emergency plan 2011–14

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Version and issue date

This plan is the Sandwell Metropolitan Borough Council Emergency Plan 2011-14. It was issued in July 2011, and replaces all previous versions. Please return all other versions to the Resilience Unit, along with your name and contact number.

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This plan will be circulated to other members of staff in CD format. Additionally it will be available on the Council's Website.
Chief Executive’s Foreword

Major emergencies cause disruption and great anxiety to people. By their nature, they are low probability events which cannot be predicted. However, when they happen, the council needs to respond quickly and to the best of our abilities.

This ensures that people’s expectations are met and helps to reassure communities. This being so, effective management is essential in the resolution of a crisis and preparation is vital to the success of the council’s response.

Sandwell MBC intends that Emergency Planning is a normal part of every Service Area’s roles and responsibilities. It is not a ‘specialist only’ subject but accepted as the method of delivering a service to the people, under extreme, demanding or extraordinary circumstances.

The level of confidence that people have in the council will be measured by our ability to respond effectively to incidents. We have to ensure that our services can respond in an emergency and this needs effective management.

This Emergency Plan is therefore ‘owned’ by all of the participants even though managers are responsible for the plans efficiency, relevance and accuracy for their own Service Area, enabling them to fulfil their role effectively and discharge their own responsibilities in emergencies.

It is crucial that all participants and managers maintain an active part in development. Effective internal and external partner liaison is essential prior to a major emergency; this will lead to clarity in understanding roles and responsibilities. Each service, agency or organisation has its own internal arrangements, management style and culture, but managers have to ensure that the aims and objectives of all participants merge with a consistent set of objectives.

During major emergencies it has been consistently proven that preparation and joint working is the key to an effective response.

Sandwell council’s emergency management framework:

> Provides a basis for the delivery of services in a crisis and a framework for the whole process of preparing for emergency responses
> Is simple and allows for flexibility in management and adaptability to a wide range of circumstances
> Is based on the participants and not on prescribing a response for all unforeseen situations
> Recognises that preparation is critical to the success of the emergency response and that all participants and managers will play a full part in developing Emergency Procedures with those who they will work with in an emergency.

Jan Britton
Interim Chief Executive, Sandwell MBC, May 2011
Section 1

Introduction
Aim, Objectives and Scope

The aim of this plan is to outline the response of Sandwell Metropolitan Borough Council (SMBC) to a Major Incident.

Objectives

> preserve life, property and the environment
> reduce to a minimum the harmful effects of a major emergency
> bring about a swift return to a ‘new normality’

To achieve these objectives the Emergency Plan must:

> promote preparedness by all participants in identifying their responsibilities
> establish a partnership dedicated to resolving all difficulties presented by major emergency including control arrangements and structures
> establish a partnership which is fully prepared to respond to major emergencies at any time and list call out alerting procedures
> ensure the most effective and efficient management of response to major emergencies
> list plans and/or responses to identified hazards and support the activities of all participants
> identify outside organisations and services and pursue total co operation with all engaged in preparation for and the response to major emergencies
> pursue immediate procurement to address the needs of those engaged in the response to major emergencies and outline administrative and financial arrangements
> promote the welfare and well being of all those engaged in the response to major emergencies

This plan focuses on delivering responses to a major emergency. It is the start of a response to an emergency but it is not a substitute for judgement.

Scope

This plan provides the framework used by the Authority, to respond to disruptive events. This Plan therefore is not an attempt to detail everything relating to the Authority’s emergency response in one document.

The framework outlined in this document is supported by more detailed role descriptions; information and advice sheets that will be continually issued to individual teams and officers in order to enhance their individual and collective knowledge, skills and judgement. Additional plans written by Sandwell MBC’s Resilience Unit as well as other agencies support this plan, along with internal procedures for activating resources and staff.

Definition of an Emergency

“Emergency” is defined by part 1 of the Act as: an event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.

The definition of “emergency” is concerned with consequences, rather than the cause or source. Therefore, an emergency inside or outside the UK is covered by the definition, provided it has consequences inside the UK.

Not all situations are emergencies, an incident is a situation which:

> requires the council to respond in a manner outside its normal day to day procedures and method of work
> is limited in scale or area enabling a local response
> involve one or more Service Area(s).

Causes of Emergencies and Incidents

There are many causes that give rise to such situations and they can be categorized into 4 areas
– Political, Environmental, Social and Technological:
Political
Acts of terrorism or acts of a hostile state, public disorder or civil unrest, hostile protest and industrial blockade.

Environmental
Storms, floods, landslides, hurricanes, snow, drought, earthquake, contamination or pollution of land, water and/or air

Social
Poisoning or contamination within the food chain, epidemics and health emergencies.

Technological
Damage to structures and buildings, industrial transport accidents, release of toxic or radioactive substances.

Overall Council Role and Responsibilities

Role:

> provide support for the emergency services and those engaged in response
> provide a wide range of support services to protect the vulnerable in the community
> lead the recovery and the return to a new normality
> maintain normal services at an appropriate level in proportion with the incident

The role of Sandwell MBC and the non-emergency services ‘on the ground’ does not change with emergencies. The essential needs of the public remain the same in most circumstances. The planning arrangements are designed to allow managers to identify need and target resources.

Responsibilities:

> identify and encourage its officers to take part in the emergency planning process and join appropriate groups and teams in the Borough of Sandwell in both preparation and response.
> support Sandwell MBC emergency planning arrangements by taking part in training, testing and exercising
> release identified managers and delegates to the incident with the authority to act on behalf of Sandwell MBC in the initial response to an emergency.
> ensure as far as is possible that internal arrangements are made to complement those of Sandwell MBC emergency planning arrangements, facilitate the withdrawal of key staff from routine duties to undertake their emergency response duties, support staff in their emergency roles and maintain normal working at appropriate levels.
> support the overall response by making available; staff, equipment, supplies and plant surplus to their own emergency requirements for others in the coordinated management of response to major emergencies.
> take part in the debriefing and analysis of response to emergencies for the benefit of all participants of future emergency planning and response
> ensure that where participants may have a role in assisting the Emergency Services in ‘routine’ incidents or emergencies, managers involved are made aware of the need to brief their service or organisation. This is to allow cover to be arranged should a situation escalate to a major emergency.
> assist in providing suitable accommodation for emergency registration and rest centres
> act as the lead organisation for the recovery and return to new normality phases.

Additionally the Local Authority will:

> provide transport to take people from the scene to rest centres
> provide staff and equip rest centres to accommodate evacuees
> lead the work of voluntary agencies in response to the incident
Common Responsibilities

It is likely that most or possibly all Services will be involved in the initial response to an emergency. Each Service will carry on its normal work. For some Services that work takes on a special significance. All Services have common responsibilities which are:

In preparation

> make arrangements, complementary to the Sandwell MBC emergency planning arrangements to ensure staff withdrawn for emergency duty can be supported and that normal services can be continued at an appropriate level
> identify staff who will have a role in emergencies and encourage their active participation for that role.

During and emergency response

> maintain records of actions taken and costs incurred
> release staff to fulfil their role under the Sandwell MBC emergency planning arrangements and for the general duties
> provide post emergency debriefing reports

Emergency Planning Structure

The borough’s Resilience Unit works with representatives from other organisations at national, regional and local levels to ensure that emergency planning/civil protection arrangements are in place.

National

The Civil Contingencies Secretariat of the Cabinet Office was established in July 2001 to improve resilience of Central Government and the UK. Resilience is defined as our ability to handle disruptive challenges that can lead to or result in crisis. The Secretariat reports to the Prime Minister through the Security and Intelligence coordinator and Permanent Secretary to the Cabinet Office.

Like all Cabinet Office Secretariats, it supports Ministers collectively. Specifically, it services the Civil Contingencies Committee, chaired by the Home Secretary, which is concerned with managing and exercising arrangements to handle individual crises as they arise.

The Home Office is responsible for the government’s contingency planning arrangements to protect the public from any possible threat from terrorists and to manage the consequences of terrorism, whatever form it comes in.

West Midlands Region

A small team with Government Office for the West Midlands has established a Regional Resilience Forum (RRF). The role of the RRF will be to provide multi-agency strategic direction to civil protection planning at regional level. It will not have a role in response to incidents.

West Midlands Conurbation – Local Resilience Forum

Locally, the emergency planning stakeholders in the West Midlands conurbation (Solihull, Coventry, Birmingham, Sandwell, Dudley, Wolverhampton and Walsall) are coordinated by the West Midlands Conurbation Local Resilience Forum (LRF), which consists of key representatives from a range of agencies. The aim of the group is to ensure an effective multi agency response to major incidents and to create an efficient and effective means of delivering a work programme across the West Midlands.

The objective of the LRF is to promote closer joint working between the diverse mix of agencies to encourage mutual support by sharing information and resources. Its responsibilities are to ensure that:

> foreseeable risks are identified
> policies are in place to respond to risks
> plans exist to address the risks and to implement the policy framework
> multi agency relationships are close and effective to facilitate necessary action
Emergency Plan 2011–14

> plans are tested and exercising occurs to enhance preparedness
> training needs are identified and met
> the Group and all partner agencies are part of a quality assured system
> progress on initiatives undertaken by the General Working Group and sub-groups.

General Working Group

Its aim is to provide a structure to maximise effectiveness in planning for incidents/disasters across the West Midlands conurbation.

The General Working Group is responsible for:

> Undertaking tasks referred by the LRF and General Working Group
> Identify the risks, examine, develop and implement best practice within the emergency planning profession, recognising the interests of all Services/Agencies within the West Midlands conurbation.
> Develop new initiatives and take account of the Cabinet Office guidance wherever this will benefit the community
> Foster good relations/mutual aid arrangements with neighbouring Local Authorities.

Sandwell Resilience Group

Sandwell Resilience Group is chaired by the emergency services and brings together key stakeholders to discuss a wide range of issues.

Sandwell MBC – Resilience Unit

The Resilience Unit work’s closely with it’s counterparts in the emergency services, local authorities, NHS, utilities, regulatory agencies, voluntary agencies and other key players in the community to safeguard its’ population, local infrastructure and assets.

The Resilience Manager is responsible for the preparation, coordination and implementation of council policy, emergency plans and procedures in consultation with senior management and representative of the various council services.

Response from Sandwell MBC

A number of callout lists ensure that there is an availability to respond to major emergency calls from the emergency services 24 hours a day, 365 days a year. A duty Resilience Officer will activate and initially coordinate an appropriate council response to a major incident. Each council service has a number of officers who can be contacted to activate a response from their service.

Working with Voluntary Agencies

The Resilience Unit has agreements in place with voluntary agencies that provide resources as part of a planned response to incidents. Additionally there are links to the local multi faith forum.

Aid to and from other Local Authorities

Informal mutual aid arrangements are in place with other local authorities, which can be instigated in the event of an incident requiring a response which exceeds the resources of the authority.
Section 2
Emergency Management Framework
Incident Management Process in Sandwell

Successfully dealing with an incident requires that a large number of Service Areas and external organisations to work together in the most effective manner possible. For such cooperation and collaboration to happen in practice requires an understanding by all Service Areas of their role and responsibilities and those of others when faced with a major incident.

To achieve this Sandwell MBC has established as incident management process to provide the basis for identifying issues, developing ideas and increasing understanding of emergency planning matters and in doing so increasing the ability of the council to respond effectively to a major incident, see page 24.

The Emergency Planning Group will oversee emergency planning arrangements in the borough. This will be chaired by a member of the Executive Management Team. The group will consist of representatives from key service areas. It may be necessary on occasion to have more than one forum specific to a Service Area.
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**Incident Management Diagram for Sandwell**

1. **Incident identified**
   - Community alarms, CCTV or officers at home

2. **Incident Notified**
   - Liaison Groups, Voluntary organisations and professional partners
   - EP Forums, Service Areas

3. **Incident Recorded**
   - Incident recorded – full details taken
   - Standby officer, Manager, Officer on good will basis

4. **Inform**
   - Training, PPE, Lone worker, monitoring plan response
   - Access to resources escalation procedure

5. **Competent officer assessment**
   - Action

6. **Exercising and Liaison**
   - Emergency Planning Forum(s)
     - **Aim** – To provide a forum for the improvement of emergency planning arrangements in Sandwell Borough
     - **Objectives**
       - To promote the development of plans and procedures
       - To act as a forum for dissemination of information on lessons learnt at recent emergencies
       - To develop effective liaison with the Emergency Services
       - To develop communications strategy for major incidents
       - To identify and meet the training needs arising from emergency plans
       - To arrange and participate in internal and multi-agency exercises.
     - Chair – Executive Director

7. **Review of emergency plans and procedures**
   - Cost recovery, enforcement and prosecution

8. **Multi Agency Debrief**
   - Identification of the long term recovery issues
   - Internal debriefs, review procedures, lessons learnt report

9. **Post Incident Activities**
   - Handover to Recovery Officers

10. **Close incident Response Phase**
    - Ongoing monitoring of response

11. **Emergency Planning Forum(s)**
    - **Aim** – To provide a forum for the improvement of emergency planning arrangements in Sandwell Borough
    - **Objectives**
      - To promote the development of plans and procedures
      - To act as a forum for dissemination of information on lessons learnt at recent emergencies
      - To develop effective liaison with the Emergency Services
      - To develop communications strategy for major incidents
      - To identify and meet the training needs arising from emergency plans
      - To arrange and participate in internal and multi-agency exercises.
    - Chair – Executive Director
Incident Management Response

Every (major) incident is different; the factors and characteristics producing each one will be unique. The advice that this plan contains is therefore only to be regarded as guidance. It is designed to provide a framework, which with training will enable those responsible for the resolution of the incident, at all levels, to work together with maximum efficiency.

Documents such as this one should never be regarded as definitive and need regular revision. It is intended that this document will be revisited on a regular basis and also be examined as part of the multi agency debrief following any major incident.

The following diagram shows our initial response and how the situation can be escalated.
Emergency Plan 2011–14

Incident Management Response Flowchart
Sandwell Internal Response Structure

The Leader

Ward Member and portfolio Member

Chief Executive

Briefings

Duty Executive (Emergency) Director

Briefings

Strategic Liaison Officer
Tactical Liaison Officer
Incident Liaison Officer

Crisis Management Team
(Senior managers, HOS)

Human Resources

Legal Services

Built Environment Team
If required

Health and Safety

Media

Humanitarian Assistance Relief Team If required

Service Area input to solve problems and produce Sitreps

Service Area input to solve problems and produce Sitreps

Resilience Officer
Declaration and Notification of an (Major) Emergency

The authority to declare an incident as a major emergency rests with the emergency services (police/fire/ambulance).

However there may be other occasions when the nature of the incident affecting, Sandwell MBC’s interests necessitates activation of the Emergency Plan, independent of the formal declaration from the Emergency Services.

In most cases it will be the Emergency Services that first receive notification of an emergency. If any emergency service recognises a need for assistance from Sandwell MBC, they will activate an alerting cascade starting with the Duty Resilience Officer.

All council Service Area Managers are responsible for ensuring that their Service Area contact list is up to date and that any changes to duty officers is notified to the Resilience Unit. The Emergency Contact Booklet will be updated on a quarterly basis.

The decision to activate the emergency plan is taken by:

> Chief Executive, Duty Executive Director, or any Executive Director of Sandwell MBC
> any Assistant Director or Head of Service
> the (Duty) Resilience Officer

Call Outs

The Duty Resilience Officer will take whatever steps are necessary whilst at their initial location, to call out relevant officers from their Service Area or to put them on standby. The decision to open the ECC will be made depending on information available at the time.

Protection of Evidence and Documentation

Catastrophe and violent death may result in calls for a public enquiry and or a Coroner’s inquest. Civil claims for negligence may be ongoing for many years. The key to establishing what went wrong and settling liability for deaths and damage is likely to lie in the documents which survive, which will need to be studied.

Many reports, memoranda, letters and records which after the event turn out to be crucial are created long before a disaster strikes. The historical background to a major incident will play a large part in determining responsibility and therefore legal liability to the victims. That historical background must be preserved in tact.

During any incident sufficient records should be kept to ensure that post incident requirements can be met, but a balance must be achieved between the recording of unnecessary detail and adequate records. After the restoration of a new normality, it should be possible to reconstruct a narrative of the actions taken, why they were taken and upon whose authority.

The following brief checklist would provide a reasonable measure of protection against the possibility that crucial historical background material might go astray. It should be the basis for a policy that should be involved in the first few hours of the initial response to a major incident.

Checklist

> suspend all document destruction and archiving procedures
> notify all staff of their obligations to locate, preservation and safeguard documents
> nominate an individual to coordinate preservation of documentary evidence
> draw up a list of personnel able to assist with the location and collection of documents
> notify all officers to collate and report all files held
> print relevant computer data including electronic mail
> collate computer data including emails to a secure source
> retrieve any relevant files from archives
> recover all original and copy documents for safe custody.
A checklist is useful but the vital message PRESERVE AND PROTECT needs to be spread very quickly during a major incident and must reach those who might knowingly hold significant documents. Staff at all levels need to be informed of the importance of preserving documents.

An incident may generate an investigation as to its cause and quite possibly a formal inquest, inquiry or criminal trial. The actions of officers of the council will be of considerable interest. All logs will be invaluable, and disclosable to subsequent proceedings.

The log must be clear, intelligible and recorded in permanent ink to include:

- date
- all key times, including time the record is started and any handovers
- requests - by whom/what
- actions taken and under what authority
- all communication, telephone, in person, fax etc.
- notes of decisions from meetings.

**Debriefing**

A review of the response to an incident by all agencies giving assistance is essential. This provides an opportunity to evaluate efficiency, to learn from experience gained and also offers a source of information to assist with investigations or enquiries.

This process can be best achieved by a series of debriefings at all levels within all agencies involved, and concluding with a multiagency debrief.

The methods of debriefing with personnel involved in a major incident may vary within each individual service. It will, however be beneficial to debriefing if consideration is given to the following:

- debriefing to start as soon after the incident as practicable
- everyone involved, including personnel remote from the incident (e.g. Control room staff) should be given the opportunity to contribute to the debriefing
- the need for additional briefing sessions for personnel involved in specific or specialist operations.

Records made at the incident, particularly video recordings/photographs, along with written reports will assist in debriefings.

The debriefing process should culminate in a multi agency forum which includes not only the Emergency Services but also any other agency which may have assisted in the overall response.

It is important that each service is represented by personnel actually involved in the incident, as it will be necessary to give first hand accounts of events.

Officers conducting debriefs must be aware of any disclosure implications, which may affect any future legal hearings.
Section 3
Council Roles and Responsibilities in Emergencies
Strategic Level Executive Management Team (EMT)

Objectives

> ensure that the aims and objectives of the Emergency Plan are fulfilled
> promote and encourage a fully integrated response to a major emergency including the community
> encourage total cooperation, mutual assistance and support between participants and all engaged in preparing for, and responding to a major emergency
> develop strategies and policies which will support the response to the incident
> prepare for and manage an effective response to major emergencies
> ensure support to the emergency services
> facilitate VIP visits.

> review the overall coordination of activity in response to major emergencies and implementing the most appropriate strategy for its continuation
> ensure the most effective use of resources and their withdrawal at the earliest appropriate time to incorporate in normal day to day management
> ensure the welfare and well being of the community and those engaged in its support.

In addition, each team member has a personal responsibility to ensure:

> the effective management of the service area activities during a response to a major incident
> arrangements are made under their own Service Response Plans and are compatible with the aims and objectives of any corporate and wider (regional) response should that be established.

Remit

The composition of the EMT will be determined by the nature of the emergency, and will reflect the existing Service responsibilities of members of the council’s Executive Management Team.

The team has a collective remit to:

> ensure that each participant within the emergency plan is prepared to implement an emergency response

Principal Duties of the Duty (Emergency) Executive Director

During a period of duty:

> ensure that contact is maintained
> be available to provide and advice or assistance
> be informed, before the end of the working day, by the Resilience Unit if there are any significant incidents which occurred during the day and which may require further involvement during the silent period
> liaise with, review and agree an appropriate course of action with responding officers to those incidents which occur during a silent period
> brief the Chief Executive, EMT and the Duty Resilience Officer where is necessary and appropriate to do so
> if necessary contact the Press Office to discuss media involvement and agree press releases
> ensure mobilisations and relocation of resources within the council is coordinated.
> prepare or approve Situation Reports (Sitreps) for circulation as appropriate
> declaration of a Major Emergency
> ensure the protection of evidence and documentation.
**Elected Members**

The role of elected members in an emergency is:

- safeguard the interests of their constituents
- to provide local knowledge
- to act as a channel of information both to and from their electors
- to assist council officers, where appropriate, in response to the incident
- to assist in the handling of the media by liaising with senior officers to ensure a coordinated approach.

The cabinet is responsible for the preparation and, when required, the implementation of the council's Emergency Plan and related emergency procedures, to deal with natural or man-made disasters, including the following powers in particular:

- to authorise additional financial material resources if required
- to sanction any necessary immediate executive action in the event of the activation of the Emergency Plan
- to act as a focal point for those Members of the council whose electoral areas may be affected
- to take part in press conferences; to assist in informing/reassuring local residents
- to be responsible for the council's duties relating to Emergency Planning
- to be responsible for issues affecting the health of the community.

**Police Gold (Strategic) and Silver (Tactical) Liaison Officer**

The role of the Police at major incidents is to coordinate the efforts of other agencies. This is achieved by facilitating the management of the recovery in such a way that the needs of all agencies are taken into consideration and prioritised so that recovery is achieved in the minimum timescale. To achieve this they operate a command structure known as **Gold, Silver** and **Bronze**.

'Gold' control is the strategic level of command based on Police boundaries. The purpose is to establish a framework of policy within which all category 1 and 2 responders can work, to give support to the operational staff on the ground whichever organisation they represent and to consider and resolve competing priorities and to plan for a new normality.

'Silver' and 'Bronze' levels of control are the tactical and operational elements of Police control respectively. A similar request for a council representative may be received.

To allow Police to carry out their function of coordination, following or during a major incident, a 'Gold Control' may be opened. Gold Control is most likely to be situated at West Midlands Police Headquarters Lloyd House, Birmingham. An Assistant Chief Constable is likely to chair. All agencies that have significant roles to play in the response and recovery phases will be invited (and expected) to attend.

The first duty of the Strategic Liaison Officer in Gold Control is to inform the Duty Resilience Officer or ECC of your arrival and provide contact details to enable lines of communication to be established. The ECC should be advised when Gold control closes.

Essentially the work in 'Gold Control' is to take part in a continuing dialogue with all other agencies involved in response and recovery procedures. This is normally done through formal meetings with in the Gold Control Room. These will be recorded and a council representative will be expected to know the latest information available.

It is important to ensure that the ECC is updated regularly on proceedings in 'Gold Control' and on decisions which have been taken which might have implications for the council.

Obviously the time taken at meetings in Gold Control and the frequency of them is variable, but it is likely that they will be hourly in the first instance, and their duration might be 30 – 40 minutes. As recovery progresses, the frequency and of formal meetings will reduce and their duration is likely to become shorter.

The meeting will not expect the council representative to be an encyclopaedia of information and it is fully expected that the
representative will need to refer back to the ECC for information and to seek advice on specific problems as they come to light but they would be expected to have the required information by the time of the next meeting.

Physical space including a chair, table and telephone will be made available to each organisation represented in Gold Control. It is expected that there will be considerable networking between the different agencies represented, there will be a lot of raising and answering questions directly with other organisations, consultation may still be required with the ECC.

To ensure continuity and to give a proper level of admin support to the council representative, it is highly desirable that a second person is appointed to assist whenever resources allow. This is particularly important when there are frequent formal meetings. Administrative duties will consist of log keeping, answering the telephone, recording new information which comes in and making enquiries and carrying out ancillary tasks which have been allocated. As space is usually very limited, no more than two people should attend.

It is highly desirable that a portable phone/fax/laptop computer with remote access to the council's email service is taken to Gold Control to assist communications between the council representatives and the ECC.

Long periods of duty in Gold Control can be very draining, but too frequent a change of personnel has an adverse effect on the continuity of the incident management. A proper balance on actual time spent in the control needs to be struck, but a phased changeover will always be necessary to ensure inclusion in briefings. Wherever possible, shifts of 8 hours duration in Gold Control, plus 30 minutes for a period of handover would be ideal. However, anything over a 12 ½ hour period is not acceptable.

Members of staff representing the Sandwell MBC will be seriously hampered in fulfilling their roles if they do not have routine information on hand to respond to basic enquiries. Equally, they need to be included in the circulation lists of briefing documents and press releases to ensure that they are fully up to date with developments and are aware of ‘lines’ taken by the council.

The Police will only maintain a Gold Control whilst they can see direct benefit of it’s operation. Following major events, recovery procedures will go on for some time, possibly for weeks or even months and the Gold Control function will have ceased long before this time. Overall control of specific aspects of the operation will pass to other organisations, usually the Local Authority.

Gold Control members are the Chief Officers of the principal organisations involved in emergency planning and response. At times of emergency the Gold Group will be formed of those managers whose organisations have a significant role to play. The Group will review progress, address key issues raised and determine the strategy for continuing the response. The Gold representative needs to be a strategic thinker and will be responsible for the collaborative development of a multi agency strategy. The representative for Sandwell MBC needs to be empowered to make decisions on behalf of the council and have detailed knowledge of the council’s operation at a strategic level.

In view of the key role of co-ordination of the Police it is anticipated that, initially at least, the Assistant Chief Constable will be the focus and lead of the Group in most emergencies. As the response develops, or the focus changes, the Group may decide to change the leadership/chairmanship to the most appropriate service to suit the circumstances.

It is likely to be the local authority that is given the lead when the response phase ends and moves to the recovery phase of the incident.

The group meet regularly to review policy and the state of emergency planning procedures, and to direct resources for emergency planning preparedness, maintenance, improvement and development.
# Strategic Incident Management Checklist

## Summary of Incident

(for use by EMT)

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Person Responsible</th>
<th>Contact Number</th>
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<tbody>
<tr>
<td>Start a log of the incident – note times, names, information and decisions made.</td>
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</table>

### Communications Strategy

- Informing staff
- Elected Members
- External Organisations
- Regional Government
- Public

### Internal Command and Control

- Activation of the ECC
- ECC Manager

### Incident Management

- Obtain situation report (SITREP)
- Resource issues
- Issues with other organisations
- Mutual Aid

### Business Continuity

- Impact on normal business
- Statutory duties
- Financial concerns
<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Name of Organisation and Caller</th>
<th>Contact Telephone Number</th>
<th>Message</th>
<th>Action/decision (inc. date and time)</th>
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<td>Outgoing Officer</td>
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<td>Summary of Events</td>
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</table>

Emergency Plan 2011–14
The purpose of the ECC is to provide a central location from which our response to an incident can be coordinated. The centre will also be a focal point for the gathering of, and requests for information.

Opening up the ECC out of hours

For access to the ECC (Oldbury Council House) the Duty Resilience Officer will contact the duty out of hours Curator, who will arrange to sign staff in and out and issue them with a 24hour access pass.

Emergency Coordinating Centre – Emergency Director

The Emergency Director has to:

> ensure that resources are supplied to assist in the management of the incident
> provide a response to the media and information to the public

Duty Executive Director

In Sandwell MBC the Duty Executive Director is a member of the Executive Management Team. They keep a watching brief over the council during a silent period. The duty Executive Director's period is combined with the Chief Executive cover and lasts for one month at a time.

Executive (Emergency) Director Role

It is not considered appropriate for an Executive Director to perform a dual role i.e. Director for the service involved in the emergency and be the Duty Executive Director/Chief Executive cover. In such an event the Duty role should be transferred to another member of EMT.

The team will focus on three main areas:

> Information and communication
> Welfare
> Emergency works and support
Escalation Process

Prompt action to escalate an incident report is essential in gaining control. On receipt of such information, Chief Executive and the Duty Executive Director will:

> review information received
> seek to quickly convene a meeting of relevant managers
> activate the ECC
> facilitate the engagement/withdrawal of employees required during a response to a major incident
> alert the Executive Management Team

The Duty Resilience Officer will:

> activate volunteers through the Sandwell Homes Switchboard

The Duty Emergency Director will:

> ensure officers, equipment, accommodation and transport to support the response are appropriate
> mobilise and direct employees, equipment, accommodation and transport
> liaise with other services and external agencies as appropriate
> brief and advise EMT and Response Teams

Service Lead

When the ECC is activated each of the affected Service Areas will provide an Officer who will be located in the ECC to provide professional input to discussions/decisions/communication back to the Service Areas. (See diagrams page 21 and 23).

The Service Lead will:

> consider the scenario and determine the impact on their theme
> alert the Service Area Management Team as to the seriousness of the incident and request that resources are freed to ensure an appropriate level of response
> seek solutions to problems identified relevant to the Service Area
> maintain a log of decisions and actions during the event
> feedback problems/solutions affecting the Service Area as part of the overall response of the council.

The Duty Resilience Officer

There is a Sandwell Duty Resilience Officer available 24 hours a day, 7 days a week, 365 days a year.

The main duties are:

> to receive incident reports and alerts
> to determine an appropriate level of response
> to consider an appropriate method of escalation should the incident increase in scale and seriousness
> to liaise with Emergency Services, central government and other support organisations
> to receive requests for Local Authority assistance from the emergency services – plant and equipment, representative for Police Gold/Silver Control etc.
> to consider the needs of the vulnerable citizens in the community
> to liaise with all affected Service Areas within the Authority
> to produce timely SITREPS to Members, EMT and responding officers
> to arrange for the ECC to be opened and staffed accordingly
> to liaise with Evacuation, Rest Centre and Transportation Officers (including Netbus) as required
> to advise the Crisis Management Team as required
> to resolve emergency response issues as they arise
> to liaise with Corporate Finance Manager as issues arise

Note: if the incident escalates to a level where it is necessary to open the ECC – most of the above tasks will be carried out by the Emergency Director. The Duty Resilience Officer will remain in an advisory role.
Incident Liaison Officer

Role and Responsibilities

Role:

> to attend the incident to become the eyes and ears of Sandwell at the site
> to obtain a risk assessment report (verbally) from the emergency services' incident control point regarding site safety (recording an entry in log book)
> to act as a liaison officer between the Emergency Services and Utility Organisations and the council’s employees and/or service providers on site.
> to keep the Duty Resilience Officer briefed
> to assist the emergency services to evacuate members of the public having liaised with the Duty Resilience Officer regarding council provided transport, rest centres etc.
> refers all media enquiries to the Press Officer at the scene or the ECC.

Responsibilities:

1. Obtain the following information before departing to attend the site
   > time of incident
   > nature of incident to include key health, safety and well being issues
   > if emergency services are in attendance the location of the council RVP
   > directions for a safe approach to site
   > other council officers on site if known

2. On arrival at site:
   > report to the emergency services Control Point/RVP and be briefed
   > be guided as to Health, Safety and Wellbeing issues on site
   > establish communications with Duty Resilience Officer
   > maintain a log
   > liaise with council Services as appropriate including Duty Resilience Officer for the opening of a rest centre, transportation needs, additional assistance etc.
   > alert the ECC if Health, Safety and wellbeing issues are observed

3. On Termination of the incident:
   > advise the Duty Resilience Officer that you are about to leave site
   > advise all interested parties that the council has withdrawn from site
   > finalise the log

4. Post incident debrief:
   > attend the debrief
   > report on findings and contribute to the lessons learnt report

5. Training:
   > attend appropriate training events and exercises

6. Clothing and Equipment:
   > appropriate PPE should be worn
   > ensure familiarity with equipment provided
   > report faults to Resilience Unit ASAP
   > ensure that communications equipment is fully charged and operational

This list of roles and responsibilities is not exhaustive.

Police Silver (Tactical) Control

The Silver Commander will operate from a Silver Control, usually at a Police Station near the scene. The Commander will be responsible for formulating a tactical plan to carry out the strategy of Gold. It is not uncommon for a large incident (7/7 Bombings) to have more than one Tactical Control.

It is recognised that because of the different responsibilities of the services at the scene, the silver commanders may be at separate locations. If this happens a liaison officer should be appointed to provide close cooperation between the commanders. That officer should have full authority to act on behalf of their Organisation, in line with the policy of Gold.
## Tactical Incident Management Checklist

### Summary of Incident

(for use by ECC Manager/Service Managers)

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Person Responsible</th>
<th>Contact Number</th>
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<tr>
<td>Start a log of the incident – note times, names, information and decisions made.</td>
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### Communications

- Do we need an Incident Liaison officer at the scene?
- Locate person/service in charge
- Receive briefing
- Receive Health and Safety Information
- Report back on the scale of the incident and agree frequency of communication updates
- Escalate issues

### Site Command and Control

- Liaise with other council services on site
- Agree a council liaison point for staff to be briefed
- Assess Health and Safety issues

### Incident Management

- Update the ECC at regular intervals
- Any issues on scene?
- Sufficient resources?
- Issues with other organisations
- Mutual Aid
- Roster arrangements
<table>
<thead>
<tr>
<th>Date and Time</th>
<th>Name of Organisation and Caller</th>
<th>Contact Telephone Number</th>
<th>Message</th>
<th>Action/decision (inc. date and time)</th>
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Emergency Plan 2011–14
Emergency Plan 2011–14

**Operational Level**

Service Teams Built Environment Team (BET), Humanitarian Assistance Relief Team (HART) and Crisis Management Team

The Service Teams shall be formed for each service that is involved. This will be made up of senior officers from within the Service Area itself.

**Remit**

The team shall be collectively responsible for:

> continuing with the management of the Service’s activities during a response to a major incident
> facilitating the engagement/withdrawal of employees required during a response to an emergency
> supporting the activities of EMT and the ECC Directing Team
> providing Officers and equipment, accommodation and transport to support the response as appropriate
> briefing and advising EMT and the ECC Directing Team.

**Operational Arrangements**

The Service Teams will be supported by members of the admin support team and other officers as required. They will:

> collect, collate and disseminate information
> maintain records of events and actions taken
> monitor progress
> secure clerical, communication and IT support
> carry out other tasks as may be assigned by EMT

Ambulance Bronze Commanders will wear a tabard labelled ‘Forward Incident Officer’. Local Authority Officers at the scene will wear suitably marked clothing to identify themselves.

**Police – Bronze (Operational) Control**

Bronze Commanders will control and deploy the resources of their respective service within a geographical sector or specific role to implement the tactics of Silver.

As the incident progresses and more resources attend the RVP (Rendezvous Point) the level of supervisors will increase in proportion. As senior managers arrive, they will be assigned functions within the Gold – Silver – Bronze structure. Within the Police Service, the officer who began the role will remain with his or her supervisor to maintain continuity of policy and to act as a staff officer. The Fire Service will invariably redeploy that officer to other duties. It is important that the title holder wears a uniquely identifiable tabard and must pass it on to their successor.

The emergency services will appoint a number of ‘Bronze’ officers who will perform various supervisory functions depending on the areas of operation designated by ‘Silver’.
Operational Management Checklist

Summary of Incident

(for use by Operational Responding Officers)

<table>
<thead>
<tr>
<th>Checklist</th>
<th>Person Responsible</th>
<th>Contact Number</th>
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<tbody>
<tr>
<td>Start a log of the incident – note times, names, location, type of incident casualties, hazards, access, emergency services and decisions made.</td>
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<td>(Refer to emergency contact booklet)</td>
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<tr>
<td><strong>Communications informing staff</strong></td>
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<td>&gt; Elected Members</td>
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<td>&gt; External Organisations</td>
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<td>&gt; Regional Government Public</td>
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<td><strong>Internal Command and Control</strong></td>
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<td>&gt; Activation of the ECC</td>
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<td>&gt; ECC Manager</td>
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<td><strong>Incident Management</strong></td>
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<td>&gt; Obtain situation report (SITREP)</td>
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<td>&gt; Mutual Aid</td>
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<th>Summary of Events</th>
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<th>Major Decisions Taken</th>
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<th>Unresolved Issues</th>
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<th>Information still required</th>
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<th>Activities still in progress</th>
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<tr>
<th>Anticipated decisions required</th>
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</table>
Communication

Public Information and Media

Disasters contain the very essence of ‘hard’ news. This involves ordinary people, with whom everybody can identify, who become ‘victims’ of extraordinary and terrible events. Few stories have such a powerful attraction for the reader, listener or viewer – and therefore the media.

Media and public information handling must be regarded as an integral part of the council’s Emergency Plan and response. All managers must be aware of the role, direct and indirect that they may be called upon to perform.

Good media and public information handling can deliver:

> sympathetic coverage for the ‘victims’, generating support from the opinion formers and the wider community
> positive coverage of the work of the emergency and relief workers, reinforcing morale, and developing public understanding of their difficulties
> public confidence in the handling of the aftermath
> a fund of goodwill among the media for help with publicity, or for restraint
> the high moral ground from which to deal with misbehaviour.

Principles

Openness
sharing all relevant information with the media

Honesty
no speculation, we tell it like it is

Accuracy
incoming and outgoing information should be accurate

Immediacy
as soon as we have cleared information the media should have it

Professionalism
a poor attitude is dangerous

Courtesy
treat media as we would expect to be treated

Understanding
tune into the media needs and make them aware of ours.

Needs of the Media

The media will require:

> Access to the site of the emergency
> A regular flow of information
> Interviews with a variety of people
> Interviews with victims, if possible
> Photographs of those involved
> Personal details, employment history, etc of council Staff and Elected Members involved, including spokespersons

> Maps, plans, designs and photographs of property/ies involved
> Detailed factual information of the site
> Detailed history of the site, event or issue
> Detailed facts of the services involved.

Managers must be prepared to supply as much as possible of the above details for PR along with the prevailing circumstances and resources available. This requires knowledge of where the information is stored, how dated it is, and how to access that information quickly.

Managing Communications

One Media spokesperson for the council must be appointed before the first news conference and should continue to hold that position throughout the duration of the emergency, remaining constantly accessible and free from other pressures.

The spokesperson should be a senior officer, knowledgeable about the council, authoritative, confident with the media, articulate and calm under pressure.

The spokesperson should not be someone who is inaccessible, does not keep to a brief, speculates openly, talks ‘off the record’ or gets easily flustered.
Situation Reports (Sitreps)

Each service should briefly describe the situation as it affects its own operations and if necessary mention those matters for which it requires the assistance or cooperation of others.

Helplines

Helplines will not be set up as a routine response to any emergency. The need must be assessed on each occasion by the Crisis Management Team and the service most directly involved.

In any event, there must be full consideration of the appropriate time required to set up, to brief operators and to establish administrative and back up procedures.

Help lines will NOT take over the role of the Police contact lines. The lines will be used to:

> receive information relating to council services
> convey information to citizens customers etc.
> provide support and where necessary advice on counseling services to customers.

Helplines will not be free phone numbers. They will part of the normal council call service, run through the Contact Centre, Sandwell Homes and Revenue and Benefits.
Resilience Unit – Situation Report

<table>
<thead>
<tr>
<th>From</th>
<th>Title/Role</th>
<th>Telephone</th>
<th>Fax</th>
<th>Date</th>
<th>Time</th>
<th>Next update due</th>
<th>Contact Name</th>
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<tbody>
<tr>
<td>Resilience Unit</td>
<td>Resilience Officer</td>
<td>0121 569 3313</td>
<td>0121 569 3077</td>
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Incident Details
(what when and how)

Council’s Response
(who attended, when)

Impact on Local Area/Community
(disruption, impact)

Predicted Escalation
(how the incident and the council’s response are likely to develop)

PR/Health and Safety issues
(level of media interest – workforce/public/contractor safety)

Distribution List – Recipient Fax, Email
1. Chief Executive
2. Directors
3. Press Office
4. All Liaison Officers
5. Cabinet Leader
6. Elected Members
7. Staff involved or interested
Section 4
External Organisations Roles and Responsibilities
Emergency Services

<table>
<thead>
<tr>
<th>The primary areas of Police responsibility at a major incident are:</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt; the saving of life in conjunction with the other emergency services</td>
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<tr>
<td>&gt; the coordination and communication between emergency services, local authorities and other organisations acting in support at the scene of the incident or elsewhere</td>
</tr>
<tr>
<td>&gt; to secure, protect and preserve the scene, and to control sightseers and traffic through the use of cordons</td>
</tr>
<tr>
<td>&gt; the investigation of the incident. Obtaining and securing evidence in conjunction with other investigators as necessary</td>
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<tr>
<td>&gt; the collation and dissemination of casualty information</td>
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<tr>
<td>&gt; the identification of the dead on behalf of HM Coroner</td>
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<tr>
<td>&gt; the prevention of crime</td>
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<tr>
<td>&gt; short term measures to restore a new normality after all necessary actions have been taken</td>
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</tbody>
</table>

**Inner Cordon**
The inner cordon surrounds the scene of the incident. Both Police and Fire have responsibilities in respect of the inner cordon

**Outer Cordon**
The Outer Cordon seals off a controlled area around the surrounding area. All persons accessing this area will be signed in and out.

**Traffic Cordon**
Deployed at or beyond the outer cordon preventing vehicle access to the scene

The immediate responsibility of the first Police Officer at the scene is to assume interim charge of Police resources and to ensure that the other emergency services are informed if not already in attendance. The priority is to assess and inform, and not to get personally involved in the rescue work:

> The following information will be forwarded to the control room:

| Casualties | approximate number of casualties – dead, injured and uninjured |
| Access | best access routes for emergency vehicles and a suitable RVP |
| Location | the exact location of the incident, using map references |
| Em. Servcs | present or required |
| Type | the type of incident, with brief details of the incident including addresses, vehicles, trains, planes etc. |

> the officer must then start a written log and maintain radio contact with the control room to coordinate the response of the Police and other emergency services until relieved by another officer of a more senior rank

> liaise with other emergency services at the scene
### CBRN (Chemical, Biological, Radiological, Nuclear) Incidents

The Police Service will:

- be responsible for the overall coordination of the emergency response to an incident
- decide whether to ask the Director of Public Health (Primary Care Trust) to convene a Health Advisory Team (HAT) to support the strategic response to the incident
- take responsibility for safety management within the inner cordon incidents
- until it is determined otherwise, treat the area as a crime scene
- maintain the integrity of the scene and cordon
- ensure that people who are unprotected by appropriate level PPE, do not enter the inner cordon
- ensure that where the contamination is the result of a suspected criminal act, correct evidence collection, labelling, sealing, storage and recording procedures are carried out in respect of property – identify a safe storage place for the property
- be responsible for deciding at what point it may be safe to return property to its owner
- provide officers to work at the hospital for security and documentation
- decide whether to seek any assistance under the arrangements set out in the MoD publication, *Military Aid to the Civil Community*

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### Police Casualty Bureau

Police will provide a Casualty Information Bureau, which is the only place that will collate accurate details of dead, surviving and evacuated people. It is imperative that no other officer elsewhere gives details of casualty numbers to the press.

Bureau staff will receive detailed information from the scene, hospitals, mortuary and rest centres. At the same time calls will be received from concerned relatives and friends. The Bureau will sort, collate and search enquiry cards, casualty cards and rest centre forms to match casualties or uninjured survivors with enquiries. Where a match is made they will contact the enquirer and inform them of the condition and whereabouts of the person concerned. If the information is of a delicate nature it will be delivered in person by a Police Officer.

The bureau does not close until all casualties have been identified, all next of kin have been informed, and telephone enquiries have diminished to a level where they can be dealt with by the local Police Division.
Every incident may be the subject of an investigation whether for HM Coroner, a Public Enquiry or Civil or Criminal Court proceedings. Almost every incident occurs as a result of human or mechanical fault, consequently every incident is potentially a crime scene, the most serious being homicide.

**Retention of Evidence**
These hearings will require evidence of the highest quality. This can only be gathered if the scene is secured as soon as possible and anything which can reasonably anticipated to be required as evidence is preserved and not damaged, moved or disposed of without reference to the Senior Investigating Officer.

Depending upon the nature of the incident several different agencies may undertake their own investigation. They may all attend the scene with video/photographic teams and technical experts.

**Notes**
Each agency may have different criteria as to what is admissible evidence. The Police will need to obtain evidence of the highest standard for court and will require all evidence is left in situ unless the threat to life prevents this. Accurate notes of what transpires at the scene will be made.

<table>
<thead>
<tr>
<th>Fire and Rescue</th>
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<tbody>
<tr>
<td>The primary areas of Fire Service responsibility at an incident are:</td>
</tr>
<tr>
<td>&gt; life saving through search and rescue</td>
</tr>
<tr>
<td>&gt; fire fighting and fire prevention</td>
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<tr>
<td>&gt; rendering humanitarian services</td>
</tr>
<tr>
<td>&gt; provide and/or obtain specialist advice and assistance where hazardous materials are involved</td>
</tr>
<tr>
<td>&gt; salvage and damage control</td>
</tr>
<tr>
<td>&gt; the provision of specialist equipment, e.g. pumps, rescue and fire fighting equipment</td>
</tr>
<tr>
<td>&gt; safety management within the Inner Cordon</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Fire</th>
</tr>
</thead>
<tbody>
<tr>
<td>The officer in charge of the first attendance will take all measures necessary, as detailed in the Brigade Orders, including:</td>
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<tr>
<td>&gt; an assessment of the effectiveness of fire fighting or other measures carried out before their arrival</td>
</tr>
<tr>
<td>&gt; the identification of the risks associated with the location</td>
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<tr>
<td>&gt; the forming of a plan of action to deal with the developing situation</td>
</tr>
<tr>
<td>&gt; deciding on appropriate resources</td>
</tr>
<tr>
<td>&gt; the taking of effective command and the issue of instructions to effect the plan of action</td>
</tr>
<tr>
<td>&gt; maintaining operational command of the fire fighting and rescue operations within the rescue zone</td>
</tr>
<tr>
<td>&gt; evaluation of the situation and any potential for development, preparing to brief a more senior officer on the incident, the Police and Ambulance and Local Authority Liaison officers; and liaise with other emergency services at the scene</td>
</tr>
</tbody>
</table>
The Fire Service will:

> carry out scene assessment in consultation with the Police
> perform urban search and rescue
> agree the boundary of the inner and outer cordon with the Police, subject to the best medical and other inter-agency advice available and determine the initial access arrangements
> coordinate scientific advice in consultation with the Police
> provide emergency decontamination
> support the ambulance service decontamination process
> within the terms of the Memorandum of Understanding between the Office of the Deputy Prime Minister and the Department of Health, work with the ambulance service to provide a mass decontamination service
> take responsibility for safety management within the inner cordon, other than that of terrorist incidents
> supply personnel with PPE and equipment for activity inside the inner cordon
> assist with the mitigation of the effects of hazardous materials
> minimise the impact on the environment during the emergency phase of the incident, in liaison with the Environment Agency

The primary areas of responsibility for the Ambulance Service at a major incident, may be summarised as follows:

> to save life in conjunction with other emergency services
> to provide treatment, stabilisation and care of those injured at the scene
> to provide sufficient ambulances, medical staff, equipment and resources
> to establish effective triage points and needs of the injured
> to provide a focal point at the incident for all NHS and other medical resources
> to provide communication facilities for NHS resources at the scene, with direct communication links to hospitals to receive those injured
> to provide transport to the incident scene for the Medical Incident Officer (MIO), mobile medical/surgical teams and equipment
> to arrange the most appropriate means of transporting those injured to the receiving and supporting officers
> to maintain emergency cover throughout the area, and return to a state of normality at the earliest time
The first Ambulance may arrive on scene before the Ambulance Incident Liaison Officer (AIO).

The following procedures should be adopted:

- report arrival on scene to Ambulance Control
- confirm incident appears to be a 'Major Incident'
- liaise with other emergency services at the scene
- provide Ambulance Control with a detailed SITREP
- request Ambulance/Medical resources required pending the arrival of the AIO

Consideration should also be given to the need for a Medical Incident Officer, Medical Teams and Incident Response Units.

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<tr>
<th>First Ambulance Officer at the Scene</th>
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The Ambulance Service Will:

- notify relevant Accident and Emergency departments, the PCT’s and the Health Protection Agency, that a major CBRN incident has occurred and advice of the likelihood of self presenting patients to these services
- decontaminate casualties, together with the fire service in accordance with the nationally agreed Memorandum of Understanding
- whilst wearing appropriate PPE, take charge of ambulance decontaminated casualties from the Fire Service
- with other Health Authorities, carry out medical assessments to determine necessary further treatment
- provide clinical advice and assistance to the Fire Service regarding any casualties with additional injuries or clinical signs resulting from cross contamination; treat these casualties and provide transport to hospital
- provide limited patient triage and treatment at the inner cordon prior to decontamination
- arrange for the deployment to the site of the incident (or another appropriate sites) of any necessary antidote, treatment and modesty pods from the national NHS resource.

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<th>Ambulance Service Role at CBRN Incident</th>
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Casualty Clearance

Categories

A primary responsibility of the emergency services at a major incident is the recovery and documentation of casualties. Casualties fall into one of four categories:

- uninjured
- injured
- dead
- evacuees

Uninjured

These people will have been involved in the incident but not necessarily want or require hospital treatment. However it should be noted that:

- they have been involved in a traumatic experience and although not requiring urgent medical attention they should be closely monitored and if possible checked by Ambulance and Medical personnel
- they will all be witnesses and the Police will need to collate their details for the benefit of the Casualty/Crisis information Bureau as well as the Senior Investigating Officer. This can be done at the Rest Centre or HAC’s.

The Rest Centre will be staffed by the Local Authority and supported by voluntary agencies. Police investigators can begin to interview witnesses and Police Silver can decide whether it is necessary to document fully every single survivor. The Centre needs to provide shelter, first aid treatment, welfare support, communications and room for documentation. Evacuees will be registered and the list provided to the Police for casualty bureau purposes.

Injured

These people need to be rescued from the scene as quickly and safely as possible by the Fire Service, who must be mindful of the requirement of the medical teams on site. The Ambulance Service then needs to:

- administer immediate aid to the patients
- transport them to the receiving and support hospitals
- the Police will need to record the names and details of the injured for onward transmission to the Casualty Information Bureau. There will be a number of Police Officers at the Accident and Emergency Department.

Casualty Triage and Documentation

To work an effective triage system on scene, and to minimise delay in evacuation by lengthy documentation, it is essential that all casualties are prioritised and labelled in accordance with the nationally accepted Casualty Triage Labels.

The standard labelling of patients covers three categories:

- immediate first priority – Orange/Red
- urgent second priority – Yellow
- delayed third priority - Green

It is particularly important that details of any drugs or treatment given on site are recorded and transported with the patient to the receiving hospital.

Deceased

The dead should not be moved unless:

- that is the only way of reaching a live casualty
- if the body is likely to deteriorate due to environmental hazards such as fire.

Dead bodies must otherwise be left in situ until the evidence gathering stage begins. All the emergency services have a legal obligation to HM Coroner to provide evidential continuity of handling of a dead body from its location at the incident through its recovery, to the post mortem examination

If only one officer has handled the corpse, then continuity is simple to establish. If several officers, perhaps from different services have handled the corpse then they must provide statements and continuity evidence regarding that corpse.

West Midlands Police can provide a specialist Body Recovery and Identification Team.
Once recovered, bodies will probably be moved in the first instance to the Body Holding Area, which should be treated as a crime scene, where they will be collated before transfer to the mortuary. At the mortuary teams of Police Officers work with the pathologist and other experts to ascertain the identity and cause of death of the deceased and provide security.

**Acute NHS Trusts**

- liaise with the Ambulance Service about the level of resources needed as a result of the incident, and where necessary, and practicable, supply an on site Medical Incident Officer
- liaise with the Ambulance Service to receive casualties from the incident for further medical assessment and necessary treatment. There may be a need to also provide decontamination of casualties who arrive independently of the Ambulance Service.

**The Health Service**

**Primary Care Trust(s)**

- coordinate the NHS operational response to the incident during the acute and recovery phases
- where practicable, provide Incident Medical Officers/nurses to liaise with the emergency services and Local Authority to oversee the administration of antibiotics and/or chemical agent antidotes at the scene, and to provide medical assistance and follow up advice at rest centres and holding areas to treat, monitor and reassure casualties (including those who self present)

**Health Protection Agency (HPA)**

- provide expert assessment and advice to other agencies, and the public, on the public health risks (immediate and long term) of the incident, and any necessary steps (e.g. the containment of exposed individuals, the provision of antidotes/antibiotics or other necessary follow up treatment/preventative measures) to mitigate those risks

- when necessary become a member of, and where appropriate chair the Health Advisory Team (HAT) to offer advice to the multi agency strategic co-ordination group about public health issues, including information which is suitable for the media or the public, support the PCT media response, providing expert advice on risks to pubic health, and any necessary steps to reduce those risks

- liaise with the Food Standards Agency (FSA), the Environment Agency and Water Companies on all relevant aspects of the release of contaminants and their containment

- together with the PCT(s), to monitor the symptoms of people self presenting at hospitals and GP surgeries, to ensure that medical evidence of biological releases is identified as quickly as possible, and to ensure any necessary follow up studies and treatment are carried out.

- where appropriate, investigate breaches of environmental regulation and report these for consideration of prosecution

- support the emergency services, local and water authorities and the Food Standards Agency in dealing with all environmental issues.
The role of the Coroner is defined by statute. The Coroner has to determine who has died and how, when and where the death came about in relation to those bodies lying within his district who have met a violent or unnatural death of unknown cause. This function is regardless of whether or not the cause of death arose within his district and is normally undertaken at a formal inquest.

The powers and duties of Coroners do not vary with the number of people who are killed or the circumstances in which the deaths occur.

Only the Coroner may authorise the moving of a body at the scene of an incident and only the Coroner may authorise a post mortem and the release of a body to relatives. The Police act as the Coroners officers when dealing with families of fatalities arising from an incident.

**HM Coroner will:**

> in consultation with his/her relevant local authority and chief constable, initiate the establishment of the emergency or temporary mortuary
> authorise the removal of bodies
> authorise the examination of bodies to find a cause of death
> chair the identification commission and take all reasonable steps to identify the deceased
> where necessary, organise the collection of data concerning those bodies which may be irrecoverable but who are believed to have died in the event
> authorise the disposal of those bodies after appropriate examination and documentation is complete
> at all times, liaise with the relevant emergency services and government departments.
# Lead Government Departments

The Cabinet Office’s Civil Contingencies Secretariat is responsible for taking the immediate lead and then for ensuring that one department is confirmed as the lead government department.

<table>
<thead>
<tr>
<th>Lead Govt Dept</th>
<th>Scenario</th>
<th>Lead Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Cabinet office</td>
<td>If incident is to wide ranging to be handled by a single dept – or where the lead is not clear.</td>
<td>Civil Contingencies Secretariat</td>
</tr>
<tr>
<td>Home Office</td>
<td>Civil Defence</td>
<td>Civil Contingencies Secretariat</td>
</tr>
<tr>
<td></td>
<td>Terrorism</td>
<td>HO terrorism and Protection Unit</td>
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<td></td>
<td>Electronic Attack</td>
<td>National infrastructure Security Co-ordination Centre (NISCC)</td>
</tr>
<tr>
<td>Dept for Environment Food and Rural Affairs (DEFRA)</td>
<td>Flooding</td>
<td>Environment Agency</td>
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<tr>
<td></td>
<td>Radiation hazards</td>
<td>RIMNET/Environment Agency</td>
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<td></td>
<td>Consequences of CBRN incident</td>
<td>Environment Agency</td>
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<tr>
<td></td>
<td>Severe Storms</td>
<td>Environment Agency</td>
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<td></td>
<td>Major Explosions arising from landfill gas</td>
<td>Environment Agency</td>
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<tr>
<td></td>
<td>Serious Industrial Accidents – and pollution arising</td>
<td>Environment Agency</td>
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<tr>
<td></td>
<td>Dam failures</td>
<td>Environment Agency</td>
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<tr>
<td></td>
<td>Disruption to supply chain – food water waste</td>
<td>Food Standards Agency and Drinking Water Inspectorate</td>
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<td></td>
<td>Animal disease and welfare</td>
<td>State Vet Service</td>
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<td></td>
<td>Food contamination</td>
<td>Food Standards Agency</td>
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<td></td>
<td>Drinking water contamination</td>
<td>Drinking Water Inspectorate</td>
</tr>
<tr>
<td>Ministry of Defence</td>
<td>Defence of Nuclear Installations and defence of nuclear material in transit</td>
<td>Consequence management – dept of Environment</td>
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<tr>
<td></td>
<td>Military shipping and aircraft, civil aircraft at sea on land when location is not known</td>
<td>Military</td>
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<td></td>
<td>Unexploded wartime ordnance</td>
<td>Military</td>
</tr>
<tr>
<td>Foreign and Common wealth Office</td>
<td>Radiation Hazards (arising outside of UK)</td>
<td>DEFRA and Environment Agency</td>
</tr>
<tr>
<td>Dept. for international Development (DFID)</td>
<td>Overseas disasters – UK assistance sought</td>
<td>-</td>
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<tr>
<td>Dept. for Culture Media and Sports (DCMS)</td>
<td>Disasters in Sports Ground</td>
<td>-</td>
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<tr>
<td>Dept. for Communities and Local Government (DCLG)</td>
<td>Earthquakes</td>
<td>Consequence Management – various agencies</td>
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<tr>
<td></td>
<td>Major structural failures in buildings</td>
<td>-</td>
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<td></td>
<td>Information on whereabouts of unexploded bombs</td>
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<tr>
<td>Dept. of Health (DoH)</td>
<td>Disruption to supply chain – medical</td>
<td>-</td>
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<td></td>
<td>Infectious diseases</td>
<td>Public Health Lab Service</td>
</tr>
</tbody>
</table>
The Civil Contingencies Secretariat

The Civil Contingencies Secretariat was not set up to manage all crises, nor is it resourced or designed to do so. The CCS role, under the leadership of the Civil Contingencies Committee (CCC), is to provide the central focus for the cross-departmental and cross agency commitment, coordination and cooperation that will enable the UK to deal effectively with disruptive challenges and crises. This focus goes beyond the first response and consequence management and applies to our systems for anticipating and identifying new challenges, for assessing risks. It embraces planning, preparing and exercising for crises so that we build up our resilience to them. It also has a role in identifying lessons learned from particular events, disseminating them to interested parties and for applying systematically the lessons learned.

In the event of an emergency of a scale or kind that the Lead Government Department (LGD) deems to require central involvement, the CCS will engage so as to enable the departments’ Ministers and senior officials to concentrate on strategic decisions. Key objectives will be smooth working between organisations and seamless transition to central coordination if required. Working very closely with the department concerned, the CCS will:

> provide an assessment of immediate needs, and support their provision
> establish possible scenarios up to worst case
> plan for scaling up, managing logistics and identifying exit criteria
> ensure that the centre and other interested departments are kept informed and are prepared to be engaged
> help establish structures, rhythms and data flows for managing the response – in particular facilitating augmentation of the LGD’s resources and public information systems
> connect the department with agencies that are able to provide specialist advice and information
> decide whether and when to approach the CCS Chairman to convene a meeting, and thereafter provide ongoing support from the Centre

The CCS starts from the premise that a vital component of the country’s resilience is ability of central government to manage national capacity and capability effectively. The Secretariat will seek to work in close partnership with LGDs, helping them to:

> enable and protect their own decision takers
> develop their own early warning system
> prepare plans against various eventualities and make sure those plans are properly integrated with those of other departments and agencies
> identify training and exercises needed to test the plans and enable continuous improvements
> build up the necessary management and professional expertise to maintain and activate the plans and to know where to turn for reinforcement and augmentation
> learn, and share their learning, with other departments.
The Environment Agency has responsibility for the management and regulation of the environment and for controlling industrial emissions and wastes throughout England and Wales. The response of the Environment Agency will be coordinated by the appropriate Regional Communications Centre, in Solihull for the Midlands region. It has responsibilities in flooding and events involving pollution.

Responsibilities in Flooding

The Environment Agency is responsible for monitoring meteorological data and the flow of main rivers. On the basis of this data, they issue flood warnings. Three types of warnings are issued:

- **Flood alert** - this replaces our current flood watch. A flood alert will indicate that flooding is possible and that you need to be prepared.

- **Flood warning** - will indicate that flooding is expected and that you should take immediate action. You should take action when a flood warning is issued and not wait for a severe flood warning.

- **Severe flood warning** - will tell people that there is severe flooding and danger to life. These will be issued only when flooding is posing significant risk to life or disruption to communities.

Besides issuing these warnings, the Environment Agency will also support other agencies in response to flooding events.

Responsibilities in Pollution Events

The Agency will respond to reports of environmental incidents and emergencies from members of the public, external bodies and its own staff. In responding to any pollution, the Agency will undertake the following activities:

> assess all environmental incident reports and decide on the speed and level of response required
> attend all incidents involving a significant or potentially significant environmental impact, or where its presence is specifically requested by the Emergency Services or lead organisation
> attempt to locate the source of any pollution incident, or prevent one in the case of imminent risk, either in association with outside parties or if necessary acting alone
> take appropriate action and make best efforts to prevent the effects of an environmental incident, taking remedial actions where necessary
> investigate causes of incidents, collect evidence for possible future legal action and cost recovery where appropriate
> judge and anticipate what and who are likely to be affected and take action to alleviate the effects, including warning appropriate parties
> assist the Emergency Services or lead organisation as requested.

Pass on to other organisations incident notifications which are relevant.

The Environment Agency will:

> assist with risk assessment, helping to identify where material might disperse to via environmental pathways, who might be at risk and, where practicable, give advice about the location of decontamination facilities
> in cases where flushed materials and contaminated waters cannot reasonably be contained and stored, identify the watercourses and drainage systems at risk and warn sewage undertakers, water abstractors and relevant local authorities
> help the police and other services to identify storage, transport and disposal facilities and contractors
> make staff available at command centres or decontamination sites to assist the continuing hazard and risk assessments
> help identify facilities and contractors for the storage, transport and disposal of contaminated waters or bagged solid waste materials.
Health and Safety Executive

> provide specialist advice on the risks to workers and others as a result of an incident
> give specialist advice on appropriate control measures to prevent or reduce the risks of exposure. For example, on engineering controls and personal protective equipment.

The creation of the Civil Contingencies Reaction Force (CCRF) will provide up to 500 military personnel for use in a CBRN incident.

The Force will require a minimum of 36 hrs notice before deployment. Once deployed it will totally self sufficient and will undertake the role (S) as directed by the Chief Constable.

Military Aid to the Civil Authorities (MACA)

A need for military assistance may be identified. The only military assistance on standby is that provided by the Search and Rescue Organisation, controlled from the Aeronautical Rescue Coordination Centre (ARCC) at Kinloss. In cases of extreme urgency when immediate assistance is required to save human life, any authority may approach any military unit direct. Charges are usually waived for such aid. In other situations, charges will normally be raised, the scale depending on the degree of urgency. As no manpower assets, vehicles or stores (apart from those allocated to Search and Rescue) are earmarked for any MACA task, the advice of one of the Region Military Liaison Officers should be obtained whenever possible. The Army Regional Liaison Officer operates from Copthorne Barracks, Shrewsbury and the RAF Regional Liaison Officer from RAF Shawbury. If necessary a liaison officer will be assigned to Gold and or Silver control.
## Voluntary Organisations

<table>
<thead>
<tr>
<th>Voluntary Organisation</th>
<th>Services Provided</th>
</tr>
</thead>
</table>
| **British Red Cross**  | British Red Cross can provide persons trained in both first aid and in care and comfort of disaster victims. The first aid teams will provide their own initial medical supplied, but replacement supplies will have to be made from the Ambulance Service at the incident site. The British Red Cross are able to provide the following support functions:  
  > practicable support and assistance  
  > first aid and nursing support  
  > liaison between individuals and statutory services obtaining and disseminating information  
  > assisting in documentation procedures  
  > accompanying casualties, survivors, evacuees, relations and friends  
  > medical loan service  
  > international message and tracing service  
  > British Red Cross Disaster Appeal scheme  

It is not envisaged that all listed roles would be available at the time of call out. In the event of a prolonged incident all services could be made available after sufficient notice was given. |
| **Citizens Advice Bureau** | Offers free, confidential, impartial and independent advice |
| **Centre for Crisis Psychology** | Managing the aftermath of psychological trauma |
| **Disaster Action** | Support for victims of disasters when dealing with Government departments, legal agencies and disaster management organisations |
| **RAYNET** | RAYNET is a nation wide voluntary group of UK government licensed radio operators who are able to provide emergency radio communications to the emergency services, Local Authorities and central government departments  
  > RAYNET can also provide specialist VHF/UHF radio communications assistance across the West Midlands. National and international radio communications can also be provided if requested |
<p>| <strong>RSPCA</strong> | Can assist with finding temporary accommodation for pets/transport for animals and advice on their welfare |
| <strong>Samaritans</strong> | Provide a 24hr telephone line for people in distress |</p>
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<tr>
<td><strong>St John Ambulance</strong></td>
<td>St Johns Ambulance can provide trained first aid personnel in an emergency. The Association is divided into local units and trained personnel can be called on to:</td>
</tr>
<tr>
<td></td>
<td>&gt; assist with treatment of casualties at incident site</td>
</tr>
<tr>
<td></td>
<td>&gt; give first aid cover at rest centres</td>
</tr>
<tr>
<td></td>
<td>&gt; assist hospital casualty department staff</td>
</tr>
<tr>
<td></td>
<td>Will provide teams of first aid trained members who will report to an ambulance station specified by the Ambulance Service, for transport to the appropriate site. In a major emergency first aid trained members will work in conjunction with the Red Cross where appropriate and will be under the control of the Ambulance Incident Liaison Officer.</td>
</tr>
<tr>
<td><strong>Victim Support</strong></td>
<td>Provides confidential support to help victims with their experiences.</td>
</tr>
<tr>
<td><strong>West Midlands Churches</strong></td>
<td>Can provide chaplaincy services at receiving hospitals</td>
</tr>
<tr>
<td><strong>WRVS</strong></td>
<td>The WRVS is a voluntary organisation with extensive links in the local community. The WRVS undertakes to provide trained teams of members willing to help in an emergency. Their role is seen as being:</td>
</tr>
<tr>
<td></td>
<td>&gt; the management of Rest Centres</td>
</tr>
<tr>
<td></td>
<td>&gt; the provision of refreshments at the scene of an incident</td>
</tr>
<tr>
<td></td>
<td>&gt; general assistance and advice to casualties and their families</td>
</tr>
<tr>
<td></td>
<td>The WRVS have an organisation for calling out volunteers on a geographical basis. They maintain a small stock of catering utensils. WRVS are trained in Rest Centre Procedures.</td>
</tr>
</tbody>
</table>
Section 5
Corporate Policies and Background Information
Corporate Policies

Freedom of Information

All personal information collected under the authority of this Plan shall be used solely for the purpose of planning, preparing and response to a major emergency or serious incident. Freedom of Information and Data Protection legislation governs the release of information in this Plan.

Equality and Diversity

This document pays regard to the language and cultural requirements of its local community, with regard to the specific needs of vulnerable groups i.e. babies, elderly and disabled.

Health and Safety

The Health and Safety Policy covers all aspects of Health and Safety at work. Staff are reminded this applies equally to emergency situations and routine work. No exceptions are allowed purely because the situation is an emergency.

Involvement in our response to an emergency situation is to perform our normal duties, but in unusual circumstances, timelines and scale. None of us need to compromise our safety or the safety of our colleagues – regardless of demands placed upon us by the situation.

Risk Assessment

A framework exists across a range of activities, services and functions to manage business and operational risk.

In all such ventures, including our response to emergencies the council aims to ensure that budgetary limits are not the primary concern in the initial response phase, that the citizens of and visitors to Sandwell are satisfied in all aspects of our response which will be reflected in our reputation, that management and staff are sufficiently trained and work in a supportive environment, and that full compliance with legal requirements is maintained.

Legal Background

The council still needs to ensure that it acts within the general public law framework and relies on the powers and duties given to it by Parliament. Such powers once identified must be exercised in a proper and lawful manner.

The council is also regulated by its constitution which, for example, recognises in the rules governing the executive decision making process, that there may be situations where urgency requires a decision to be made very swiftly.

In an emergency the council is likely to need work with other stakeholders in the borough all of whom may have their own external and internal controls and constraints to work within.

Where swift action needs to be taken it is important to ensure that procedures are followed and recorded as accurately and completely as possible. It is then possible for actions to be followed up and built upon and minimises the risks to the organisation and the individual of subsequent potential challenges.

In terms of risk management generally, training and updating in relevant procedures needs to be kept up to date, reviewed and adequately resourced and managed at all levels.

Finance Arrangements

Authorisation of Emergency Expenditure

In the event of a major incident requiring immediate response the Crisis Management Team, or any other pre authorised officer (authorised by the Director – Strategic Resources), may commit expenditure in effecting such a response. Only those named officers may commit funds under this authorisation and must report such expenditure to the Executive Director as soon as possible.

It is vital to keep account of all expenditure incurred from the commencement of the council’s involvement in the response. The council will provide the emergency budget code to cover expenditure as soon as a financial commitment is indicated.
Bellwin Scheme of Emergency Financial Assistance to Local Authorities

The scheme was introduced in 1983, and is given a statutory basis in Section 155 of the Local Government and Housing Act 1989.

1. The Bellwin Scheme is discretionary. Local Authorities have a statutory duty to deal with emergencies and there is no automatic entitlement to special assistance. However, the nature and scale of an emergency may lead Ministers to activate the scheme shortly after it occurs – in this case, the council would be informed within two weeks.

2. Incidents for which assistance is sought must be exceptional by local standards and any damage to infrastructure or communities must be exceptional.

3. The application must demonstrate undue financial burden would ensue without assistance.

4. Applications MUST BE made within one month of the incident and will be considered on their merits.

5. Information provided must include details of expenditure incurred by the council as a direct result of the incident, together with supporting information about actions taken and the time scale of the incident (such as information from The Met Office). Loss of income is not eligible for compensation under the scheme.

6. Expenditure is cumulative, if a scheme is activated more than once in the year.

7. In most cases, where Police provide assistance to the council, additional costs would be recouped form the council, who in turn would make a claim under the Bellwin Scheme.

8. Expenditure thresholds apply with the scheme. Councils are required to cover a proportion of the costs of emergencies from their own funds and grants are paid at a rate of 85% on eligible expenditure above this level.

Examples of expenditure likely to qualify under a scheme of emergency financial assistance:

> costs of setting up temporary premises
> hire of additional vehicles, plant and machinery
> removal of trees or timber dangerous to the public
> initial repairs to highways, pavements, footpaths (subsequent permanent repair would not qualify)
> initial land drainage works to clear debris and unblock water courses which may cause danger to public
> working to clear debris causing an obstruction
> additional temporary employees or contractors to work on the emergency or replace permanent employees diverted from normal work
> special overtime for employees, either during the emergency or afterwards to catch up on work from which they were diverted by the incident
> emergency works required to safeguard dangerous structures
> cost of evacuating people from dangerous structures, and temporary re-housing
> cost of temporary mortuaries
> cost of supplying food, other stores and key services to affected communities
> cost incurred under Military Aid to the Civil Authorities (MACA) Scheme
> legal, clerical and other charges in the above work.

Insurance and indemnity

Volunteers

Insurance cover for all volunteers' staff working under the auspices of the council exists under the Local Authority's Public Liability Insurance Scheme.

Should a volunteer be injured, lose or damage personal property or cause injury to third party or property no admission of liability should be made or acknowledged by Council Members or staff. However, full details should be recorded and reported to the Risk and Insurance Services Team.

Indemnity for Military Assistance

The Ministry of Defence require indemnity against any claim or loss arising from providing the assistance requested. When urgent attempts to save life preclude a prior written indemnity, the individual or organisation requesting assistance will be required to give a verbal undertaking to sign an acceptance or liability as soon as possible,
that person must possess the appropriate executive authority. There are two forms of indemnity, one for use when aircraft are involved and a second for all other types of military assistance.

**Withdrawal from Normal Work**

All managers are to make arrangements to advise their own organisation of the initiation of the provisions in these procedures and, in the event of their withdrawal from normal work; they will not have to seek further permission.

**Background**

**Scene Management**

Collective management at the scene of an incident is integral to the success of each Emergency Service fulfilling its primary roles and responsibilities. Scene management should be established as a joint process by officer’s deployed from each service to the scene.

**Efficient scene management can only be achieved by liaison; therefore, exchange of information from the onset of the incident is vital.**

**Inner cordon**

> the Fire Service is responsible for safety management of all personnel within the inner cordon for incidents involving fire, danger of fire or involving rescue. In all other cases the Police have responsibility

> provides immediate security of the rescue zone and potential crime scene

> persons who do not have a role/wearing inappropriate clothing will be directed to leave the cordon

> minimum amount of people are allowed access and you may be asked to enter / leave as the situation demands

> the Fire Service is responsible for safety management of all personnel within the inner cordon

> Fire/Police Inner Cordon Controllers will record all personnel both entering and leaving the inner cordon for Health and Safety and evidential purposes

In the vicinity of the inner cordon, and the outer cordon, a number of areas will need to be established.

**Rendezvous Points**

A rendezvous point (RVP) under the control of a Police Officer will be established in suitable proximity to the scene within the outer cordon. All emergency, specials and volunteer services attending the incident should be directed to the RVP in the first instance. The site of the RVP will be chosen by officers at the scene and the information immediately known to control rooms of all responding services.

**Holding areas**

A holding area will be established to house all vehicles/personnel who require access to the scene (but not immediate). Holding areas will be positioned between the RVP and the scene. Holding areas may also be used as briefing/debriefing areas and recuperation for those involved at the scene.

**Control/Command Units**

The main Fire, Police and Ambulance Service Control/Command Support Units will form the focus from which the incident will be managed. These units, together with those of the local authority and utilities if required will be located close to one another. This area is known as the Forward Control Post. The Incident or Scene Commanders will jointly exercise their authority from this point in a coordinated manner.

The advice of the Fire Service in matters of fire safety in connection with the placement of the Forward Control Post will be sought by the other emergency services. This advice may well be extended if the incident involves chemicals or other dangerous materials. The choice of the site would then be influenced by wind direction and gradient and should be selected in consultation with the Fire Service HAZMAT Officer.
First Officers at the scene must ensure that their Control Rooms are informed as soon as possible that dangerous materials are involved. If the nature of the substance involved cannot initially be identified, a message of ‘potentially dangerous material’ should be sent.

All approaches must, if possible, be made from an upwind or uphill direction, to approach either across or downwind could expose responders to dangerous substances and in extreme cases lead to them becoming casualties, either fatalities or extra victims needing to be rescued. Where liquid is involved, approach from uphill is safer than any other direction.

All RVP, Forward Control and other on scene points must be established upwind or uphill of the incident.

Nobody should get involved as the scene without the use of protective clothing (PPE). The decision to remove PPE will be made in consultation with different agencies. Anyone not wearing PPE needs to remain upwind.

If the driver of the vehicle is available, his advice on the content of his load should be obtained very quickly. Under the Carriage of dangerous Goods by Road (Driver Training) Regulations (1996), (s) he will be able to give at least basic information which will be of great importance to the responders. If the incident involves rail transport, advice on the contents of every wagon or tanker can be obtained from the appropriate Railtrack Control Room on a 24hr basis.

Look for hazard warning signs and symbols (e.g. HAZCHEM label, SIN No., Tremcard, KEMLER Code, ICSC International Chemical Safety Cards or data sheets, which should be in the drivers cab). Report any of these to the Fire Brigade HAZMAT Officer.

Remember that simple fume and respiratory masks have limitations and that one cannot rely on the inability to smell a substance to ensure one is not inhaling dangerous fume or dust.

There should be no smoking, drinking or eating at the scene of a dangerous materials incident and all responders need to ensure that they or their clothing are not contaminated, or have been decontaminated on their leaving the scene. Contaminated clothing may be discarded and sealed in plastic bags to await safe disposal later.

Any wounds sustained near an incident offer a potential for entry of the dangerous substance to the body. Such wounds must be thoroughly flushed with water and dressed. Medical advice should be sought at once.

Radios, torches and hand lamps, mobile telephones, starting up and running of motors, etc. are all potential sources of ignition, leading to either fire or explosion. All responders should be made aware of these potential hazards. Consider evacuation carefully, shelter is often best policy, if there are toxic fumes from the incident.

Spillages of dangerous materials can carry a major public health risk. The On Duty Consultant for Public Health Medicine should be informed early in the incident. They will be able to obtain and provide specific advice on precautions to be taken on a 24hr basis.

Until the substance has been identified and safety rules for the scene established, only fire fighters wearing appropriate PPE should be allowed to approach the immediate scene.

Casualties who have been contaminated should either be decontaminated, or placed on impermeable bags with only their faces exposed, before being placed in ambulances.

Welfare

The welfare of emergency services personnel is an important consideration which should be made to cover the following areas of basic welfare:

> catering facilities
> toilets
> rest rooms

Evacuees

An evacuation assembly point is provided by the Police or Fire Service close to the outer cordon. From this point the evacuees are transported to a Rest Centre, provided by the council where evacuees receive the appropriate level of welfare, feeding and overnight accommodation.
The evacuees are registered on documentation that is compatible and complementary to the Police Casualty Bureau register. Copies of the Local Authorities Registration data are sent to the Police Casualty Bureau for cross referencing.

**Rest Centres**

During or following an emergency, it may be necessary for the council to provide care to members of the public who have been evacuated from their homes and require temporary accommodation, or to uninjured survivors of an incident.

Experience of disaster has shown that if people believe their relative and friends may have been involved, they will wish to travel from within the UK or abroad to the scene of the disaster. In that event, there may be a need to accommodate friends and relatives.

Recent events have also signalled the need for local authorities to set up other types of rest centres which are all a variation on a theme:

> **Humanitarian Assistance Centre (HAC)/ Friends and Relative Reception Centre.** This is a facility for family, friends and relatives to provide and receive information from various agencies. This includes the identification of or tracking missing persons who may have been caught up in the incident.

> **Survivors Reception Centre –** this is a secure area in which uninjured survivors can be taken for shelter. First Aid and assistance.

> **CBRN Reception Centre –** this supports the Primary Care Trust should decontamination and preventative medicine treatment to the public be required, flowing a chemical biological incident.

> **Mass Vaccination Centre -** this facility support the Primary Care Trust in the event of mass vaccination

> **Designated (Treatment) Centre –** this centre supports the Primary Care Trust should large scale antiviral treatment be required.

**Disaster Fund**

The British Red Cross Disaster Appeal Scheme – the DAS – inaugurated in 1991, is a comprehensive guide to setting up a poster disaster appeal fund or funds with national –level support, especially that of the retail banks and the Post Office. It includes a Charitable Trust Deed, approved by the Charity Commissioners for England and Wales, as well as a discretionary (non-charitable) Trust Deeds for use in Scotland.

The scheme has been devised primarily for use by any local authority as and when required in the wake of a major disaster. At such time people, many of whom are outside the major effects of the disaster, show a will and a need to give – early donations are spontaneous. The DAS provides the machinery to receive such donations and convert them, through an Appeal Fund, into prompt help for the victims.

To catch the public mood, two key features are important:

> the initial launch announcement needs to be as soon as possible after the event, to be included in the general reporting of the news story in the media. Ideally, this should be well inside the first 24 hours (although it is recognised that the agreement to and information of some parts of the support structure may take longer to arrange, depending in the timing of the incident, e.g. if it happened over a weekend)
> the means by which the public may donate need to be numerous, familiar and easy to use, trustworthy and memorable.

There are three indispensable elements to the Scheme:

> the correct legal formulation of the Appeal and its Trusts Deeds
> the wording of its launch
> the response mechanism by which people may donate.

Past experience indicates that the most successful post-disaster Appeals have been those that were locally raised and managed. The DAS is designed with these features in mind, to have local sponsors and trustees and for other aspects to be locally based wherever possible, with proper constituted national level support.

The Civil Contingencies Act 2004

Duty: 1 Co-operation

Summary

> Cooperation involves Category 1 and Category 2 local responder organisations working together to address the full range of civil protection duties across their organisational boundaries.
> Organisations not specifically captured by the Act are also expected to be fully involved in this improved cooperation, dependant on local circumstances.

> The principal mechanism for multi agency cooperation is the Local Resilience Forum (LRF), based in each police force area. The forum is a process by which the organisations on which the duty falls cooperate with each other. The LRF is not a statutory body as such, nor does it have powers to direct its members.
> The time constraints on the main LRF and the strategic level of its discussions are likely to necessitate the formation of sub groups. Decisions about the numbers and composition of sub groups are made locally.
> Cooperation is also expected between Category 1 and Category 2 responders outside the framework of the LRF in performance of their duties under the Act.
> This may include delegation of responsibilities between responders, and the identification of ‘lead responders’.

Duty: 2 Information Sharing

Summary

> Information sharing is a crucial element of civil protection work, underpinning all forms of cooperation.
> The initial presumption is that information should be shared, but that some information should be controlled if its release would be counter productive or damaging in some other way.

Duty: 3 Risk Assessment

Summary

> Risk assessment provides the foundation for the Civil Protection duty.
> Under the Act, local Category 1 responders are required to undertake risk assessments for events or situations which may constitute an “emergency”
Duty: 4 Emergency Planning

Summary

> Emergency planning is at the heart of the civil protection duty on Category 1 responders as the local level. It is determined by a risk assessment in accordance with the responder bodies' function.

> The duty to assess risk locally falls on each Category 1 responder in accordance with its functions – but they must cooperate with each other within the multi agency LRF to compile a Community Risk Register.

> The Community Risk Register collates the collective views on risks within a local area. It helps to prioritise risks and identify those which require “risk treatment” through the development of plans.

> A table shows different types of hazard or threat and suggests which level of government may be best placed to assess the likelihood and potential impact of emergencies.

> A five stage process of risk assessment is processed within a recognised risk management framework. Further tables identify:

- Potential consequences of hazards and threats
- Likelihood and Impact Scoring Scales
- Risk Rating Matrix
- Sample Community Risk Register

Duty: 5 Business Continuity Management

Summary

> Business Continuity Management (BCM) is a process for managing all kinds of business risk.

> BCM concentrated on increasing resilience to enable Category 1 responders to continue to provide key services and respond during an emergency.

> A five – point methodology for developing BCM is outlined. It begins with the need to understand the critical elements of your own operation.

> The Act requires Category 1 responders to have business continuity plans, so as to ensure that they can deliver their emergency response capability when it is needed.

> It also seeks to protect the public against the loss of critical services which might worsen the consequences of an emergency.
Duty: 6 Communicating with the Public

Summary

> Communication with the public about hazards and what can be done to deal with emergencies, is a key part of local civil protection.

> The Act requires:

- public education about risks and emergency plans;
- arrangements to warn the public when emergency happens;
- arrangements to provide information about the progress of an emergency and advice on what to do.

> A number of Category 1 organisations may have responsibilities to communicate with the public about a particular type of emergency – but it is important not to overload the public with messages and to avoid contradictory statements.

> Category 1 responders should develop protocols agreeing which of them will take the lead in delivering messages about particular types of emergency. An annex suggests the most likely lead bodies for different cases.

> In some instances, Category 2 bodies, such as utilities, and others outside the Act, like the Met Office, may take the lead.

> The Act stresses the importance of the messages being understood by all members of the public. It also emphasises that particular arrangements should be made to ensure that vulnerable people receive the warning messages.

> The role of local broadcasters in the communications plan is stressed: including the nationally advised message, “Go In, Stay In, Tune In”

> Media plans are essential – and emphasis is placed on the importance of managing communications within a regional and, sometimes, national strategy.

> Special attention should be paid to the information needs of those who are survivors of an emergency or personally close to its victims.

Duty: 7 Promotion of BCM by local authorities

Summary

> The developments of community resilience is a further objectives of the Act

> The Act requires local authorities to promote BCM in relation to emergencies – those firms which take it up may decide to implement BCM across all business risks.

> Some local authorities may link BCM promotion with emergency planning initiatives; others with economic development.

> Other Category 1 responders engaged in promoting BCM within the local community should be consulted and invited to cooperate with the local authority’s work.

> A BCM promotion strategy should be developed identifying what businesses need to know and the means of delivery, and targeting the message to its audience.

> A 10 step process is outlined for delivering a BCM promotion programme.

The Voluntary Sector

Summary

> The voluntary sector has an important role to play in supporting the statutory services in the response to emergencies.

> Engagement of the voluntary sector by Category 1 responders in all their planning arrangements under the Act make it’s contribution, and the overall response more effective.

> The voluntary sector is engaged in a systematic way at the national, regional and local level where appropriate.

> Statutory responders should build the voluntary sector into their plans, and into training and exercising.
Section 6

Business Continuity Management
Background

Service delivery is the essence of council business and any disruption needs to be managed to reduce the impact on the community and employees. Disruptions to business can take many forms and may occur at especially vulnerable times.

It is important to ensure that arrangements are in place to keep the period of interruption to a minimum and to recommence service delivery in as prompt and effective manner as possible. This will be achieved, commensurate with the circumstances, resources available and priorities.

Critical Business Activities

In the event that it is not possible to maintain normal levels of service, the council will concentrate its efforts on the agreed critical business activities.

Sandwell Business Continuity Management

Business Continuity Management (BCM) is being implemented to maintain essential customer services and critical council processes, protecting the council from loss of reputation and/or revenue in the most cost effective manner and meeting all regulatory and legal requirements. Its implementation seeks to ensure the community continues to receive the council’s services in the face of an emergency. To effectively meet the changing needs of Sandwell MBC business continuity arrangements will be regularly exercised, audited and reviewed.

Sandwell MBC is implementing a programme to promote Business Continuity within the local business and voluntary sector. The programme will use existing and new links to the target audience and be developed in close partnership with other Category 1 responders. The success of the promotion strategies will be reviewed and developed annually.

BCM applies throughout Sandwell MBC including it’s strategic partners. It also applies to all suppliers and contractors employed by the council.

Business Continuity Plans

Business continuity plans are in development across the council and are developed in conjunction with the Emergency Plan. To enable the council to respond to an emergency and to maintain key functions in spite of an emergency.

Assessment of those who may be considered ‘at risk’ or ‘vulnerable’ is dynamic throughout the Sandwell area at any time. The situation that prevails can have a major effect on those who require priority in support services. The gathering of information on vulnerable addresses has to be part of an overall assessment process built in to the overall review of the situation.

The gathering and sharing of such information amongst utilities from the support services (council and PCT) will require an extensive study to decide how best to produce any such list at short notice which would be used for emergency assistance, alternatively supply options or even re-location in extreme circumstances. This would include close liaison with the PCT to ensure the release of patients from hospital were not made into areas where a utility loss was present and could have an effect on patient care.

The council faces threats from its external environment, such as:

> loss of utilities
> disruption to or loss of communications systems
> severe weather

It is assessed that severe weather has the largest potential to cause the most disruption on the widest scale. It has the potential to reduce the effectiveness and speed of the response and thus compound the overall effects of the emergency, including the length of interruption to services and the recovery phase.

Key BCM Considerations

 Interruption to Essential Supplies

Interruption to the supply of gas, water or electricity or to the public communications network can occur at any time for many reasons. The threat to the population considered at risk increases where additional factors such as severe weather or total dependence on one utility prevails.
Electricity

If there is any interruption in electricity supplies which is expected to last for any substantial time and affect a population, the electricity company have undertaken to inform the Police and the council. The electricity companies may ask for assistance from the Police and council on access to premises, plant and equipment, advice to the public. Priority of restoration and information on the “at risk” population.

Gas

For a major disruption to supply, the supply company will arrange for announcements to be broadcast on the TV and local radio stations, advising householders to shut off their gas and turn off all gas appliances. A help line for the general public is also part of the response. Transco may ask for assistance from the Police and council on access to premises from where their teams can work, advice on accommodation for emergency engineering teams, plant and equipment, advice to the public, priority of restoration and information on the “at risk” population.

Water

The water companies have responsibility for the maintenance of a pure water supply, for dealing with pollution in the sewerage and drainage systems and for the repairs to damaged water mains and services. This includes the warning of the council that there is a threat to, or loss of the system. It is also essential that water companies are immediately informed by the council of any toxic hazard or spillage which might affect the water supply or sewerage systems.

The water companies may ask for assistance from the Police and the council on access to premises, plant and equipment, advice to the public, priority of restoration and information on the “at risk” population.

Public Health (Flu Pandemic)

The Sandwell pandemic flu coordinating committee looks at issues relating to health economies and the council, should a flu pandemic be declared.

Communication

MTPAS (Mobile Telecommunications Privileged Access Scheme)

This is a network access restriction scheme. As a result of network congestion, one or more Network Service Provider i.e. Vodafone, Orange, O2 etc. may decide to impose network access restrictions which only allows users with handsets equipped with special privileged access SIM cards to connect to those networks. The scheme also includes arrangements for the Police to inform Network Service Providers of a major incident and to request that priority is given to MTPAS SIM cards.

Local Authority Communications

Sandwell MBC has access to two Airwave Terminals, which are based at West Bromwich Police Station. These will allow communication between the site and the ECC. Collection of this equipment will be through an authorised representative of the authority.
Sandwell MBC has two satellite phone systems, each bag contains details how to set up the equipment, make a call and where the predetermined satellite receiving points are around Oldbury Council House. Access to this equipment is through the Duty Resilience Officer.

**British Telecom Assistance**

British Telecom are able to offer certain specialist communication equipment for use in an emergency via the ‘Emergency Restoration Planning Team’.

**Government Telephone Preference Scheme (GTPS)**

Fixed service telephone numbers of essential users can be registered for GTPS. The GTPS is available from BT and NTL. Under GTPS all telephones will still be able to receive calls. Rules for invoking GTPS are similar in principle to those of MTPAS.

To be included in the register, members of staff should contact the Resilience Unit.
Section 7
Summary of Site Specific Emergency Plans
Pipeline Contingency Plan for West Midlands (Pipeline Safety Regulations 1996)

This plan details actions to be taken to minimise injury caused by a major incident involving high-pressure pipelines (designated by HSE as Major Accident Hazard Pipelines) in the West Midlands. Only pipelines carrying natural gas at 8 bar absolute pressure and above will fall within the scope of the Regulations.

The Major accident Hazard Pipelines in Sandwell are operated by National Grid and the substance carried is natural gas.

**Produced by:** West Midlands Fire Service  
**Copies located:** Resilience Unit.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blast Effects and Projectiles</td>
<td>Pipeline cover material, oil, rocks, hardcore etc will be thrown with high velocity into the air. There will be considerable damage to windows due to blast effects</td>
</tr>
<tr>
<td>Thermal effects</td>
<td>There is a low probability of the ignition of natural gas. Radiation levels resulting from ignited releases of natural gas reduce rapidly with distance from the source. Thermal characteristics of the release depend largely upon the mode of failure of the pipeline.</td>
</tr>
<tr>
<td>Over pressure</td>
<td>Natural gas, released into the atmosphere as a result of cross-country pipelines does not form explosive mixtures. There will be a high likelihood of window breakage but little structural damage.</td>
</tr>
</tbody>
</table>

Radiation Emergencies (REPPIR)

**Informing the Public**

The West Midlands Fire and Civil Defence Authority is responsible for producing this document under the Public information for Radiation (Emergency Preparedness and Public Information) Regulations. Described are the arrangements for ensuring that members of the public are supplied with information if they are affected by a radiation emergency.

**Produced by:** West Midlands Fire and Civil Defence Authority  
**Copies located:** Resilience Unit.

**The document includes:**
- notification system
- the role of the Councils in the West Midlands
- radioactive monitoring
- alerting systems
- publicity arrangements
- Government liaison
- Multi agency response
**COMAH – Control of Major Accident Hazards Regulations (1999)**

**Produced by:** West Midlands Fire Service  
**Copies located:** Resilience Unit.

| Site Description | Rhodia UK Ltd. PO Box 80, Trinity Street, Oldbury, West Midlands B69 4LN  
|                  | Grid Reference SO993885 |
| Classification of emergencies | Level 1 – incident does not impact off site  
|                             | Level 2 – incident may involve activation of off site plan |
| Access and Egress | **Gate A – North entrance**  
|                  | End of Trinity Street by Securicor Omega  
|                  | Use bolt cutters to remove padlock  
|                  | **Gate B – East entrance**  
|                  | Main site car park, north east corner  
|                  | Use bolt cutters to remove padlock  
|                  | **Gate C/D – South entrance**  
|                  | South end of Trinity Street, main entrance to site and Trinity Street.  
|                  | Opened by Lobby man or locking mechanism located at the top of gates if power failure  
|                  | **Gate E – South entrance**  
|                  | South end of Trinity Street. Next to International Technical Centre  
|                  | Access gained via Lobby man or bolt cutters  
|                  | **Gate F – West Entrance**  
|                  | Park Lane by motorway bridge. Near Customised Blending Plant.  
|                  | Use bolt cutters to remove padlock  
|                  | **Gate G – Park Lane by motorway bridge**  
|                  | Use bolt cutters to remove padlock |

**Flood Warning Plan**

**Produced by:** Environment Agency  
**Copies Located:** Resilience Unit and Sandwell Drainage Unit

**Assists with:** understanding flood warning arrangements on main rivers within the West Midlands.

**The document includes:**  
Flood warning codes  
Flood warning service  
Local flood warning services  
Public information
### Rabies Contingency Plan

**Produced by:** Resilience Unit  
**Copies Located:** Resilience Unit and Environmental Health

**Assists with:** defining the actions when preparing for and those that would be taken in the event of an outbreak of Rabies.

**The document includes:**  
- Legislation and information  
- Roles and responsibilities  
- Contact list

### Temporary Mortuary Arrangements

**Produced by:** Resilience Unit  
**Copies Located:** Resilience Unit and Bereavement Services

**Assists with:** defining the arrangements with Kenyon International Emergency Services inc.

**The document includes:**  
- Plan activation criteria and strategy  
- Legislation and information  
- Roles and responsibilities  
- Contact list

### Media Plan

**Produced by:** Resilience Unit  
**Copies Located:** Resilience Unit and Communications and Marketing Unit

**Assists with:** outlining media relations in an emergency and provides guidelines for media statements and interviews.

**The document includes:**  
- Roles and responsibilities

### Rest Centre Plan

**Produced by:** Resilience Unit  
**Copies Located:** Resilience Unit, Rest Centre and Evacuation Staff

**Assists with:** defining the arrangements for opening and managing a rest centre

**The document includes:**  
- Plan activation criteria and strategy  
- Rest Centre Profiles  
- Roles and responsibilities  
- Contact list

### DOERP

**Produced by:** Local Gov Association and agreed by the Department of Trade and Industry  
**Copies Located:** Resilience Unit

**Assists with:** defining the arrangements during a fuel shortage. Section 10 relates to operating the priority use scheme during a fuel shortage.

**The document includes:**  
- Plan activation criteria and strategy  
- Legislation and information  
- Roles and responsibilities  
- Contact list
Section 8

Glossary of Terms
Ambulance Incident Liaison Officer (AIO)
The officer of an ambulance service with overall responsibility for the work of the service at the scene of an emergency. Works in close liaison with the Medical Incident Officer (MIO) to ensure effective use of the medical and ambulance resources at the scene.

Ambulance Loading Point
An area, preferably hard standing, in close proximity to the casualty clearing station, where ambulances can be manoeuvred and patients placed in ambulances for transfer to hospital. Helicopter landing provision may also be needed.

Ambulance Safety Officer
The officer responsible for monitoring operations and ensuring safety of personnel working under his/her control within the inner cordon at a major incident site. Liaises with safety officers from other emergency services.

Ante Mortem data
Information obtained from family, friends etc. about a person who is believed to be amongst the deceased.

Ante Mortem Team
Officers responsible for liaising with the next of kin on all matters relating to the identification of the deceased.

Bellwin scheme
Discretionary scheme providing central government financial assistance in exceptional circumstances to affected local authorities (e.g. councils, police authorities) in the event of an emergency.

Body holding area/body collection point
An area close to the scene of an emergency where the dead can be held temporarily before transfer to the emergency mortuary or mortuary.

Bronze Control
The level at which management of ‘hands on’ work is undertaken at the incident site or impacted areas. This is sometimes referred to as the ‘operational level’.

Cascade System
System whereas one person or organisation calls out others who in turn initiate further call outs as necessary.

Casualty
A person killed or physically or mentally injured in war, accident or civil emergency. For Casualty Bureau purposes the term encompasses any person involved in an incident, excluding evacuees. In maritime emergencies, it is also used to refer to a vessel or persons in distress.

Casualty Bureau
Police central contact and information point for all records and data relating to casualties, evacuees and others affected by the incident.

Casualty Clearing Officer
The ambulance officer who, in liaison with the Medical Incident Officer, ensures an efficient patient throughput at the Casualty Clearing Station.

Casualty Clearing Station
An area set up at the scene of an emergency by the ambulance service in liaison with the Medical Incident Officer to assess, triage and treat casualties and direct their evacuation.

Category 1 responder
Main agencies involved in the response to the majority of emergency situations. Local Authority, Police, Fire and Rescue, British Transport Police, Ambulance, NHS bodies, Health Protection Agency, Port Health Authority, Environment Agency and Maritime and Coastguard.

Category 2 responder
Do not have the likely involvement that a Category 1 has, but will undoubtedly be involved in any incident which affects their particular area. Utility Companies, Health and Safety Executive, Transport Operators (rail, air), Highways Agency.

CBRN
Chemical, Biological, Radiological, Nuclear incident.

Chemet
A scheme administered by the Met Office providing information on weather conditions as they affect an incident involving hazardous chemicals.

Civil Contingencies Act 2004

Civil Contingencies Committee (CCC)
CCC of Ministers (chaired normally by the Home Secretary) convened to provide central government oversight of a major emergency.
Civil Contingencies Reaction Force
Drawn from existing reserve forces, CCRF’s are military forces capable of being mobilised to assist in dealing with civil emergencies in support of the civil authorities and regular forces.

Civil Contingencies Secretariat (CCS)
The Cabinet Officer secretariat which provides the central focus for the cross-departmental and cross-agency commitment, co-ordination and co-operation that will enable the UK to deal effectively with disruptive challenges and crises.

Civil Protection
Preparedness to deal with a wide range of emergencies from localised flooding to terrorist attack.

Command
The authority for an agency to direct the actions of its own resources (both personnel and equipment).

Contingency Telecommunications Provision (CTP)
Satellite phones held by the Resilience Unit.

Coordination Group
A group compromising the senior representative at the scene of a major incident from each service or agency present. The Group is normally chaired by the Police and decides on actions to be taken.

Control
The authority to direct strategic and tactical operations in order to complete an assigned function and includes the ability to direct the activities of other agencies engaged in the completion of that function. The control of the assigned function carries with it a responsibility for the health and safety of those involved.

Controlled Areas
The area contained by an outer cordon; the area may be divided into geographical sectors.

Control Centre/Rooms
Operations centre from which the management and co-ordination of the response to an emergency is carried out. Liaises with other control centres/rooms.

Control of Major Accident Hazards Regulations 1998 (COMAH)
Regulations applying to the chemical industry and to some storage activities, explosives and nuclear sites where threshold quantities of dangerous substances, as identified in the Regulations are kept or used.

Co-ordination
The harmonious integration of the expertise of all agencies involved with the object of effectively and efficiently bringing the incident to a successful conclusion.

Cordon – Inner
Surrounds and protects the immediate scene of an incident.

Cordon – Outer
Seals off a controlled area around an incident to which unauthorised persons are not allowed access.

Critical Business Activities
Those services/duties which the council must continue to provide in the event of major disruption.

DCMS
Department for culture, Media and Sport.

Debriefing
A review of the response to an incident by all of the agencies involved.

DEFRA
Department for Environment, Food and Rural Affairs.

Designated Treatment Centres (DTA)
Maybe opened in the event of antivirals being issued during a Pandemic Flu outbreak.

DFID
Department of International Development.

DfT
Department of Transport.

Devolved administrations
Scottish Executive, Welsh Assembly Government and Northern Ireland Executive.

Disaster Appeal Scheme (DAS)
A guide to setting up post disaster appeal or funds.

DoH
Department of Health.

DTI
Department for Transport and Industry.
Elected Members
Provide a useful link with the community and can be a source of local information. The Duty Emergency Director or Resilience Officer should where possible establish contact with Members representing affected wards or holding relevant portfolios.

Emergency
An event or situation that threatens serious damage to human welfare in place in the UK or the environment of a place in the UK, or war or terrorism which threatens must serious damage to the security of the UK. To constitute an emergency an event or situation must additionally require the implementation of special arrangements by one or more Category 1 responder.

Emergency Mortuary
Demountable (temporary) structures or conversion of existing structures whose function is to provide an area where post mortem and identification examinations of the victims can take place and, where necessary, provide body-holding capability prior to bodies being released for funeral arrangements to be made. Also known as a temporary mortuary.

Emergency Plan
Pre-planned and exercised procedures which are activated once a major incident has been declared.

Emergency Planning Forum
A forum for the improvement of emergency planning in Sandwell MBC (yet to be established).

Escalation
Point at which it becomes necessary to involve additional plans/arrangements in order to respond to the incident effectively.

Evacuation Assembly Point
Building or area to which evacuees are directed for transfer/transportation to a reception centre or rest centre.

Executive Management Team
A team consisting of the Chief Executive and Executive Directors.

Exercise
A simulation to validate an emergency plan or business continuity plan, rehearse key staff or test systems and procedures.

Family and Friends Reception Area
Secure area set aside for use and interview of friends and relatives arriving at the scene, (or location associated with an incident, such as an airport or port).

Family Assistance Centre
A one-stop-shop for survivors, families, friends and all those impacted by the emergency, through which they can access support, care and advice.

Family Liaison Officer (FLO) - Police
Member of the ante mortem team allocated specific responsibility for one or more families of the deceased.

FCO
Foreign and Commonwealth Office.

Forward Control Point
Each services command and control facility nearest the scene of the incident – responsible for immediate direction, deployment and security.

Gold Control
Strategic decision makers at a local level. They establish the framework within which operational and tactical managers work in responding to and recovering from emergencies. Multi agency co-operation at gold level is delivered through the Strategic Coordinating Group.

Government Telephone Preference Scheme (GTPS)
Scheme where registered telephone landline numbers will still be able to receive calls should landline calls become restricted.

HAC
Humanitarian Assistance Centre.

HAT
Health Advisory Team.

Help lines
A service to the public to provide/receive information and assistance during an incident.

Holding Area
Area to which resources and personnel not immediately required at the scene or being held for further use can be directed to standby.

Hospital Documentation Team
Team of Police Officers responsible for completing police casualty record cards in hospital.
**Hospital Friends and Relatives Reception Centre**
An assembly point at a receiving hospital where friends and relatives can be received and arrangements made for their special needs. The receiving hospital is responsible for establishing the centre.

**Identification Commission**
Group representing all aspects of the identification process, which is set up to consider and determine the identity of the deceased to the satisfaction of HM Coroner.

**Incident Control Point (ICP)**
The point from which an emergency service’s tactical manager can control his/her service’s response to a land based incident. Together, the incident control points of all services form the focal point for co-ordinating all activities on site. Also referred to as ‘Silver control’. In London, incident control points are grouped together to form the Joint Emergency Services Control Centre.

**Inner Cordon**
Surrounds and protects the immediate scene of an incident.

**Investigating Agencies**
Those organisations that are legally empowered to investigate the cause of an accident (Air Accident Investigation Branch, HSE, etc).

**Integrated Emergency Management (IEM)**
An approach to preventing and managing emergencies that entails six key activities – anticipation, assessment, prevention, preparation, response and recovery. IEM is geared to the idea of building greater overall resilience in the face of a broad range of disruptive challenges. It requires a coherent multi agency effort.

**Lead Government Department (LGD)**
Government department which, in the event of an emergency, co-ordinates central government activity. The department that will take the lead depends on the nature of the emergency (i.e. DTI in the event of a disruption in the fuel supply, Defra in relation to flooding). The Government regularly publishes a full list of LGD’s.

**Local Resilience Area**
The Civil Contingencies Act requires Category 1 and 2 responders to co-operate with other Category 1 and 2 responders in their Local Resilience Area (the exception of London) is based upon a police area. The principal mechanism for the multi agency co-operation is the Local Resilience Forum.

**Local Resilience Forum (LRF)**
A process for bringing together all Category 1 and 2 responders within a local police area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act.

**Local Responder**
Organisation which responds to emergencies at the local level. These may include Category 1 and 2 responders under the Civil Contingencies Act and other organisations not covered by the Act.

**MACA**
Military Aid to the Civil Authorities

**Major Disaster Advisory Team (MDAT)**
A police service team available at short notice to give advice on certain aspects of major incident management.

**Major Incident**
This term is commonly used by emergency services personnel operationally to describe an emergency as defined in the Civil Contingencies Act.

**Marine Response Centre**
A coordination centre established by the MCA in marine pollution cases requires a national response.

**Maritime Rescue Coordination Centre (MRCC)**
HM Coastguard regional centre responsible for promoting the efficient organisation of search and rescue services and for coordinating the conduct of search and rescue operations within a search and rescue region.

**Maritime Rescue Sub-Centre (MRSC)**
HM Coastguard unit subordinate to a rescue coordination centre and established to complement the latter.

**Marshalling Area**
Area to which resources and personnel not immediately required at the scene or being held for further use can be directed to stand by.
Media Centre
Centre location for media enquiries, providing communication, conference, monitoring, interview and briefing facilities and access to responding organisation personnel. Staffed by spokespersons from all the principal services/organisations responding.

Media Liaison Officer
Representative who has responsibility for liaising with the media on behalf of his/her organisation.

Media Liaison Point
An area adjacent to the scene which is designated for the reception and accreditation of media personnel for briefing on arrangements for reporting, filming and photography staffed by media liaison officers from appropriate services.

Medical Incident Officer (MIO)
Medical officer responsible for management of non-ambulance medical resources at the scene of an emergency.

MoD
Ministry of Defence.

Mobile Telecommunications Privileged Access Scheme (MTPAS)
The MTPAS scheme gives call preference to registered essential users on the four main mobile networks in the UK if the scheme is invoked during an emergency.

Mutual Aid
An agreement between Category 1 and 2 responders and other organisations not covered by the Act, within the same sector or across sectors and across boundaries, to provide assistance with additional resource during an emergency, which may overwhelm the resources of an individual organisation.

News coordination Centre (NCC)
The NCC works with the Lead Government Department to provide coordinated media and public communications support during and emergency.

NISCC
National Infrastructure Security Coordination Centre.

ODPM
Office of the Deputy Prime Minister.

Outer Cordon
Seals off a controlled area around an incident to which unauthorised persons are not allowed to access.

Overall Incident Commander (Gold)
The designated senior officer in charge of the police response who normally co ordinates the strategic roles of all the emergency services and other organisations involved.

Post Mortem data
Information obtained from the post mortem examination.

Primary Care Trust (PCT)
Primary care is the care provided by those professionals the public normally see when they have a health problem (e.g. doctor, dentist optician). These services are managed by the PCT’s.

Radiation Emergency Preparedness and Public Information Regulations 2001 (REPPIR)
Implemented in Great Britain, the articles on intervention in cases of radiation (radiological) emergency in council directive 96/29/ Euratom, also know as BS596 Directive. The Directive lays down the safety standards for protection of the health of workers and the general public against the dangers arising from ionising radiation. The REPPIR also partly implant the Public Information Directive by subsuming the Public Information for Radiation Emergency Regulations 1992 (PIRER) on informing the general public about health protection measures to be applied and steps to be taken in the event of an emergency.

RAYNET
Radio Amateurs Emergency Network.

RCCC
Regional Civil Contingencies Committee.

Receiving Hospital
Any hospital selected by the ambulance service from those designated by health authorities to receive casualties in the event of an emergency.

Recovery
The process of rebuilding, restoring and rehabilitating the community following an emergency.

Regional Civil Contingencies Committee (RCCC)
A committee that meets during an emergency when regional response or other action at regional level is required.
Regional Nominated Coordinator (RNC)
Where emergency regulations are used, central government must appoint a Regional Nominated Coordinator (or Emergency Coordinator in the case of devolved administrations) in each of the English regions to which the emergency regulations apply. The post holder will be appointed to facilitate coordination of activities under the emergency regulations in line with the response strategy and objectives set by central government.

Regional Resilience Forum (LRF)
A forum established by a Government Office to discuss civil; protection issues from the regional perspective and to create a stronger link between local and central government on resilience issues.

Regional Resilience Team (RRT)
Small team of civil servants within a Government Office for the Region working on civil protection issues headed by a Regional Resilience Director.

Rendezvous Point (RVP)
Point to which all vehicles and resources arriving at the outer cordon are directed.

Resilience
The ability of the community, service or infrastructure to withstand the consequences of an incident.

Rest Centre
Premises used for temporary accommodation of displaced persons and evacuees following an incident.

Risk
Risk measures the significance of a potential event or situation in terms of likelihood and impact.

Risk Assessment
A structured and auditable process of identifying significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and action.

RRF
Regional Resilience Forum.

Salvage Control Unit
A unit established to support the Secretary of State's Representative in marine salvage incidents.

SCC
Strategic Coordination Centre

Scene Access Control Point (SACP)
Provides access through the outer cordon for essential non-emergency service personnel.

Search and Rescue (SAR)
Operations for locating and retrieving persons in distress, providing for their immediate needs and delivering them to a place of safety.

Search and Rescue Mission Coordinator
The MCA officer assigned to coordinate the response to an actual or apparent maritime distress situation.

Senior Investigating Officer (SIO)
The senior detective office appointed to assume responsibility for all aspects of the police investigation.

Silver Control
Tactical level of management introduced to provide overall management of the response to an emergency. Silver Managers determine priorities in allocating resources, obtain further resources as required, and plan and coordinate when tasks will be coordinated.

Site Incident Officer (SIO)
If an incident occurs within the perimeter of an industrial or commercial establishment, public venue, airport or harbour, a representative from the affected organisation will liaise with the emergency management structure.

SITREP (Situation Report)
A report produced by the (duty) Resilience Officer or Emergency Director as to the current state of the incident and potential issues.

Statutory Services
Those services whose responsibilities are laid down in law, e.g. Police, Fire, Ambulance services, HM Coastguard and local authorities.

Strategic Coordinating Group (SCG)
Multi agency group, which sets the policy and strategic framework for emergency response and recovery work at the local level in England and Wales (see also Gold).
**Subsidiarity**
The principle that decisions are made at the lowest appropriate level, and higher levels only become involved where necessary.

**Survivor Reception Centre**
Secure area where survivors not requiring acute hospital treatment can be taken for short term shelter, first aid, interview and documentation.

**Temporary Mortuary**
See emergency mortuary.

**Triage**
Process of assessment of casualties and allocation of priorities by the medical or ambulance staff at the site or casualty clearing station prior to evacuation. Triage may be repeated at intervals at a receiving hospital.

**Utilities**
Companies providing essential services, e.g. water, energy, telecommunications.

**Voluntary Organisations**
St John Ambulance, WRVS, British Red Cross, Faith Groups etc.