Wiltshire Council Comms Team
Improving staff Performance	Deliver Civil Contingencies Act awareness briefings for Elected Members	Nov 2014	Wiltshire Council EPRR Team
	Further training for Associate Directors. The revised system of response was changed only days before the flooding started.	Nov 2014	Wiltshire Council and LRF
	Enhancing the numbers of staff who are trained in logging procedures.	Oct 2014	Wiltshire Council EPRR Team
	Introduce the concept of "tactical advisory teams". Providing a specialist, communications advisor and loggist.	Oct 2014	Wiltshire Council EPRR Team
	Avoid overload on any particular team	Oct 2014	Wiltshire Council Tactical Command
Process Improvements	Conduct a full review of "record keeping" procedures during emergency responses.	Oct 2014	Wiltshire Council EPRR Team
	Ensuring all delivery services have established "on-call" protocols.	Oct 2014	Wiltshire Council EPRR Team
	Review and revise working protocols between departments	Oct 2014	Wiltshire Council EPRR Team
	Standardise internal response structures within all service delivery areas.	Oct 2014	Wiltshire Council EPRR Team
	introduce a risk assessment process before deploying staff into restricted areas	Oct 2014	Wiltshire Council EPRR Team

Technology improvements	Instigate a formal check of mobile phone signals within County Hall.	Oct 2014	Wiltshire Council EPRR Team
	Provide simple system with communities for collating number of properties flooded.	Dec 2014	Wiltshire Council Drainage Team
	Improve the use of technology to provide real-time information from the ground to the control room.	Dec 2014	Wiltshire Council GIS Team