



# **Brentwood Borough Council**

## **Major Incident Plan**

**Prepared by**

**The Emergency Planning Department**

**June 2012**

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Working in partnership with Essex County & Brentwood Borough Council

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## Version Control

Version Number	Date	Details of Change	Editor
Edition 4	3 July 2012	Reviewed and revised document	Luke Lambert
Edition 5	14 Feb 2013	Review of Contact Numbers	Luke Lambert

## Plan review and Maintenance

The Brentwood Major Incident Plan (MIP) will be maintained by Brentwood Borough Council (BBC) Emergency Planning. Updates and amendments should be notified by email to: [emergency.planning@brentwood.gov.uk](mailto:emergency.planning@brentwood.gov.uk)

The MIP will be reviewed as follows (which ever occurs first)

- Every 3 years
- Following an incident requiring the MIP to be activated
- relevant to any new or amended emergency planning guidance

## Training and Exercising

Relevant council officers: First Call Officers, Corporate Leadership Board, Rest Centre Volunteers, Command & Control Volunteers, Councillors and relevant officers with an operational role will receive training on the Brentwood MIP as appropriate.

## Copyright

This document is subject to copyright legislation and no parts thereof shall be copied by any means without the approval of the Managing Director of Brentwood Borough Council.

## Disclaimer

No guarantee or responsibility is taken for the accuracy of the information contained herein through every precaution has been taken to ensure, as far as possible, that the information is accurate.

## Acknowledgement

BBC acknowledges the assistance provided by all partner agencies in producing the Borough MIP.

## Equality & Diversity Statement

BBC is committed to treating all members of the community with fairness and respect regardless of their ethnic background, gender, religion, disability, sexual orientation or their socio-economic background. This plan has been written by BBC, as apart of their responsibility to protect and assist the community and as far as reasonable in the circumstances. All steps have been taken to ensure that no member of the community shall be unfairly treated, discriminate against or disadvantaged as a result.

## Distribution List

Role	Organisation	Type: Hard or Electronic
Managing Director	BBC	Hard
Strategy & Corporate Services	BBC	Hard
Legal & Governance	BBC	Hard
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Performance & improvement	BBC	Hard
ENV Health & Licensing	BBC	Hard
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Street Scene	BBC	Hard
Corporate Finance	BBC	Hard
Communications Lead	BBC	Hard
Emergency Planning Lead	BBC	Hard
ECPEM DO	ECFRS	Electronic
JEPO	ECFRS	Electronic

**Preface**

This document has been prepared by the Brentwood Borough Council Emergency Planning:

Please note the Brentwood MIP is classified PROTECTED and is therefore NOT to be shared without first consulting Brentwood Emergency Planning. The Brentwood MIP is designed to ensure that all Brentwood Borough services and agencies have the same information and is NOT to be published on the internet or issues publically. Without first consulting Brentwood Borough Council Emergency Planning.

In summary:

- Brentwood Borough Major Incident Plan

This plan sets out BBC's response to a Major Incident. It identifies roles, responsibilities, methods of disseminating information and warnings and sets out the specific actions of the Council.

The Brentwood MIP should be read in conjunction with the following multi-agency supporting documents:

- ERF Combined Operational Procedures Essex (COPE) Document
- Essex County Council Civil Contingencies Plan 2012

Further interdependent and supporting plans will be referred to in the above plans.

## **Managing Director Policy Statement**

This is the fifth edition of the Borough Major Incident Plan and has been produced under direction of the Managing Director. The Plan is in two distinct parts:

**PART ONE** - Consists of the generic response procedure the Council will deploy to any major emergency.

**PART TWO** - Identifies specific hazards and sets out unique response procedures, where appropriate.

Brentwood Borough Council considers the maintenance of the health, safety and welfare of those who live, work, visit or pass through the Borough, together with an unpolluted environment as a principal corporate commitment.

Day-to-day working practices have evolved which enable and encourage everyone to enjoy the facilities of the Borough in as safe an environment as possible. It is hoped by strategic planning and enforcement of legislation that potential hazards have been identified and the risks negated.

The Council however, is not complacent and recognises that a major emergency could occur anywhere within the Borough with little or no warning. The purpose of this plan is to mitigate the effects of these emergencies as far as reasonably possible.

This Plan only relates to the Councils responses to a **MAJOR EMERGENCY INCIDENT**. Calls made to the Council for responses to minor emergencies, i.e. road repairs or house maintenance, etc are made as part of the Councils everyday operation, and are therefore **NOT** part of this Plan.

This document is the copyright of Brentwood Borough Council and no copy or extract may be taken, or used from it, without the written approval of the Managing Director. In this Plan no reference is made to gender, therefore "his" means "hers" and vice-versa.

This Plan has been rewritten to maintain its current authenticity and to incorporate procedures, which might have been adopted since the previous edition. This Plan becomes effective as of June 2012 and is to be reviewed annually and following any Major Emergency.

Alison Crowe

Managing Director

Brentwood Borough Council

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In the Event of an Emergency Call go to these Sections

# **Brentwood Borough Council**

## **Major Incident Plan**

### **Part One**

#### **PART ONE OF THE MAJOR INCIDENT PLAN DEALS WITH GENERIC ISSUES**

**Part 1 can be released to members of the public, the  
Appendixes accompanying Part 1 cannot.**

## Statement of Intent

A major emergency can be defined as *a: major threat to life, the environment or the community, requiring exceptional use of resources to restore normality.*

Major emergencies rarely occur, when they do it is expected that Local Government and other Category 1 responders (as detailed in the Civil Contingencies Act 2004) are prepared and able to respond to them. It should be remembered that, wherever possible, a *normal service* should be maintained in addition to the incident response. It is accepted that there are a number of minor incidents when the assistance of the Council is requested by the Emergency Services. These requests will usually be met without the need to invoke this plan.

It should be understood, that no plan, regardless of how well it is written, could cope with every potential incident. A large degree of flexibility is required in responding to many incidents and senior officers of The Council must be aware of this.

The Council will do all that it can to assist the response to a Major Incident, but in broad terms, under the current legislation a local authority has a legal responsibility to:

- Maintain Services which are considered essential
- Co-ordinated the non-Emergency Service response to an incident
- Maintain a full record of the events
- Provide and manage Rest Centres
- Assist the Emergency Services in Dealing with a situation
- Provide communications, warning and informing to local communities

A successful response to a Major Incident will depend upon clarity of roles and a clear understanding of each agencies limits and requirements. Without such understanding, confusion can arise and the combined approach capability will be reduced.

## Aim of This Plan

This is the generic major incident response plan for BBC. Given the nature of emergency incidents, it will not be possible to set out the actions that will be taken for specific emergencies.

The Council accepts that a major incident could adopt many different guises and that the subsequent response would therefore need to be flexible enough to meet varying needs. This plan sets out the general responses that this Council will follow in response to a major emergency incident.

## Objectives of This Plan

The objectives to this plan are to:

- Identify potential hazards
- Provide a Management Framework and outline Roles and Responsibilities
- Provide a structure on which management can co-ordinate the efforts of all Agencies
- To mitigate the effects of an emergency upon the people and environment of the borough
- Provide *generic* response procedures to any emergency with sufficient flexibility to enable the unique requirements of the situation to be met
- Provide a framework to enable the Lead Officer to co-ordinate the operational responses leading to the recovery phase and rehabilitation of the community together with the restoration of the environment

## Invoking This Plan

The Managing Director, First Call Officer (FCO) or nominated member of CLB following advice from various sources must determine whether it is necessary to invoke this plan.

Should the incident require the assistance of the Council: the FCO will liaise with the Managing Director (or on-duty CLB Nominee) to seek the relevant authority and take the necessary actions or organise the relevant resources.

## Plan Ownership and revision

This plan is intended to establish the Council response to a Major Incident. It will not overwrite or counteract the procedures of the Emergency Services, involved agencies or other Local Authority Plans. This plan is revised every 3 years or following its invocation as part of a Major incident.

## Integration

This Plan integrates with the following documents enabling a cohesive response to any major emergency occurring within the Borough without duplication of effort:

- ERF COPE Manual (Combined Operational Procedure for Essex)
- Home Office CCA. 2004 Guidance
  - Part 1 - Emergency Preparedness
  - Part 2 - Responding To Emergencies
- Local Authority Emergency Response Plans produced by neighbouring authorities and Essex County Council Plans produced to mitigate specific or known threats

The reader is referred to the following authority interdependent and supporting plans and procedures (all protected documents):

- Command and Control Procedures
- Brentwood Rest Centre Plan
- Emergency Support Team Handbook
- Brentwood Operational Flood Plan
- Brentwood Communications Strategy

### **Definition**

For the purposes of this Plan, a Major Emergency may be defined as *any serious disruption to the normal life of the Borough*, which causes or threatens:

- An event or situation, which threatens serious damage to human welfare
- An event or situation, which threatens serious damage to the environment
- War, or terrorism, which threatens serious damage to security

*Definition from Civil Contingencies Act 2004 (CCA. 2004)*

Such incidents would be on a scale beyond the every day working capacity of Council services, and require a special mobilisation or re-organisation of services.

For simplicity, terms such as – Disaster, Major Accident, Tragedy, Catastrophe, etc are deemed to have a similar meaning to **Major Incident**, and therefore this term will be used throughout this Plan. For a full list of statutory legislative drivers for this plan, please see Appendix D

The CCA 2004 splits agencies into 2 categories: Cat 1 & Cat 2 type responders. Cat 1 responders are at the core of any response to a Major Incident, Cat 2 are heavily involved in incidents which affect their own sector

Category 1 Responders include:

1. Emergency Services - Police, Fire, Ambulance
2. Local Authorities - including County Council, Boroughs and Unitary Authorities
3. Government Agencies i.e. Environment Agency
4. Health Bodies, Primary Care Trusts (etc)

Category 2 Responders currently include:

1. Utilities
2. Transport providers (Network Rail, TFL etc.)
3. Health & Safety Executive (HSE)

**Cat 1 & 2 responders come together to form Local Resilience Forums**

## **Emergency Incidents - General Incidents**

It would not be possible or prudent to list all the potential incidents that may require a Council response.

Response to a Major Incident is usually at the request of the Emergency Services and normally requires the set up of a rest centre, emergency feeding arrangements and/or transport from an area requiring evacuation.

The relevant organisations would, usually be notified of the situation, by the Emergency Services.

The Emergency Services will in the first instance deal with terrorist activity and threats, major fires and chemical incidents. While the lead responsibility for dealing with Chemical, Biological Radiological and Nuclear (CBRN) incidents falls on the Essex Fire and Rescue Service (ECFRS), the Environmental Health Officers (EHO) of the Council may also be required to respond to some chemical incidents.

It should however be noted that Council officers do not have access to the specialist clothing to enable them to enter a potentially dangerous environment. The response could therefore be limited, or remote in some situations.

The main resource implications for the Council will arise in the remediation and recovery phase of a significant incident. Resource implications and requirements for the Council will generally be higher during this phase, than in the initial response.

## **Liaison Officers**

In many emergencies, it will be necessary to provide Liaison Officers to other authorities or agencies. They will normally operate from the command post (Bronze, Silver or Gold) of the principal organisation.

It is imperative that these Officers are fully briefed concerning the situation and have the ability to maintain communications with the Command & Control Room.

Ideally, Liaison Officers should have the delegated authority to make decisions (within their scope of speciality or profession) on behalf of the Council.

This is especially important where contact or communications with the relevant Director is not possible or an urgent decision is required by one of the Emergency Services.

There must be a dedicated point of contact for the liaison officers to obtain advice or the authority to make decisions. Liaison officers are required to maintain an accurate log of all decisions made and, if not by themselves, by whom, and at what time. Due to the potential for distraction, Liaison Officers will not necessarily have control of other Council resources responding to the same incident.

### **Post Incident Stress/ Staff welfare**

In the case of some Major Incidents, there is a possibility of staff suffering from some form of posttraumatic stress disorder. The Council will endeavour to support staff recovering from the effects of this condition. Staff who are exposed to stressful situation will be offered posttraumatic stress counselling. Details of which can be obtained from Human Resources.

It is necessary for the Strategic Emergency Management Team to give due consideration to the nature of the incident and, the potential affects that attending the site may have on staff. This is particularly important where there have been fatalities.

### **Incident response & Memorandum of Understanding**

The Council will respond to an emergency either in support of the Emergency Services, to assist the community or, in some cases neighbouring districts. Where an emergency is geographically contained within the Borough the MD will lead the Council's response. If the scale of the emergency is such that the Council is unable to manage the required level of response, or, where there are, other districts involved Essex County Council may be requested to assist.

**Whatever the case, the MD retains full control and responsibility for the Council response.**

### **Hazard Identification and Assessments**

The Council maintains a high level of preparedness to deal with any major incident affecting the area. This is done in line with new regulations (15 and 16) under the CCA, which require all Category One Responders to work co-operatively to produce and maintain a Community Risk Register (CRR).

The Essex Resilience Forum (ERF) has developed a Community Risk Register to identify the risk of hazards across the County.

Brentwood has used the information held in this document to create a specific Brentwood Community Risk Register (BCRR).

This document is regularly reviewed and used to identify and prioritise contingency planning, training and exercising.

The ERF Community Risk Register can be viewed on request to the ERF.

The (BCRR) can be accessed through the internal document library.

Some emergency incidents defy any amount of planning and have to be responded to as the situation demands. The principles of Integrated Emergency Management still apply in this type of occasion.

The main Risks identified within the Borough come from the following areas:

- Industrial Strike Action including Fuel Protests
- Severe weather related events including Snow, Ice and Flooding
- Major Rail or Road Traffic Incident
- Large Fire or explosion involving a flammable or toxic substance for e.g. LPG

In addition to those listed on the BCRR, there are identified risks in neighbouring districts which have the potential to impact on the Borough and require the activation of this plan. Site-specific Risk assessments will be undertaken by those responsible for any risks owned by the private sector. The Council at this time does not necessarily know specific details of these sites but we would be contacted at the time of an incident.

The CCA requires partner organisations to share their risk assessment information with Emergency Planning. Risk assessments on Council owned land or properties have, or will be undertaken by appropriate competent persons.

### **Statutory Provisions**

As the District Local Authority for Brentwood, the Borough Council is obligated by law to undertake certain prescribed functions in respect of Emergency Planning.

The most important legislation is set out in Appendix D of this Plan.

## **Brentwood Councils Operational Response**

Notification of an incident or requests for assistance will most likely come from the Police or the Essex Civil Protection & Emergency Management Duty Officer (ECPEM DO). However, requests may also come from other sources such as utilities operators, Parish Council, other agencies and/or members of the public.

The officer receiving the call should then alert the Emergency Planning Officer and/or MD/ FCO to discuss appropriate actions.

The lead officer should then call the ECPEM DO, if they have not initiated the call: to advise them of the situation and enable their call out procedure to be initiated, if it is required.

Initiating this process at the earliest date allows rapid deployment of shared resources should they be required later in the incident.

## **Channels through which notifications could be received**

### **Essex Civil Protection & Emergency Management Duty Officer (ECPEM DO)**

- The ECPEM DO system co-ordinates Essex County Council Emergency Planning response procedures outside of normal working hours
- They can be used to provide a wide variety of resources and services and are able to facilitate the provision of voluntary support staff

### **Brentwood Town Hall Main Reception**

- Calls may be received by reception, which will be forwarded onto the Business Improvement Manager or the Emergency Planning Officer

### **Brentwood Council Out-of-Hours Emergency**

- Out of hours requests will come in on the out-of-hours emergency number
- Depending on the incident, out-of-hours staff have been instructed to ask the Police for all available information and then contact the FCO or the Business Improvement Manager
- For more information, see the officer action cards in Part 2 Operational Procedures.

## **Types of Notification, That Might be Received (not exhaustive)**

### **Met Office Weather Warnings**

- Notification of Severe Weather Events – winds, snow, rain/ severe cold or heat
- Faxed/ e-mailed notifications to Depot Operational Services, Business Improvement Manager and Emergency Planning Department

## **EA Warnings**

- Flood Warnings and Severe Flood Warnings

## **Animal Health (received via DEFRA in most cases)**

- Notification of suspected/ confirmed notifiable animal disease
- Notification for state veterinary service to the Council Emergency Number

## **Radiation Incident Monitoring Network (RIMNET)**

- Notification of incident involving radiation
- Emailed/ faxed to the Brentwood Emergency Planning Officer/ Liaison and the ECPEM DO
- Emergency Planning Officer/ Liaison or ECPEM DO will the notify relevant department

## **Types of Notification received from the Emergency Services**

### **(list is not exhaustive)**

- Request with and /or for emergency transportation
- Request to open an evacuation or emergency Rest Centres
  - See Brentwood Rest Centre Plan
- Request for building control officer for a dangerous structure
  - See Action Cards in Section Part 2
- Request from Social Care to provide information on vulnerable residents

## **Stages of Notification**

### **Stage 1 Receiving the Alert**

Notification is made through a Council telephone number or the Out-of-Hours Emergency line by the Emergency Services, ECPEM DO, Essex Resilience Forum (EFR) and/or another resilience partner

### **Stage 2 Making the Decision to Activate**

To trigger the MIP, the notification must establish that a Major Incident has occurred and/or is likely to occur and will require special measures from Brentwood Borough Council.

In most cases, the Police or Fire Service will declare a Major Incident: however, sometimes they are delayed in making this decision. The decision of whether to activate this plan and what stage of notification to set initially should be made using the proceeding Flow Chart and notification instructions on pages 19 and 20.

This plan may also be activated under Mutual Aid Agreements with neighbouring authorities, where an emergency has occurred which exceeds their capacity to respond and they require assistance.

The decision of whether to activate the MIP should be made in consultation between the Emergency Planning Officer/ Liaison, FCO and if possible any other relevant Heads of Service.

### **The MD as head of the Authority has direct responsibility for activating this Major Incident plan**

#### **Standby**

This stage should be used when a Major Incident is anticipated i.e. notification of a Severe Weather event has been received. The purpose of **Standby** is to alert staff to prepare plans, procedures and resources for a potential response to a Major Incident.

**Standby** activation may be used when:

- Notification of an incident which if the situation deteriorates will require an emergency response from Brentwood
- An abnormal number of calls have been made to the Council switchboard or Out-of-Hours number requesting support or assistance relating to an incident
- Notification from the Emergency Services or ECPEM DO that a partner agency have activated their own Emergency procedures
- A 'rising tide' type speculation in the media e.g. relating to fuel shortages/ notifiable disease outbreak
- Information is received from a sub-national body or Central Government about a potential Major Incident.

#### **Implementation**

Implementation should occur when a Major Incident has occurred or is likely to occur

Examples include:

- An extraordinary incident which requires extensive mitigation and response measures to be implemented by BBC
- A request for urgent assistance from a neighbouring authority who have been overwhelmed by an incident

## Stand Down

A Stand-down order must be issued to all personnel and services that have been placed on Standby or activated as part of the Major Incident Plan. Stand Down can only be issued when notification has been received that the Incident is over and the risk removed, usually by Police or ECFRS.

**All officers who have responded must maintain a Major Incident log of requests, decisions and actions. It is imperative that each officer checks their log to ensure that all persons they have activated as part of the Major Incident have been stood down. A Major Incident Log can be found in Appendix E**

## Notifying Partners of Plan Activation

The FCO has responsibility for activating the notification procedure should this plan need to be activated.

The notification process should follow the procedures set out on the following pages, the appropriate officer or hazard action card from Part 2 Operation Procedures and the Brentwood Control Centre Activation Procedures, should these be required.

If the plan is activated the Duty member of CLB will notify staff using the contact details held within the Emergency Call-Out List Appendix B. Upon notification that the plan has been activated it is the responsibility of Heads of Service to notify any officers who are required.

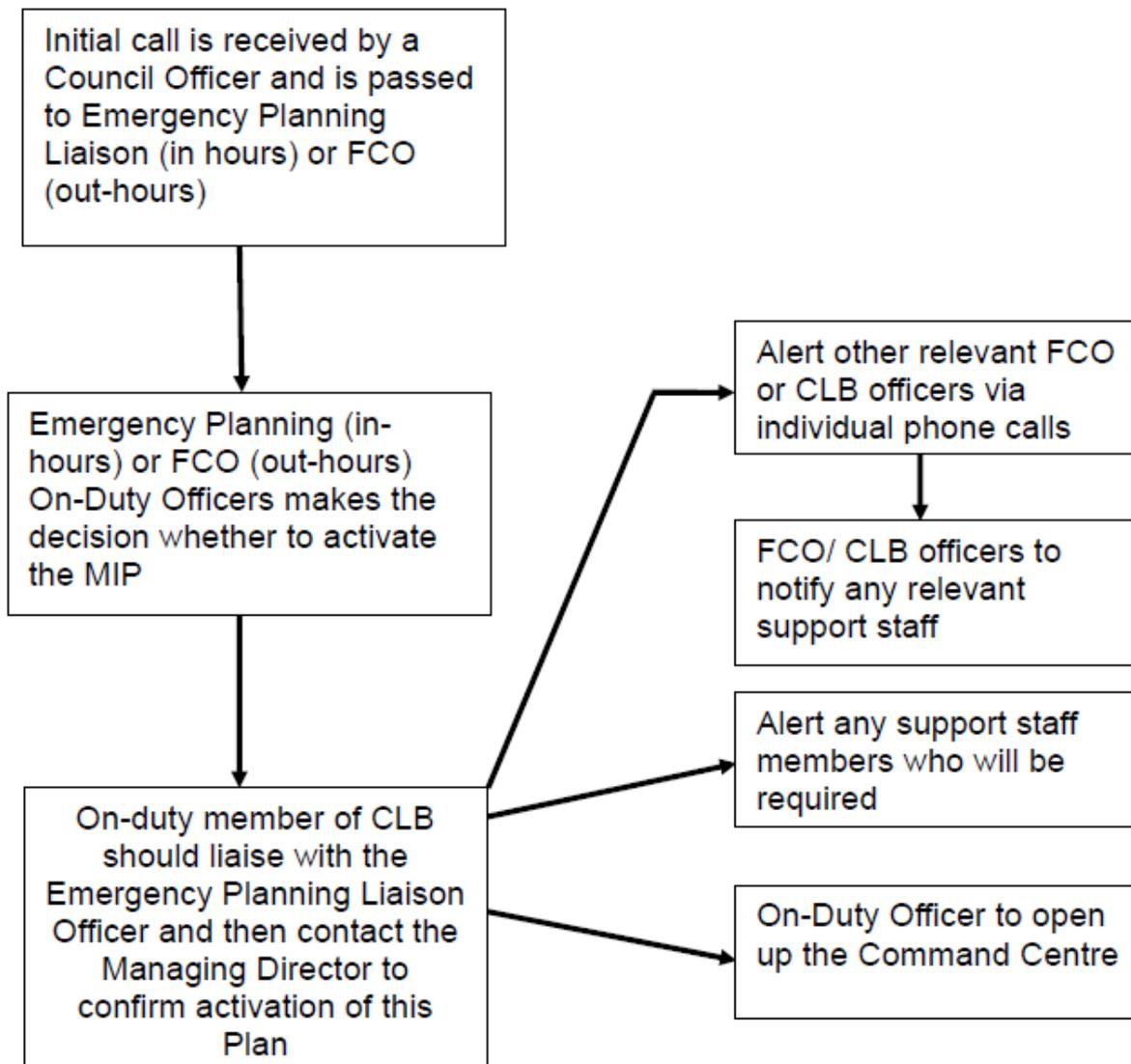
## First Call Officer

Specific Directors and Heads of Service have been trained in the function of *First Call Officer* (FCO). They operate on a rolling call-out rota with the *Duty FCO* retaining the duty for approximately one week.

The FCO will:

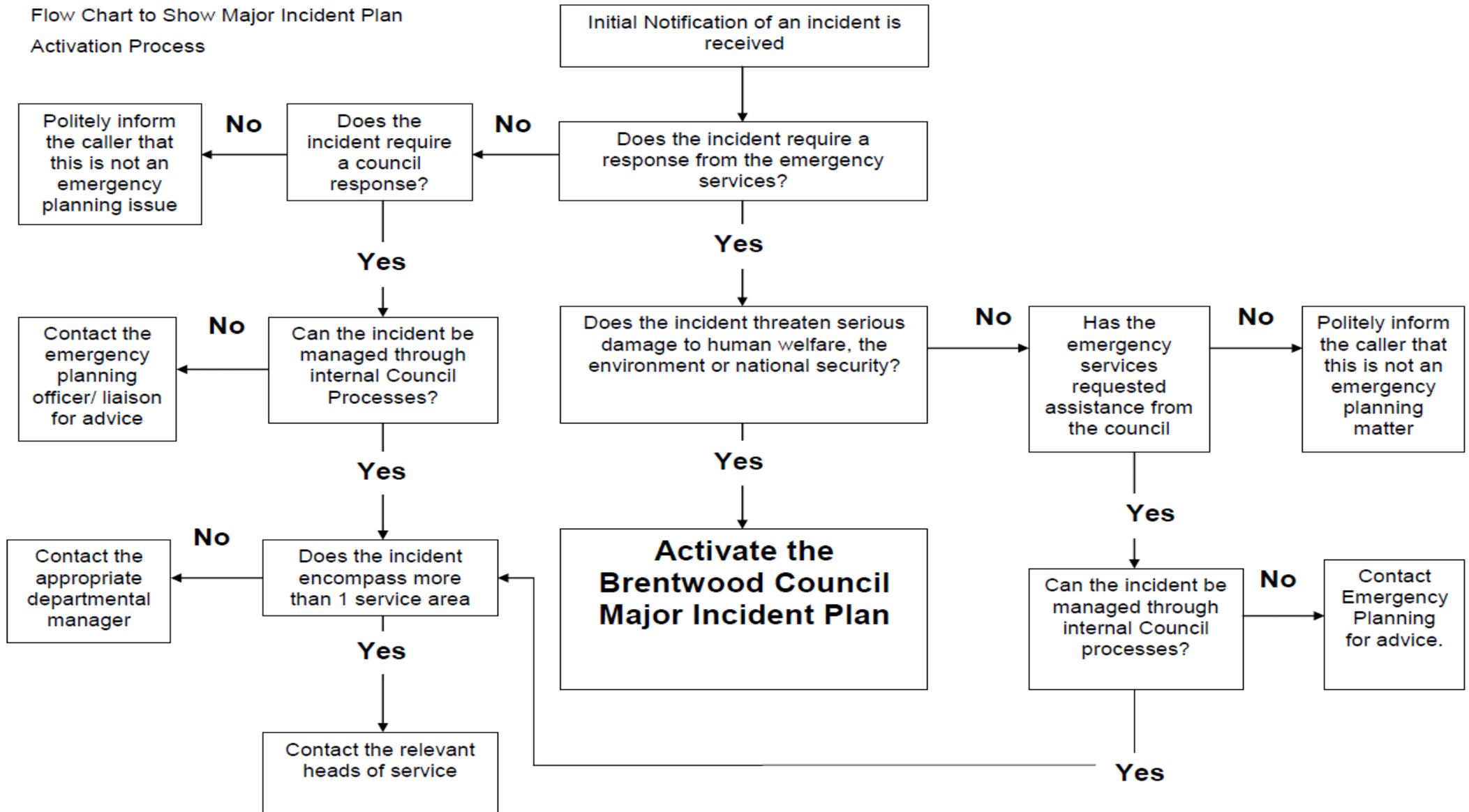
- Accept the initial details of an emergency call from the out-of-hours Officer
- Decide upon an immediate course of action and commence the mobilisation
- Liaise with the MD or the appointed deputy
- Act upon the decisions of the MD
- All FCO's have been issued with procedures and guidelines that should be followed. Each FCO is to ensure copies of the procedures are available in their office and at their home.

### Flowchart Summary of the Major Incident Plan Notification Process



**The officer receiving the initial call should refer to their Operational Guidance or the Taking the Call Checklist in Part 2. A Major Incident Log Must be started on receiving your initial call. Major Incident Logs can be found in Appendix E**

### Flow Chart to Show Full Activation Process of a Major Incident



Protected

Compiled by Luke Lambert Joint Emergency Planning Officer

## **Authority to Declare a Major Emergency**

It is possible for the Council to become involved in a major incident in three ways:

- An incident in which the Emergency Services declare a Major Incident
- An incident which places immediate undue strain upon the services of the Council
- A run of similar calls to separate incidents that slowly gathers pace and starts to place increasing strain on Council services

## **Emergency Services**

As previously stated the Police are the *triggering authority* for a Major Incident, However, within the agreed procedures any of the Emergency Services can declare a *Major Incident*

## **The Council**

Only the MD, Director, or Head of Service in their stead is permitted to declare a *Major Incident* on behalf of the Council.

Any operational services of the Council, which find themselves under undue pressure from a number of similar incidents, should report the matter immediately to their Head of Service. The matter will be discussed with the MD or nominated deputy who will then agree on a course of action, which may/or may not, include the activation of this Plan, either in part or totality.

As soon as it is decided to activate this Plan, Police Headquarters Force Information Room, Epping Forest and Brentwood Police Central Divisional HQ and the ECPEM DO is to be informed that BBC is responding to a Major Incident. A full and detailed explanation must be given with the initial call.

## **Mobilisation**

### **Authority to Mobilise**

The authority to mobilise the Council's resources, and request support from any other Organisation, Service or Agency is the sole prerogative of the MD or FCO acting in their stead.

## **Delegated Authority**

Delegated authority to initiate urgent and immediate responses has been given to FCO's. It is a requirement that once the immediate actions have been undertaken by the FCO will contact the MD and advise them of the situation.

## **Other Agencies**

The Council has the facilities to contact direct, or to request the ECPEM DO to contact any Service, Organisation, or Agency requesting their support. Once contact has been established and the request for assistance made and accepted, it is expected that they will mobilise without further recourse to the Council.

## **Co-ordination**

### **Co-ordinated Response**

It is essential that a co-ordinated response is maintained throughout any Major Incident to maximise upon the skills and expertise of every organisation and to prevent duplication of effort.

The Council will co-ordinate the response mounted by any authority, organisation or agency, other than the Emergency Services, in support of the local authority effort deployed within the Borough.

### **Overall Co-ordination**

Throughout the operational phase of any Major Incident, the Police will act as the overall co-ordinators of the incident. The Officer exercising overall command will probably be a Chief Police Officer acting as the *Gold Commander*.

At some time during the progress of the incident by mutual agreement, it will be apparent that the incident has been stabilised and can move into the *recovery phase*. When this point is reached, again by mutual agreement the role of *Gold Commander* will pass to the Borough Council's MD.

Although the MD will assume the role of *Gold Commander*, it will nevertheless be essential that executive control of the local authority's co-ordinated response be maintained. At this time, the role of *Incident Controller* will pass to a FCO.

### **Inter-Council Co-ordination**

It is probable that any *Major Incident* affecting Brentwood could also create severe problems to neighbouring Councils. To ensure an effective overall response it is essential that the Councils involved, work in harmony.

Co-ordination of the local authority response on this wider scale will be achieved thus:

- Only Brentwood Borough involved: The MD will co-ordinate
- Brentwood Borough plus one other neighbouring Council involved. The two MDs and/or Chief Executives will agree who will act as the co-ordinator
- Brentwood Borough together with 2 or more neighbouring Councils involved: Essex County Council Chief Executive will co-ordinate

It must be noted that regardless of who acts as the Co-ordinator, the actual deployment of the response made within Brentwood will always be under the command of the MD.

### **Political Co-ordination**

Throughout any major emergency affecting, the Borough there will always be a *Political dimension*. It is essential that Members maintain the *Political* overview of the incident and give total support to the Controller.

During an actual incident, the full emphasis of Members must be to ensure that the *best is provided* for the people and environment of the Borough. There will also be a need to maintain a high civic profile throughout the emergency.

To achieve this without duplication of effort or conflicting interests Cabinet will provide the political overview and facilitate any liaison between Members and the Controller.

### **Parish Councils**

There is no statutory obligation upon any of the Town or Parish Councils within the Borough to undertake any action in connection with Emergency Planning.

However, it is recognised that should their locality be involved in a Major Incident it would be of value have a working understanding of the Parish and Borough requirements.

The Controller at their discretion will initiate any necessary liaison with the Parish Council. It is assumed that the Parish Councils will be better placed to identify local needs and unique problems as the result of the emergency. Therefore allowing the BBC major incident response greater accuracy.

## Command & Control

### Managing Director

#### Planning Stage

- Ensure an appropriate level of pre-emergency planning is maintained and reasonable resources provided

#### Operational

**Note** these additional responsibilities will devolve onto any FCO acting as *Incident Controller* in absence of the Chief Executive, or delegated by them.

- Be appraised of every Major Incident likely to involve the Borough
- Assume the role of *Incident Controller* of the corporate response by the Council to any major Incident
- To be made fully conversant with the overall strategic objectives of the *Gold Commander*
- In association with other Officers assess the likely impact upon the Borough and the possible responses the Council may be required to take
- Authorise the mobilisation and deployment of resources to achieve stabilisation of the situation and safe recovery to normality
- Chair meetings of the Strategic Emergency Management Team
- Order the activation of any of the council's emergency plans and procedures, as a whole or in part, or combination of parts at their discretion
- Ensure close liaison is maintained with Civic Leaders, Government, other councils, the Emergency Services and the Supporting Agencies
- Ensure proper Media Liaison and ensure an appropriate service of warning and information to the public is maintained
- Authorise such expenditure, as deemed necessary to deal with the emergency
- Authorise the request for, or detachment of staff and/or resources, as *Mutual Aid* between local authorities
- Assume the role of *Local Authority Gold Commander* during the recovery phase of an emergency.
- Should a *State of Emergency* be declared assume such additional roles and exercise extra statutory powers as decreed by Government.

## First Call Officers – Directors and Heads of Service

### Pre-Planning Stage

- To support the MD in all matters relating to emergency planning
- In conjunction with other members of the Emergency Management Team consider strategic aspects of emergency planning as presented to them by the Emergency Planning Officer and/or Emergency Planning Co-ordinator
- To be a member of the FCO schedule, and assume the role of FCO for approximately one week every calendar month as part of the rolling rota

## Operational

- Be a Member of the Management Team addressing strategic issues of the emergency
- To assist the *Incident Controller* to mitigate the effects of the emergency upon the Borough
- Represent the Council at Media interview as required
- Act as the *Incident Controller* in the absence of, or if delegated by the MD
- Act as the Senior Liaison Officer, representing the Controller at *Gold Command* if required
- Redeploying staff from routine duties, to support the Councils wider response to the emergency, as necessary
- Maintain the basic level of essential services ordinarily provided by the Council
- Undertake such other roles or responsibilities as may be necessary during the emergency.

## Corporate Leadership Board (Members of Senior Management not yet included)

### Pre-planning Stage

- To support the MD in all matters relating to emergency planning
- Encourage staff to become involved in emergency planning
- With respect to specific responses assume responsibility for the operational preparedness of one of the Council Response Teams
- Consider strategic and tactical aspects of emergency planning as presented to them by a Emergency Management Team, Emergency Planning Officer and/or Emergency planning Co-ordinator

## Operational

- Oversee the operational deployment of a specific response being delivered by the Council (as appropriate)
- Be a member of the Emergency Management Team as required
- Assist the FCO or Emergency Management Team as required
- Maintain the maximum provision of services to the public as are possible within the constraints of the Major Incident
- Adapt normal working procedures to assist the Council to maintain its response to the emergency
- Undertake such other duty or responsibility as may be necessary during the emergency

## The Cabinet

The role of the cabinet is to:

- Provide Member support to the *Incident Controller*, as requested during any Major Incident
- Approve recommend and monitor Emergency Planning arrangements
- Meet the operational objectives of political Co-ordination and maintain a *Political Overview* by liaising with cabinet members as appropriate
- Ensure appropriate staffing of the members room throughout the Incident
- Act as, or provide Members for Media interviews as appropriate
- Respond to visits by VIP's

**Note Members are not expected to visit the Emergency Command Centre except by prior agreement of the Incident Controller**

## Elected Members

- Support the Cabinet response
- Support the Emergency Management Teams response
- Provide local or specialised knowledge to Emergency Management Teams or Cabinet as appropriate
- Ensure the Emergency Management Team is aware of any local ward issues
- respond to visits by VIP's
- Respond to Media enquiries as appropriate

## Emergency Planning

### Pre-Planning Stage

- To ensure the duties as laid down in the CCA 2004 are met
- To advise the MD and CLB on all matters related to emergency planning, enabling the Council to fulfil its statutory obligations
- To identify potential hazards both natural and man-made likely to affect the population and environment of Brentwood Borough and to produce effective plans to mitigate those effects
- In conjunction with other officers, interpret and review all emergency plans, policies, and procedures produced by other agencies
- In conjunction with other officers, ensure the Brentwood Control Centre is provided with a comprehensive communications facility without reliance upon any one media
- To liaise with the Emergency Services, Government, Local Authorities, Industry and the Voluntary Sector to ensure a co-ordinated response and deployment during any Major Incident
- In conjunction with other officers, ensure adequate facilities are available to facilitate an immediate opening of a Rest Centre within the Borough
- To ensure Members, Staff and the Volunteers are properly trained in their emergency response role
- To represent the Council on Committees or Working Groups formed by the ERF or other bodies to consider emergency planning issues

**Operational**

- To act as Emergency Planning Advisor to the MD
- In conjunction with other officers, provide specialist support to other Officers of the Council in their response to a Major Incident
- To brief members and officers on the background, statutory aspects, and general overview of the emergency, as required
- Provide a liaison bridge with other Organisations
- To undertake such other duties as may be specified by the *Incident Controller*

**Other Council Staff****Specialist**

Officers may have an expectation to respond by virtue of their normal role, or because they are trained to undertake specialist duties during an emergency. In either case, if available, are expected to respond to the emergency and should be given leave to do so by the relevant manager.

**Other Officers**

During a Major Incident, it is probable that Officers will need to be redeployed during the working day, or called in out-of-hours. While there is no out-of- hours commitment upon staff: it is hoped that they will respond to requests for assistance.

Once in attendance they will be tasked with, helping un-trained officers until they become conversant with the function and will then take over, releasing the specialist to move on.

## **Emergency Management Teams (EMT)**

- Following notification of a Major Incident, an EMT (and supporting team as appropriate) should be established at the earliest opportunity with an Officer at an appropriate level being nominated as lead.
- Depending on the nature and scale of the incident, EMT's will be required at the following levels Strategic, Tactical and Operational

## **Suggested Emergency Management Team Structure (incident dependent)**

- Managing Director
- FCO's
- Corporate Leadership Team
- Communications Lead
- The Manager of Depot Services (As Required)
- The Emergency Planning Officer/ Emergency Planning Co-ordinator
- Secretary/Note Taker/Log all decisions and information delivered in a Major Incident Log

## **Strategic Emergency Management Team**

**Established to manage the Councils response to an emergency involving or affecting the majority of the Borough or a large cross-boundary incident involving multiple district/ borough councils**

- To be convened and chaired by the MD or delegated FCO who will specify the attendance of relevant managers and members and the frequency and location of meetings
- Held in the Emergency Control Centre or other location determined by the MD or delegated member of CLB
- Tactical or Silver Management Teams may be required to implement the policies determined by the strategic EMT

## **Tactical Emergency Management Team**

**Established to manage the council's response to an emergency involving or affecting several Business Service areas and/or to implement the policies determined by the Strategic Management Team.**

- Chaired by Lead member of CLB reporting to the MD or a Service Manager reporting to the Lead Officer
- Chair will specify attendance of relevant employees, frequency and location
- Operational Teams may be required to implement the strategies of the Tactical Emergency Management Team

## **Operational/ Bronze Management Team**

### **Established to implement the operational response to an emergency**

- Lead by a Senior Manager, reporting to the Tactical Emergency Management Team if established, if not directly: to Emergency Management Team

### **Liaison Officers**

- Local Authority Liaison Officers provide a vital point of contact between multi-agency control centres and the Council
- Liaison Officers must be of an appropriate seniority and/or professional discipline and have the knowledge and authority to commit the resources of the Council
- Liaison Officers must be accompanied by someone to provide administrative support preferably a trained Loggist
- Liaison Officers Action Card can be found in Part 2 Operation Procedures

**Communications resources for use by a Liaison Officer are held at the Town Hall and can be accessed through Emergency Planning, Facilities Control or the Depot.**

### **Liaison Officers Response Site Management**

- Appropriate management of staff who have been deployed at locations where Brentwood is leading Emergency Incident Response including:
  - Oversee operations
  - Assess resource requirements
  - Manage staff Health & Safety and maintain Public safety
  - Manage on-site recovery and Facilitate access where required
- Maintain communications with the Emergency Management Teams regarding:
  - Decisions made and proposed strategy
  - Resources
  - Refer to the Liaison Officer Action Card in Part 2 Operational Procedures

### **Suggested Emergency Management Team Actions**

#### **Lead Officer**

- Convene and chair EMT meetings, you must specify attendance, location and frequency of meetings
- The membership of the EMT will depend on the nature, scale and size of the Emergency Incident:
  - Services likely to be involved in this particular incident
  - If required the MD will determine Elected Member representation
- Decide whether to activate the BCC if expecting a large volume of enquiries from members of the public, external agencies and/or partner agencies
  - Refer to the Command & Control Chapter
  - Refer to Part 2 Operational Procedures

## **Provisional Emergency Management Team Initial Agenda**

*If time is limited, prioritise agenda items*

### **1. Incident Management**

- Current Situation
- Risk and consequences
- Proposed control measures
- Priorities

### **2. Liaison as required**

### **3. Site management**

### **4. Staff Health & Safety and welfare**

### **5. Resources – human and material**

### **6. Public welfare**

### **7. Public Information – Warning & Informing**

### **8. News media response**

### **9. Internal information management**

### **10. Legal**

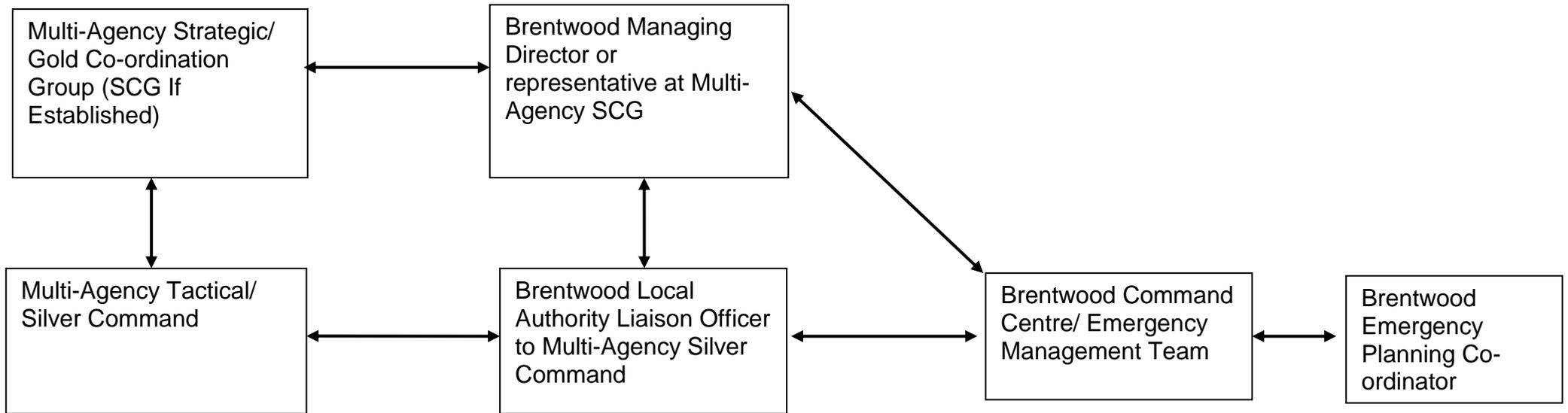
### **11. Business Continuity**

### **12. Recover – Community, Economy, Environment**

### **13. VIP Visits**

### **14. De-brief and Incidence Response Evaluations**

**Flow Chart Showing Brentwood’s Command & Control Structure**



**This diagram shows how the Brentwood Borough Council command and control structure integrates with a multi-agency response structure. The MD or a chosen FCO will provide liaison between the Strategic Co-ordination Group (SCG) and the Brentwood Borough Council Emergency Management Team.**

**Liaison Officers will provide communication and information links between the different levels of multi-agency command and the Brentwood Borough Emergency Management Team.**

**It is important to note that this structure is dependent upon the nature of the incident and the type of command structure established**

## **Brentwood Command Centre**

If a Major Incident is expected to be prolonged or elicit a large response from the public and/or partner agencies the decision to open the BCC may be taken.

On the request of the Emergency Management Team, Emergency Planning Officer and/or Emergency Planning Co-ordinator the Brentwood Command Centre may need to be established in response to a Major Incident.

The BCC should be established in the Corporate Secretariat Office on the First Floor, with the accompanying Administration Support Centre being established in the adjoining open plan office.

It is suggested that the two middle-sets of desks adjacent to the supporting pillars are used.

For a full list of actions relating to establishing the Command & Control Centre, please see Appendix A

## **Command & Control Centres Operated by Other Authorities**

### **Essex County Council**

Essex County Council has a purpose-designed centre located in the basement of A Block at County Hall and known as the County Emergency Response Centre (CERC).

### **Essex Police**

The Police operating under their colour coded command system may activate the following centres depending upon the incident:

- Force Information Room - Routine control of incidents (FIR)
- Command Room - Opened to handle specific incidents
- Strategic Command Centre - Opened to co-ordinate the responses of all services
- Central Divisional HQ - Referred to as the SCG (Police HQ Chelmsford)
- Central Divisional HQ - Would act as a control centre during an incident within the Borough, and may be designated either Gold or Silver, as most appropriate

## **On-Site Incident Control**

The Emergency Services have an established on-scene control arrangement. Should **ANY** Council Officer be required on site they must always report to this control immediately on arrival and immediately before departure.

## **Administration**

Every effort will be made to retain the normal administrative procedures within the Council. However, within the BCC a unique message procedure must be followed if information is not to be lost in the volume of messages that can be expected. Personnel who can be called upon to staff the BCC have received instruction in this procedure. Additionally, staff working within the BCC will be required to maintain a *Major Incident Log* and *Action Database* of events.

## **Rest Centres**

In the initial stages of a Major Incident, the Council is likely to be called upon to establish a Rest Centre. A Rest Centre is a building, where displaced persons can be taken for refuge and documenting.

The Council has Staff trained in the management of these Centres, and part of an FCO's resource pack is an action card setting out in logical sequence the process of opening a Rest Centre.

To staff a Rest Centre effectively necessitates mobilising Departments of the County Council, as well as units from the PCT and Voluntary Agencies. The provision, functioning and maintenance of a Rest Centre is a Brentwood Borough Council responsibility and such Centres will be managed throughout by an appropriate Brentwood Officer.

**A detailed account of Rest Centres is contained in the *Brentwood Rest Centre Plan 2012*, which is available from the Internal Document Library or by contacting Emergency Planning.**

## **Safe Working Practices**

A Major Incident is not justification for relaxing Health & Safety procedures. The requirements of Health and Safety legislation must be strictly complied with and

Brentwood's Health, Safety and Welfare Adviser will maintain a critical overview of all areas of activity under the Council's control.

### **Accidents**

All accidents involving any injury to members of staff or persons assisting the Council must be formally reported immediately. The Council's Health & Safety Adviser will ensure that appropriate documentation is completed and any necessary follow-up procedures are undertaken.

### **Staff Welfare**

Every effort will be made to maintain the comfort of staff and people assisting the Council. The Support Cell operating within the BCC will attempt to ensure proper feeding and working shift patterns are provided, it must be acknowledged however that in the initial stages of a major emergency these facilities may be somewhat lacking.

### **Inter-services Liaison (Operational)**

Council Officers have received training in the role of *Liaison Officers*. They will be deployed to Operational Centres as necessary and once established will act as the point of contact for Brentwood. Additionally, they will be gathering intelligence for the Controller so that a wide overview of the whole incident can be maintained.

It is expected that other Services and Agencies will deploy their Liaison Officers to the BCC as appropriate.

### **Mutual Aid**

#### **Local Authority**

Whilst there is no statutory obligation upon Councils to support each other during Major Incidents, there is an acknowledgement that no one Council can act entirely alone, and will out of necessity call on other Councils for operational support.

Brentwood Borough Council will attempt to assist any Council on request, without detriment to its own requirements. All requests made to the Council, or requests made by the Council, will only be authorised by the MD or FCO in their absence.

It is generally accepted that any assistance given will be at no cost to the provider, it is therefore essential that accurate records be kept of such occurrences so that proper accounting can be audited.

### **Volunteers**

Historically there is a proud record of members of the community offering their services as volunteers during an emergency. Self-Presenters offering help should be politely refused Brentwood is unable to guarantee their CRB status, level of Health & Safety training and they are therefore not be covered by Brentwood's insurance. Their details should be kept and passed on to Brentwood CVS.

### **Religious and Cultural Needs**

It is acknowledged that some people will require special consideration in respect of their religious or cultural needs. The Council will endeavour to meet those requirements in its handling of a Major Incident. It must however, be acknowledged that proper facilities may not be available in the initial stages of the incident.

It may be considered appropriate at some stage of the Recovery Phase for a communal prayer service to be held. The Council will assist in establishing liaison with the leaders of the Faiths involved and will facilitate, if necessary any meeting.

### **Charity Appeal**

After most Disasters or Major Incidents, a public appeal has been raised to collect monies for those people who have sustained a loss. The Council will provide guidance and advice to Civic Leaders should they decide to raise such an appeal.

### **Fatalities**

The Council has no active role to play in the handling of bodies at a major incident: this is a function of the Coroner and the Police. However, the Council could be asked, by the Police, to assist in identifying "Body Holding Areas".

However once the Coroner has released the bodies for interment the Council may need to consider special arrangements should large numbers be involved.

## **Dealing with the Media**

It is acknowledged that during any major emergency one of the greatest external challenges the Council could face will be created by the Media. In recognising this fact, the Council will endeavour to facilitate their requirements.

## **Multi-Agency Roles & Responsibilities**

### **Multi-Agency response**

All agencies responding to a Major Incident will work to these common objectives:

- Saving and protecting life
  - Relieving suffering
  - Containing the emergency - limiting its escalation or spread
  - Protecting the health and safety of personnel
  - Safeguarding the environment
  - Protecting property
  - Providing the public with warnings, advice and information
  - Maintaining or restoring critical services
  - Maintaining normal services at an appropriate level
  - Promoting and facilitating self-help in the community
  - Facilitating investigations and inquiries (e.g. effective records management)
  - Facilitating the physical, social and economic recovery of the community
  - Evaluating the response and recovery and identifying lessons to be learnt
- (Civil Contingencies Secretariat Emergency response Guidance – 2005)*

### **Integrity of Command**

The principle around integrity of command is that each agency remains in command of their personnel and each agency is responsible for the welfare of their own personnel.

### **Levels of Command and Control**

Depending on the nature and scale of the incident, emergencies will need to be co-ordinated at an operational, tactical or strategic level:

#### **Strategic/ Gold**

- The Strategic level is responsible for deciding the overall strategic policy for responding to an emergency incident
- A Multi Agency Strategic Co-ordination Group will determine the policy framework for the Multi-Agency Tactical Co-ordinating Group to implement

### **Tactical/ Silver**

- The Tactical level manages the incident within a geographic area or within a defined area of operations, and when applicable implements the policies set by the Strategic level

### **Operational/ Bronze**

- The Operational level manages specific tasks or areas and when applicable implements the policies set by the Tactical level.

### **Brentwood Borough Council**

Brentwood's main responsibility is to *ensure the protection of its residents and environments and ensure the continuation of essential services during and after a Major Incident.*

Other responsibilities include:

- Maintain the provision of essential services during a Major Incident, albeit to a lesser standard
- The MD will assume and exercise, at their discretion, immediate access to all Council assets and facilities to mitigate the effects of a major emergency upon the Borough, and to achieve the safest and swiftest recovery to normality
- To support the Emergency Services
- Respond promptly and efficiently to any Major Incident occurring within the borough, or an external threat likely to affect the Borough
- To have produced and maintained up-to-date emergency plans
- The co-ordination of any activities undertaken by Brentwood departments
- The co-ordination of voluntary organisations involved and the provision of resources and assistance to any persons in distress
- The provision of media communications and local warning and information to residents

### **Essex Resilience Forum (ERF) Arrangements**

Brentwood cooperates with all local Districts and Boroughs through the Essex resilience Forum (ERF) in order to develop multi-agency response plans and achieve a coordinated response.

The ERF sits at the strategic apex of local Major Incident Management. Its main purpose is to ensure all the County of Essex is best placed to respond effectively and provide resilience and support to local communities.

### **Roles and Responsibilities of other Cat 1 & 2 Responders**

(For a detailed list of responsibilities please see the Essex COPE document)

## **Cat 1 Responders**

### **Police**

- The Police are responsible for co-ordinating the response to most Major Incidents, particularly sudden impact events
- May co-ordinate the response to wide area weather related incidents such as a major flooding event

### **Essex County Fire and Rescue Service (ECFRS)**

- Rescue of trapped persons
- Control of fires
- Assistance in evacuation procedures
- Pumping out flooded properties
- On behalf of NHS carry out mass decontamination
- Deal with released chemicals/contaminants to render an area safe

### **Ambulance Service and related agencies**

- Saving of life
- Instigate a triage system/ Identification of receiving hospitals
- Casualty evacuation process
- Implementation of casualty clearing stations
- Provision of on site medical assistance
- Decontamination of casualties to support mass decontamination by the Fire Service

### **NHS South West Essex**

- Manage the outcomes of an incident whilst maintaining business as usual
- Representatives from the Primary Care Trust will provide health staff in Rest Centres
- Assist with the management of care to vulnerable persons during an Emergency
- Brentwood is required to communicate with the health commissioners who will in turn communicate with all relevant healthcare providers.

### **Acute Hospitals**

In the event of an emergency, ambulance services will designate hospitals with major accident and emergency departments as casualty-receiving hospitals.

### **Parish Councils**

While Parish Councils have no formal statutory role in Emergency Planning, they can provide a valuable support role during response to a Major Incident:

- Parish volunteers can help to provide staff for Evacuation and Rest Centres

Protected

- Provide facilities to be used as and reception points or temporary Rest Centres
- Share essential local knowledge for e.g. vulnerable persons and groups
- May have access to emergency resources for e.g. 4-wheel drive vehicles

### **Environment Agency (EA)**

- Provide specialist engineers, manpower, and materials to meet flooding
- Prevent or minimise the impact on health, environment and property
- Investigate and gather information and evidence for possible enforcement, legal action and cost recovery
- Ensure the owner/operator/polluter takes responsibility for appropriate remedial actions
- Where the source is not identified or the required action is not instigated by the owner/operator/polluter, consider what remedial action to
- Notify, warn or advise relevant stakeholders and work effectively with external partners
- Regulate and provide advice and support on waste disposal issues

### **Cat 2 Responders**

#### **Highways Agency**

The Highways Agency has Seven Regional Control Centres (RCC), which are jointly staffed by the police and the Highways Agency support traffic Officers. The Eastern RCC is located at junction 23 M25, near the South Mims Motorway Service Area.

#### **Utilities**

##### **Electricity Suppliers**

- Provide specialised Assistance concerning electricity supplies
- Liaise with other organisations when requests may be made for the provision of emergency supplies of electricity, disconnection of underground cables and overhead cables, which may constitute a danger to life or property

##### **Gas Suppliers**

- Continue the provision and maintenance of a satisfactory and safe gas supply
- Ensure the rapid restoration of any interrupted gas supply including any necessary repairs to the gas mains, plant and/or equipment

##### **Water Companies**

- Maintain a supply of drinking water and sewage disposal arrangements
- Provide specialist engineers and materials in an emergency

**Health and Safety Executive**

The Health and Safety Executive (HSE) is responsible for enforcing regulations and investigating industrial accidents involving hazardous substances

**Voluntary Agencies (Not Cat 2)**

The request to activate a response from the voluntary sector is usually made through the ECPEM DO system: however, activation can be made via the Emergency Services or directly from Brentwood Emergency Planning

**Women's Royal Voluntary Service**

The WRVS are trained volunteers who are able to assist during an emergency by providing trained members of staff and resources to Rest Centres.

**British Red Cross and St Johns Ambulance Brigade**

- Provide volunteer officers and members trained in First Aid, home nursing and welfare
- On request provide teams of first aiders to an incident or rest centre

**Crisis Support Team for Essex (CSTE)**

Are trained volunteers who work closely with the Police family Liaison Offices providing welfare and emotional support to survivors and the bereaved, during and after Major Incidents.

**Brentwood Council for Voluntary Service (CVS)**

Is a local independent voluntary organisation formed and run by the local voluntary groups to promote, support and develop effectiveness of voluntary action. Brentwood CVS have access to a large number of local groups and resources, during any emergency incident.

## **Incident Management Actions**

- Obtain situation reports (Sitreps) from affected Council Services, Liaison Officers and other responding agencies:
  - Current situation
  - Risk and consequences
  - Control measures
  - Resources deployed – staff, plant, materials, transport
  - Priorities
- Prioritise issues
- Develop short, medium and long-term response strategies
- Refer to appropriate supporting contingency plans
- Ensure that management and liaison arrangements are appropriate to the nature and scale of the emergency
- Develop recovery and regeneration strategy for local business and affected industry at the earliest opportunity – Refer to recovery chapter
- Open the BCC if the incident is likely to be protracted and elicit a large public response and/or will require staff to be deployed for a long period of time in response to the incident
- Obtain administrative support to co-ordinate meetings, produce and circulate agendas, minutes, supporting documentation, and to carry out other administrative duties in support of the EMT
- Maintain sustainability of the EMT by nominating deputies for the Lead Officer and any other involved Senior Managers
- Regularly review the management and liaison arrangements to ensure aims and objectives are achieved
- Notify staff and others to stand down when the incident closes

## **Business Continuity Measures**

- Assess the impact of the incident on the Councils/ Service Areas Business Continuity
- Prioritise the continued functions of the Council and maintain continuity of services to the public at appropriate level
- Identify services (or elements) that can be temporarily suspended to enable staff to be re-deployed
- Ensure any impact on services is communicated to the public through a co-ordinated Public and Media Strategy
- Refer to Business Continuity checklist in part 2 Operational Procedures
- Refer to appropriate Business Continuity Plans

## Public Welfare

### Short Term Considerations (within 24 hours)

- The needs of vulnerable people known to the council who may be affected by the consequences of the emergency
- The implications of the emergency on all establishments in the area that may accommodate vulnerable people, for example residential and nursing homes, schools, nurseries
- The need to provide appropriate communications and information to members of the community affected:
  - **Refer to Warning & Informing Section on pg 44**
- Need for practical assistance e.g. transport home, assistance with obtaining basic essentials
- If a Major Incident affects large numbers of people in Brentwood, liaise with ECPEM DO and The Essex Care Trust regarding multi agency arrangements to co-ordinate support to people affected and to identify any additional vulnerable persons who may require our support
- Where large numbers of children have been affected, Liaise with Essex Social Care and other relevant services and organisations regarding multi agency arrangements to co-ordinate support to children and families

### An Incident outside of Essex – within the UK or Abroad

- Where significant numbers of people from Brentwood are involved in an incident in the UK, consider deploying staff to the affected area to support co-ordinating authorities with provision of practical assistance to people affected
- Where significant numbers of people from Brentwood are involved in an incident abroad, consider deploying staff to UK receiving locations (e.g. airports or ferry terminals) to support co-ordinating authorities with provision of practical assistance to people affected returning to the UK.

### Ongoing Support to be Considered

Support should be:

- **Credible:** of use to those affected
- **Acceptable:** help offered in a non-demeaning way
- **Accessible:** suitable location and no barriers to eligibility
- **Responsive and flexible:** one size doesn't fit all
- **Proactive:** reaching out to those in need
- **Sensitive:** cultural sensitivities
- **Continuing:** available for as long as necessary

### Medium Term Considerations (24-Hours – 7 days)

- Ongoing provision of information – **Refer to Warning & informing Chapter**
- Books of Remembrance/Condolence
- Periods of silence
- Practical assistance (likely to be required from Essex Care Trust) for e.g.:
  - Support for families viewing the bodies of next of kin (staff would not be required to view bodies)
  - Assistance with funeral arrangements

### Family Assistance Centres

- A Family or Humanitarian Assistance Centre may be required to facilitate the provision of longer term assistance and information to bereaved families, friends, survivors, and others in response to a mass fatality incident
- In the absence of detailed pre-planned arrangements refer to the guidance document Humanitarian Assistance in Emergencies: Guidance on Establishing Family Assistance Centres at [www.ukresilience.info](http://www.ukresilience.info)
  - The need for a Family Assistance Centre is likely to be agreed by the Multi Agency Strategic(Gold) Co-ordinating Group (Gold)
  - **Refer to Evacuations checklist in Part 2 Operational Procedures**
  - **Refer to the Brentwood Rest Centre Plan**
- Premises, which may be appropriate for Family or Humanitarian Assistance Centres, include:
  - Brentwood Leisure Centre
  - Shenfield School
  - Bishops Hill Adult and Community Learning
  - Nightingale Centre

### Long Term Considerations

- Continued access to accurate and up-to-date information
- Help facilitate the establishment of community support groups for people affected
  - Information about the establishment of support groups is available from the voluntary organisation Disaster Action: [www.disasteraction.org.uk](http://www.disasteraction.org.uk)
  - Memorial services or the building of a memorial ensuring involvement of the community and people affected by the incident
  - Counselling and survivor recovery therapy for communities affected
  - Long-term anniversaries – 1 month, 1 year
  - The design and building of a memorial ensuring involvement of the community and people affected by the incident
  - The impact of a Public Enquiry or litigation and/or subsequent media attention on the people involved
  - **Please refer to Recovery section on pg 52**

## **Communications, Warning and Informing**

### **Communications**

Due to the nature of Emergency Incidents and the possible damage to infrastructure, the following communication methods may need to be used, in addition to the usual telephony systems:

1. Mobile telephones
2. Text messaging alert system
3. Mobile telephones (preferably MTPAS activated)
4. Airwave radios
5. British Telecom Assistance
6. Conference call facilities
7. Websites and emails
8. Short-wave Radios

#### **1. Mobile Phones**

FCO's, CLB and other critical officers hold mobile phones that have been activated on the Mobile Telephony Priority Access Scheme (MTPAS). This enables users to have priority access to make and receive calls when the normal telephony-networks are overwhelmed.

#### **2. Text Messaging Alert System**

Brentwood is currently trialing a text message alert system for the Borough, which could potentially be a useful tool when communicating warning and informing information to the local community.

#### **3. Airwave**

Airwave is a digital trunked radio system that is used by the emergency services. Brentwood Council has been allocated two radios.

One of the radios will be kept at the BCCC and the other radio is to be used for liaison purposes. The radios can only be issued to members of staff who have been authorised and received suitable training. A list of authorised Airwave users is maintained by the Emergency Planning Officer and is held with the Airwave Radios

#### **4. British Telecom (BT) Assistance**

For details on the BT Assistance systems and when they can be activated, please contact the Business Improvement Manager.

## **5. Conference Call Facility**

Brentwood Borough Council may be invited to participate in telephone conference calls in the build up too, during and after a Major Incident and a suitable officer should attend.

## **6. Websites and Emails**

In the event of a Major Incident, the BBC webpage should be used to provide public information and advice to the community. The website already contains emergency preparedness information, advice and links to partner agencies.

During a Major Incident up to date information and advice should be provided to the local community where appropriate. These messages should be drafted and published by the communications Officer.

During a Major Incident, the Communications Lead will be part of any EMT and can be contacted out of hours to up date the Council webpage. Contact details are held on the Emergency Call Out List.

Messages and information can be disseminated through emails to the [emergency.plans@brentwood.gov.uk](mailto:emergency.plans@brentwood.gov.uk) address. Individual email accounts should not be used, to ensure that messages are still received in the event of staff changes.

## **7. Short-wave Radios**

Brentwood Borough Council also holds a number of short-wave radios: which, can be used as part of a Major Incident response. Emergency Planning has 12 short-wave radio sets with a range of approximately 8 km. If more radios are sets are required, there is spare capacity in Parking Enforcement and Community Services that could be utilised if compatible.

## **Warning & Informing**

Major incidents attract a considerable level of media attention. For large and/or protracted incidents, this may include local, national and possible international media agencies.

Too, manage this attention effectively and avoid garnering negative press, will require a sustained level of media expertise and detailed communications management strategy. It is also important to note that in the case of large or particularly horrific incidents the press will arrive within minutes of the incident occurring and in some cases before the Emergency Services arrive onsite.

**This is why press communications must be effectively managed from the outset.**

The Police usually coordinate media liaison and public information through a Media Briefing Centre. If the Police are not the lead agency, then whoever is fulfilling this role will lead on media liaison.

The Brentwood Communications Manager will assist the Lead agency in warning and informing the public 24 hours/day: prior, during and after an Emergency Incident. Once the Major Incident has progressed into the recovery phase the lead agency, (most likely Brentwood Borough Council) will take over the lead on media liaison and public information management.

The ERF has produced a Media Plan for Major Incidents, which provides details on effective media co-ordination, and the provision of appropriate public information communicates. The plan outlines how these arrangements should be organised and should be referred to as part of the Brentwood Communications Strategy.

**Public Information**

- If an incident is likely to affect the council's services, the council has a duty to warn and inform members of the public who may be affected
- The public may need information on a variety of subjects connected with the emergency
- The public will need information beyond the response phase of the incident
- If Brentwood is the lead co-ordinating agency ensure close liaison within the council and with other agencies
- If Brentwood is not the lead co-ordinating agency, liaise with and/or support other agencies in warning and informing the public about an emergency that may, or has, occurred
- If an incident involves the release of radioactive substances, the council has a duty to co-ordinate the provision of public information

**Factors to Consider When Providing Public Communications**

- Information to be provided
- Peoples right to information as well as their need to know, it is a fine balance between providing accurate informative information and inciting panic.
- Methods for providing information, e.g. by staff directly involved with people via news media, Internet, leaflets, Council enquiry line etc
- The time available to co-ordinate resources and provide information, collating information for public communications is a delicate task and should be addressed appropriately
- The needs of individuals who may have difficulty receiving and understanding the information – e.g. people who are hearing impaired, visually impaired, or don't speak English as a first language
- The areas likely to be affected, the number of people involved and the perceived risk

- Resources available to implement the information strategy
- Other resources that could assist e.g. local voluntary agencies, Police community officers, community liaison officers etc.
- Media interviews: utilising people who the public will trust

### **Information Provision**

- Directed towards those members of the public actually affected by the emergency (including local businesses)
- Given to members of the public as soon as possible
- Provided to other interested parties, e.g. community volunteers
- Continue to be supplied in a way that is regular, in an appropriate format, timely and unprompted
- Public information should be consistent with that given to staff

*Public information should be **Clear, Intelligible, Accurate** avoid all use of management speak or jargon*

### **What information should be given to the public:**

- Where the incident has occurred
- What has happened, characteristics, origins, extent, and probable development
- Who is responding to the incident
- What measures is Brentwood taking
- Advice on measures affected communities can take
- Advice to tune in to local radio, television and/or other sources of information
- When further announcements or information will be provided and through what media
- Telephone numbers for urgent enquiries
- When precautions are no longer necessary
- Other action that can or should be taken
- Sources of further information or support available

### **Dedicated Information points**

- Consider setting up an information point near an affected area to provide a on-stop information facility
- Liaise with council services and external agencies able to provide information for e.g. utility providers, Association of British Insurers, Citizens Advice, Trading Standards
- Use existing facilities where possible or use the Councils mobile relations facilities
- Liaise with Elected Members of Wards Affected

## Methods of Information Delivery

*A combination of methods may be required and is preferred.*

### Brentwood Reception

Ensure other Brentwood staff who may also receive enquiries from the public are advised about the emergency and action being taken e.g.:

- Reception staff at all council offices
- Social Services Emergency Duty Service
- Housing Teams duty staff
- Out-of-hours Control
- Any other team working in a support capacity

### Rest Centres

Information should be provided through Information boards, which are regularly updated with accurate information about developments and progression of the incidents, for further details please refer to the **Brentwood Rest Centre Plan 2012**

### News media

- Local Radio and Television may provide initial public information and updates
- Local Newspapers may assist in more protracted incidents

### The Main Local Radio Stations

Essex	103.5 / 95.3 FM and 1530 MW
Heart	102 / 96.3 FM
Pheonix FM (Brentwood)	98.0 FM

### Public Address Systems

- May be used by the Police
- Brentwood has a loud hailer in the Emergency Planning Cupboard which could be used to distribute public messages within a localised area

### Information leaflets

- Consider the size of print (14 point minimum) to ensure people with visual impairments can read the information
- Consider the needs of people whose first language is not English or who may have difficulty reading for other reasons
- Where appropriate, obtain and disseminate information leaflets from relevant organisations
- If leaflets are to be delivered to households and businesses:

- Staff involved should come from service areas that may be able to provide direct advice or information
- Brentwood Council community officers may be able to assist
- Appropriate use of PPE must be considered

### **Internet**

- A message should be placed on the BBC main internet page to provide information about the incident, contact numbers and links to any relevant multi-agency partner websites

### **Telephone Help Lines**

#### **Brentwood Borough Council Enquiry line**

- Can be established to provide specific information about the Councils response enquiries be routed through the Administration Support Centre if the Command Centre is established
- Contact details will need to be published on Brentwood internet page
- The enquiry line manager will require regular, consistent and accurate updates about the Councils response
- Any significant issues or enquiries received from members of the public or partner agencies should be passed onto the BCC for decision and actioning by the enquiry Line Manager must notify the Councils EMT or relevant officer
- of any significant issues or pertinent information received from the public
- Information must continue to be provided well into the Recovery Phase in order to facilitate critical assessment of recover activities

### **NHS Direct**

- Provides health related information

### **Casualty Bureau**

- In the event of significant numbers of people being displaced or facilities occurring, the Police will establish a Casualty Bureau and publicise contact details

### **Brentwood Emergency Incident Media Communications**

- Ensure the council responds positively and expediently to the media
- The Communications Lead should be notified immediately of this plan being implemented and should be a member of all EMT meetings and immediately start providing accurate information to the public as appropriate
- Develop a co-ordinated media strategy ensuring close liaison with all relevant areas of the council, Police, and other authorities as required
- Information should be restricted to details of the council's response avoid sounding vague or guarded

- Ensure the continued sustainability of the council's media response:
  - Consider mutual aid support from other local authorities
  - Contact ECPEM DO for additional support if required
  - Consider support from Central Government resources
- Consider the need for a Brentwood Council Media Briefing Centre see guidance below
- If a Police Media Centre is to be set up at Police Headquarters or at the scene of the incident, liaise with the Police regarding the need for a member of staff to attend to represent the council
- If the council is operating an Enquiry Line, liaise with the Enquiry Line Team manager to publicise contact numbers, and advise on what information can be released to the public

### **Brentwood Borough Council Media Briefing Centre**

- Identify appropriate location
- Identify staff to manage and operate the centre including administration staff
- if required liaise with Emergency Planning to arrange for additional emergency telephone lines
- Consider Health & Safety risks and put in place appropriate control measures
- Liaise with Facilities Management regarding provision of:
  - Staff to control access to the centre (Brief staff regarding checking journalist's accreditation details. Consider issuing passes)
  - Chairs and tables, and setting up for briefings
  - Electrical extension leads
  - Display boards for maps, information, press releases etc
  - Amplification system for briefings
  - Communications equipment – fax machines, TV monitors, radios
  - Refreshments and/or welfare
- Arrange with Reception to provide access to the Town Hall car park for media vehicles (May need to restrict use by other vehicles)
- Notify appropriate media organisations that the centre is being opened, contact numbers, operating hours, briefing times, etc
- Notify the Press Officers of other organisations involved in the response

## Internal Support Functions

### Finance

- Expenditure must be managed in accordance with the council's financial regulations and standing order procedures
- Liaise with the Finance Team regarding allocation of specific cost code for expenditure relating to the incident
- Avoid undertaking tasks where another organisation should take responsibility
- Encourage those with insurance to make appropriate claims
- Ensure cost recovery procedures are implemented at the earliest possible time– Liaise with Finance, Insurance Team and Legal Services:
  - Insurance claims – Liaise with the council's Insurance Team
  - Compensation schemes for e.g. Bellwin Scheme Appendix D
  - Reasonable costs can be recovered from the polluter or landowner for clean up and disposal and invoices should be submitted promptly
- Consider the impact on future budgets should there be a shortfall or delaying of any reimbursements
- Consider the management of financial donations made by the public – Liaise with the British Red Cross regarding activation of an Appeal Scheme as an alternative to the council managing a fund
- In a Major Incident requiring significant expenditure, convene a Finance Management Team reporting directly to the EMT to co-ordinate financial arrangements

### Legal

- Obtain legal advice too:
  - Facilitate/undertake legal action in response to the incident and/or to recover costs
  - Ensure the authority acts legally in its response to the emergency
  - Ensure the legality of statements issued by the council
- Remind all responding staff to maintain comprehensive records of events, key decisions, action taken or not taken and reasons
  - Documentation, e-mails, notes, etc must be retained to assist with post incident evaluation and/or subsequent inquiry into the management of the incident
  - Consideration must be given to the actual or potential sensitivity of information recorded, particularly with regard to Data Protection and Freedom of Information legislation
- Inform Claims Handling of the incident to identify the potential for claims against the council

## Recovery

Following a Major Incident Brentwood will be expected to lead in co-ordinating the recovery of areas and communities affected by the Incident.

The Recovery phase should centre on restoring, rebuilding & rehabilitating the communities affected by an emergency, the process should be:

- Fair & equitable
- Timely
- Flexible to respond to a diversity of needs
- Transparent and collaborative

It is important to note that Recovery from a Major Incident is a complex social developmental process and any recovery actions should not simply be remedial. To undertake this process effectively you need to have a good understanding of the affected in order to scope your recovery effectively and prioritise recovery and rehabilitation activities.

Recovery goes beyond simply clearing and re-building affected areas.

If the process is conducted effectively, recovery should be an enabling and supportive process, which focuses on information, resource and specialist services.

It is usually most effective from a grass roots or community perspective with a strong reliance on local, skills, resource, capacities and expertise. This encourages social and economic recovery of an affected area in addition to any structural remediation and allows communities to regain their independence and resilience to future incidents.

The scope of a Major Incident goes beyond those directly involved and recovery & rehabilitation actions should include:

- those directly involved
- families and friends of fatalities or survivors
- wider community
- Local economy and business
- Physical infrastructure
- Environment

The manner in which your response and recovery is coordinated and conducted is critical to its success. As the lead agency in recovery actions, Brentwood will be under immense scrutiny from local communities, National government and the local and national media.

The following criteria must be satisfied before the Strategic Co-ordinating Group stands down and responsibility for co-ordination of the recover phase is transferred to Brentwood:

- The on-site incident has been contained and there is no significant risk or recurrence
- Public safety measures are in place
- No significant issues remain to be resolved from emergency response phase
- A Recovery Working Group has been established, please see guidance below
- The lead authority has the necessary resources
- Any necessary mutual support from other local authorities has been arranged
- Central Government supports the hand over (where applicable)

After most Major Incidents, a multi-agency **Recovery Working Group** (RCG) will be established to assess the scope of recovery and to ascertain priorities for actions. The membership of this group will depend heavily on the nature and scope of the Incident. In most cases, a representative of Brentwood as the recovery lead will chair the group. It is important that Elected Members be involved in this process as they have vital local and ward knowledge.

For the recovery process to be effective, a number of sub-groups must be established to undertake specific areas of work and increase the expediency of the recovery process. The recovery strategy should also include targets and milestones some of which are visible to the community, to allow both internal and external assessment of the recovery process.

Information about family and community support groups is available from the charity [www.disasteraction.org.uk](http://www.disasteraction.org.uk)

### **Overview of the Recovery Process**

- Conduct detailed impact assessment of the emergency –Community, Environment and Economic
- Consult with community and business representatives (Elected Members, Ward Partnerships, Local Strategic Partnerships)
- Identify and project manage short, medium and long-term targets
- Identify and implement low cost/ high benefit measures
- Identify community self-help projects and ways to measure public satisfaction
- Provide accurate and up-to-date public information on what activities you are undertaking and when they are completed
- **Refer to Business Continuity Checklist in Part 2 Operational Procedures**
- **Refer to the Recovery Checklist in Appendix C**

## Community Impact Assessments

It is suggested that a Community Impact Assessment (CIA) is completed prior to any large-scale community recovery projects.

Community Impact Assessments are completed in order to assess the potential nature and extent of the impacts and effects any projects may have on local communities and allows recovery activities to be prioritised by need and desirability.

It is envisaged that the RCG will direct any impact assessments and agree specific templates or criteria. It must also decide whether the CIA is to be an immediate estimation or an extensive survey undertaken to ascertain the recovery impacts and requirements dependent on immediacy of the actions required.

A CIA should have a clearly defined geographical and/or community boundary with a set timeframe for the assessment to be completed and required actions to be implemented. The RCG should also recommend the required level of accuracy the CIA should aim for and suggest the desired mechanism for its delivery, for e.g.:

- Rapid assessment and estimation based on case studies and historical data
- Synthetic approach based on modelled estimations and real-time data on the social, economic, environmental and economic environments

There is a variety of impact and assessment tools available to examine the effects of a recovery project or initiative on local communities, including:

- Statistical Analysis: access to LA demographic information, forecasting
- Comparisons: case studies of similar occurrence or similar locations
- Visual Imaging: GIS, computer simulations and development of physical models
- Mapping overlays: maps overlaid with images or data to create composite images
- Expert consultation and/or Peer Review
- Brainstorming with local communities, groups etc
- Active Research – focus groups, targeted surveys, interviews questionnaires
- Public Meetings: workshops and community groups
- Public Involvement: help to identify impacts and areas of concern

It is suggested that multiple techniques are used with a focus on local participation to enable ownership and empowerment amongst the communities affected.

### **Considerations for Environmental recovery**

- Refer to guidance from the UK Resilience Website - [www.ukresilience.co.uk](http://www.ukresilience.co.uk)
- Liaise with the EA on advice regarding waster management regulations
- Liaise with DEFRA and Food Standards Agency regarding impact on farming and foodstuffs
- Consult with any National, Regional or Local Environment Groups
- The Government Decontamination Service will provide advice and details of specialist resources for decontamination and clean-up
- Co-ordinate cost recover
- Consider methods of managing public expectation:
  - The appearance of the affected area may be the publics only way of measuring recovery activities
  - Public health issues may delay reconstruction
  - Public will expect an improvement on previous infrastructures and facilities not like-for-like re-building
  - Site may require mitigative works to avoid repeat incidents
  - In some cases reconstruction may just involve clean-up operation

### **Considerations for Economic Recovery**

- Develop strategies for maintaining local business confidence
  - Consider working with neighbouring authorities in an wide area incident
- Gather views through Local Strategic Partnership, Ward Partnerships, trade associations and the Chambers of Trade and Commerce,
- Encourage shops and supermarkets to buy local produce to boost confidence in local farming economy
- Consider methods to manage public expectations
  - There will be pressure from businesses to return to 'normality'
  - May provide an opportunity to improve facilities or create new ones
- Consider lobbying for a temporary reduction in Business Rates
- See Corporate BCM Plans
- See BCM Section overleaf
- See BCM Action Card in Part 2 Operational Procedures

## Business Continuity Management

- Emergency Management Team
  - Refer to Business Continuity Checklist Part 2 Operation Procedures
  - Refer to Corporate Business Continuity Plans
  - Refer to Service Area Business Continuity Plans
  - Identify critical services to be maintained
  - Identify services (or elements of services) that can be temporarily suspended to enable staff to be re-deployed and/or accommodation to be made available for critical services
  - Establish Business Recover Team and Working Groups

<b>Human Resources Working Group</b>	Human Resources Health & Safety Payroll
<b>Premises Working Group</b>	Facilities Management/ Asset Manager Building Control/ Structural Engineering IT Services Insurance
<b>Resources Working Group</b>	Procurement Insurance Finance IT Services

### Business Recovery Team

- Report directly to EMT
- Review the initial actions and ongoing issues
- Develop recovery strategy
- Implement review programme
- Refer to specific Incident Management actions pg 41 or Part 2 Operational Procedures

### Suggested Actions for Working Groups

- Liaise with other working groups
- Identify the need for temporary accommodation (Brentwood Centre)
- Deploy staff to critical services from services (or elements of services) that are temporarily suspended
- Consider introducing shift working to extend working day and week
- Identify staff that can effectively work from home
- Liaise with IT services regarding IT and communications resource requirements
- Initiate a project plan for repairs or replacement of infrastructure
- Consider recruitment of temporary staff
- Consider support requirements for staff who have been affected by the incident

## **De-brief and Incident Response Evaluation Checklist**

- A suitable officer must attend any multi-agency de-briefs of the incident and feed findings and actions into any internal de-brief being conducted
- Arrange for corporate evaluation and production of a Post-Incident Evaluation report
- Ensure lessons learnt are incorporated into development actions and implemented
- To assist in the evaluation of the response to an incident, it is suggested that staff and members involved are asked to consider the following issues (could also be used as an agenda for response evaluation meetings):
  - **Brief summary of your involvement in the incident**
  - **Initial alert arrangements**
  - **Response arrangements**
  - **Co-ordination of the response**
  - **Communications**
  - **Resources**
  - **Staff welfare, Health & Safety**
  - **Media, Communications and Warning & informing arrangements**
  - **Good practice**
  - **Areas for improvement**
  - **General comments**

## Appendix A Command & Control Centre

### Command Centre Set Up

On the request of the Emergency Management Team (EMT), First Call Officer (FCO), Emergency Planning Officer and/or Business Improvement Manager, the Brentwood Command Centre (BCC) can be established in response to a Major Incident.

If this is required, the following steps should be taken:

The Brentwood Command Centre should be established in the Corporate Secretariat Office on the First Floor. With the accompanying Administration Support Centre being established in the adjoining open plan office. It is suggested that the two middle-sets of desks adjacent to the supporting pillars are used.

### Command Centre Process

1. Setting up the BCC is a 2-part process, involving the Command Centre and the Administrative Support Centre to be established
  - All Command and Control resources can be found in the Command & Control Box in the Emergency Planning Cupboard: situated in the basement, the furthest door from the lifts on the right.
2. In-coming messages from multi-agency partners, interested parties and members of the public are received via telephone and internet in the Administrative Support Centre
3. These are then collected and passed to the Command Centre to be collated chronologically and copied onto **Action Forms** and sent to the EMT, Member of CLB, Senior Manager and/or Officer as appropriate
4. Once actioned these decisions, actions and updates should be listed onto the **Action Database** and incorporated into the **Incident Timeline**
  - This is vital as it allows incoming officers to rapidly disseminate all the relevant information about the incident and its progression
5. Accompanying the **Incident Timeline** should be a map of the borough showing our present response and a detailed site specific map showing any developments or liaison officers we have in or around the scene
6. A full list of all officers who have been activated to respond and any officer change-over's **MUST** be listed to ensure all are stood down following the culmination of the incident

7. When more space is required **Incident Timelines** should be collated and stored chronologically to allow rapid dissemination of the incident progression for any incoming officers
8. All paperwork **MUST** be kept for any official de-briefs or enquiries, including requests that haven't been actioned or did not require a Council decision

### **Setting up the Administrative Support Centre**

1. Clear required desks
2. Collect the Command & Control Resource box from the Emergency Planning Cupboard
3. Set up additional phone-lines as required
4. Set-up desk space for loggists including:
5. Telephone, stationary and required paperwork
6. Loggists must record **ALL** information taken over the telephones regardless of whether any action is required
  - All information collected is vital to create a detailed overall picture of the incident for responding officers and
  - To provide rationale and evidence for actions and decisions in any subsequent de-briefs or enquiries.
7. Log sheets must then be placed in an out tray for collection, collations and actioning by the Command Centre
8. A suitable schedule for refreshments, rest breaks and staff changeover should be implemented
  - Depending on the scope of the incident and volume of calls staff should receive a 10 minute break approx every 1-1.5 hrs

### **Setting up the Command Centre**

1. Organise the required number of desks
  - This is dependent on the size and scope of the incident and the potential level of calls from multi-agency partners and the public
2. Collect the Command & Control Resource box from the Emergency Planning Cupboard

3. Clear required desks and set up with the following:

- 1 tray for **Message Forms** collected from the Administrative Support Centre
- 1 tray for **Action Forms** ready to be sent to the appropriate Emergency Management Team, Manager or Officer for decision and actioning
- Any relevant guidance sheets
- Suitable number of **Action Forms**
- Stationary which is stored in the Command & Control Resource Box
- A suitable schedule for refreshments, rest breaks and staff changeover should be implemented

4. Erect Nobo boards as required. These can be utilised for the following:

- Providing a timeline of the immediate situation including any new information and incident updates
- A list of decisions and actions taken by the EMT, Senior Manager(s) and/or Officer(s)
- Important numbers and/or contact details
- A schedule of any planned EMT meetings and/or multi-agency strategic or tactical meetings, conference calls etc.
- Information on officers at scene of event and their contact details and proposed changeovers
- Borough Map and a smaller site specific detailed map of the area where event is occurring
- If there is not enough wall space use additional screens or request caretakers to seek extra wall dividers for this.
  - Alternatively remove the Nobo sheets and collate chronologically so they can be read through in a logical order

**Staff Resource**

Initially staff will be used from the Performance and Improvement Team with additional staff taken from main reception then corporate governance, as required.

General Staff requirements are as follows (incident dependent)

1. Two Loggists/ call handlers
2. 2 Admin assistants to collate and interpolate information collected by loggists and to update timelines and information on Nobo charts
3. Runner to act pass actions and decisions onto required party i.e. Emergency Management Team, Manager and/or Officer
4. Admin assistant to take collate all decisions and actions taken and add this to the timeline
5. Depending on the scope of the incident and volume of calls staff should receive regular and appropriate comfort breaks

## Useful Numbers

### Radio

**BBC Essex:** 0845 3050007

**Heart FM:** 01245 524500

**Phoenix FM Brentwood Paul Golder (Chairman):** 07771 664661

### Television

**BBC 'East': Norwich:** (08457) 630630

### ITV

**(a) Anglia TV: Norwich** (01603) 615151

**(b) Talkback Thames TV:** (0207) 6916000

**(c) LWT:** (0207) 6201620

### Utilities

**Electricity – National Grid:** 0800 404090

**Gas – National Grid:** 0800 11199

**Anglian Water:** 08457 145145

**British Telecom:** 08457 555999

**Essex & Suffolk Water:** 08457 820999 **Out-of-Hours Emergency:** 01245 400132

### Newspapers

**Essex Chronicle:** (01245) 600700

**Brentwood Gazette:** 01245 602700

### Other Agencies

**Highways Agency:** 08457 504030

**NHS Direct:** 0845 4647

**NHS Mid-Essex Primary Care Trust:** 01268 705000 **Fax:** 01268 705100

**Environment Agency:** 0800 807060

**Floodline:** 0845 988 1188

**Met-Office:** 0870 9000100

### Appendix C Recovery Checklist

<b>Community</b>	<ol style="list-style-type: none"> <li>1. What community initiatives are already underway? – Can we utilise these to promote local empowerment</li> <li>2. Agree criteria for provision and priority of services to those in need</li> <li>3. Involve Local Area Committees and activate Parish Plans where necessary</li> <li>4. Co-ordinate public appeals, anniversaries and memorials and use of any appeal funds or donations</li> <li>5. Assign someone within the LA to act as point of contact specifically for community response actions – Councillors and Ward Leaders are useful within these roles as they already built a rapport with their communities</li> </ol>		
<b>Health &amp; Welfare</b>	<ol style="list-style-type: none"> <li>1. Have the Voluntary Agencies activated?</li> <li>2. Has any emergency accommodation been set up?</li> <li>3. Do any communities require emergency resource provision, have schemes been implemented?</li> <li>4. Has a public help line been set up?</li> <li>5. Are interpretation services required?</li> <li>6. Is there a need for an appeal fund?</li> <li>7. Consider vulnerable people, groups, Community Care, impact on faith groups</li> <li>8. Ensure ECC Social Care are aware of engagement with Vulnerable Groups during recovery phase</li> </ol>		
<b>Business &amp; Economic</b>	<ol style="list-style-type: none"> <li>1. How many closures or relocations of businesses are required</li> <li>2. Activate a business and community 'help line' and/or drop in centre, websites and leaflets?</li> <li>3. Promote the area as 'open for business' in line with Business Continuity principles</li> <li>4. Evaluate impact on affected areas – business sectors, trading operations, environment, accessibility, customers &amp; suppliers</li> <li>5. Do vulnerable groups utilise specialist services, which the Council also utilises? Are these at risk, do they require special support.</li> </ol>		

<b>Environment, Infrastructure &amp; Clean up</b>	<ol style="list-style-type: none"> <li>1. Have structural &amp; safety checks have been carried out on: <ul style="list-style-type: none"> <li>— Utilities</li> <li>— Council owned properties and/or leisure facilities</li> <li>— Residential properties</li> <li>— Commercial premises</li> <li>— Health – GP surgeries, hospitals</li> <li>— Religious buildings</li> </ul> </li> <li>2. Are there Environmental Health issues?</li> </ol> <p>Develop a strategy for physical rehabilitation of area</p>		
<b>Communications</b>	<ol style="list-style-type: none"> <li>1. Co-ordinate communications across LA and partner agencies</li> <li>2. Ensure all methods are used for long term media message: <ul style="list-style-type: none"> <li>— Web content</li> <li>— Public info help lines</li> <li>— Printed materials</li> <li>— Drop in information</li> <li>— Public forums &amp; meetings</li> </ul> </li> <li>3. Identify key groups – including businesses and vulnerable groups</li> <li>4. Has handover from lead agency to LA been advertised?</li> </ol> <p>Utilise basic pre-prepared information to distribute to faith/vulnerable groups</p>		
<b>Elected Members</b>	<ol style="list-style-type: none"> <li>1. Have Elected Members gathered public concerns and fed into recovery process?</li> <li>2. Have Elected Members disseminated appropriate information to Community?</li> <li>3. Are debrief sessions required in local Community?</li> </ol> <p>Community should be at centre of recovery process</p>		
<b>Local Authority</b>	<ol style="list-style-type: none"> <li>1. Activate staff to manage and staff Communications Room/Emergency Accommodation</li> <li>2. Internal business continuity issues – activate plan</li> <li>3. Carry out internal debriefs for response staff and staff not directly involved in response</li> <li>4. Cancel/postpone meetings for staff involved in response</li> <li>5. Ensure all logs are up to date and accurate</li> <li>6. Alert external counselling service via HR</li> <li>7. Activate Recovery phase as soon as possible</li> </ol> <p>Retain all expenditure receipts</p>		

**An Example of a Recovery Action on Plan**

Action Required	By Whom	By When	Status Red – Late Amber - On Time Green – Completed	Priority Rating Essential – E Important – I Desirable - D

## **Appendix D Statutory Legislation**

Emergency Planning as a specific is included in a number of statutes that place upon the Borough Council legal obligations. The most important of them being:

### **Section 138 of the Local Government Act 1972 (as amended by)**

### **Sections 155 & 156 of the Local Government and Housing Act 1989**

Under the provisions of this particular Statute, Local Authorities are empowered, as a matter of course and without the prior consent of the Secretary of State, when an emergency or disaster involving destruction of, or damage to, life or property occurs, or is imminent, to incur whatever expenditure is considered necessary and which is calculated to avert, alleviate or eradicate in their area the effects of such an event. This power, which can be used in the event of any major accident or natural disaster, includes the authority to make grants or loans to other persons or bodies, subject to conditions determined by the Council and to prepare plans. The Secretary of State for the Environment shall be notified, as soon as practicable, of any action, grant or loan made which involves the incurring of expenditure under these provisions. Further details can be found at [http://www.opsi.gov.uk/acts/acts1989/Ukpga\\_19890042\\_en\\_1.htm](http://www.opsi.gov.uk/acts/acts1989/Ukpga_19890042_en_1.htm)

### **BELLWIN Scheme**

Section 155 permits the Government to reimburse the local authority expenditure incurred during their response to an emergency within certain very tight criteria. The main constraints are: the cost incurred has to be for UNINSURABLE loss, and the total amount has to be above prescribed "threshold" amounts, which are set annually. The threshold set for the 2009/10 year was £45,813. Further details of the Bellwin Scheme can be found at

<http://www.communities.gov.uk/localgovernment/localgovernmentfinance/bellwinscheme/>

## **The Housing Act 1996**

### **Part VII Sections 189(d)**

**If the Local Housing Authority have reason to believe that a person may be homeless and have a priority need, they shall provide accommodation.**

A person having priority need includes:

**“A person who is homeless or threatened with homelessness as a result of an emergency such as flood, fire or other disaster”.**

Further details can be found at

[http://www.opsi.gov.uk/acts/acts1996/ukpga\\_19960052\\_en\\_1](http://www.opsi.gov.uk/acts/acts1996/ukpga_19960052_en_1)

## **Civil Contingencies Act 2004**

Overview of the Act

The Act repeals the existing legislation (the Civil Defense Act 1948 and Civil Protection in Peacetime Act 1986). The Act, and accompanying regulations and non-legislative measures, will deliver a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century. The Act is separated into two substantive parts:

### **Part 1: Local Arrangements for Civil Protection**

The purpose of Part 1 of the Act is to establish a new statutory framework for civil protection at the local level. Local responders are the building block of resilience in the UK, and the Act will enhance existing arrangements by:

- Establishing a clear set of roles and responsibilities for local responders.
- Giving greater structure and consistency to local civil protection activity.
- Establishing a sound basis for performance management at a local level.

The Act divides local responders into two categories depending on the extent of their involvement in civil protection work, and places a proportionate set of duties on each. Category 1 responders are those organisations at the core of emergency response (e.g. emergency services, local authorities).

Category 1 responders are subject to the full set of civil protection duties. They will be required to:

- Assess the risk of emergencies occurring and use this to inform contingency planning.
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only)

## **Part 2: Emergency Powers**

In the UK emergency powers allow the making of special temporary legislation to deal with the most serious of emergencies. They are not a means for instigating martial law, for undermining Parliament, banning political parties or anything else of that nature.

An essential point to note is that Emergency Powers legislation is a mechanism for dealing with only the most serious of emergencies that require an urgent response, an instrument of last resort.

The Act repeals the existing legislation (the Emergency Powers Act 1920 and its Northern Ireland counterpart, the Emergency Powers Act (Northern Ireland) 1926), and the emergency powers provisions of the Act extend to the whole of the UK. It sets out a new definition of what constitutes an emergency appropriate to the times in which we live and incorporating new risks and threats which were not so relevant in 1920, including terrorist attacks, contamination of land following a biological or chemical terrorist attack and loss of communications systems on which we now depend.

Further details on the CCA 2004 can be found at

[http://www.opsi.gov.uk/acts/acts2004/ukpga\\_20040036\\_en\\_1](http://www.opsi.gov.uk/acts/acts2004/ukpga_20040036_en_1)

**Publications:**

The following two publications are available from Emergency Planning and have been produced as guidance to the Act:

**Emergency Preparedness - Guidance on Part 1 of the Act, its associated Regulations and non-salutatory arrangements****Response and Recovery - Non-statutory guidance to complement Emergency Preparedness****Pipeline Safety Regulations 1996**

Under the Pipelines Safety Regulations 1996, the local authority has the responsibility for producing plans on behalf of operators who 'convey through a pipeline, under pressure of more than 7 bars, a fluid which is flammable in air or is toxic as a liquid which is oxidising'. The production of such plans is the responsibility of the Essex County Emergency Planning Service.

Further details can be found at

<http://www.hse.gov.uk/pipelines/resources/pipelineoperator.htm>

## Appendix E Major Incident Log

### Major Incident Log

- A comprehensive record must be kept of all events, information received and sent, all decisions and the reasoning behind those decisions and any other pertinent actions taken
- The Major Incident Log is a continuous record for an incident and is to be handed from role to role during any shift changes
- A new log must be used per emergency incident
- If a trained Loggist or PA has been used to complete this Log, it is to be signed by the Role Manager as an accurate record of events and/or decisions
- The Log is to be used by an individual in any command role who is required to record their decision making and associated processes
- All Logs used during an incident would, together with other incident logs and communications logs form a record of the authorities' actions
- All handover details are to be recorded in the Log
- The BCCC Manager is responsible for overseeing the keeping and storage of Logs created during the response to a Major Incident
- Each log MUST be signed, dated and timed at their close to ensure the integrity of records
- Loggists are to sign off their notes at the end of their shift to ensure the integrity of the record

## Guidance for Completing Major Incident Logs

- Entries must be C I A **Clear Intelligible Accurate**
- Relevant information should always be recorded – if you are unsure whether information is relevant capture it anyway
- Write in black ink. Write legibly, where possible avoid blue ink
- All records must be contemporaneous
- Use a new Log per shift, per incident
- Not dates, times (24 hour clock), places and people concerned
- Only record facts in the Major Incident log: do not assume anything, do not give your own comment and do not give your own opinion
- All entries must be in chronological order
- Never Use or Never Leave:
  - Erasures
  - Torn Pages
  - Blank spaces
  - Overwriting
- Wiring above or below lined area
- Un-used space at the end of a page must be ruled through with a diagonal line
- Record all questions and answers in direct speech
- Unused spaces at the end of the lines must be ruled out
- Mistakes must be ruled through with a single line and initialled by you
- Overwriting or writing about the ruled through error must not be made
- Correction fluid must not be used in any circumstances
- If you notice a mistake or make an omission in the record at a later date i.e. during a de-brief, or at any other time, you must inform your Senior Manager and the mistake must be corrected or the omission made good. Cross reference the mistake (in red ink) to the correct entry on a new incident log
- Make clear reference to exhibits (maps, flip charts, emails, faxes etc) and any other document so that it clear in the record which specific exhibit is being referred to
- Each Log page must be dated, time, page numbered and signed

**Major Incident Log**

Incident..... Role.....

Date..... Location.....

Serial	Time	Summary of Information Task - options - Risk - Assessment - Resource	Action Required Decision – Reason - Assigned to - Timescale	Managers Initial	Entered on Database

## Glossary of Terms

Term	Definition
<b>Borough Command &amp; Control Centre</b>	The location from which a Local authority controls its response to a major emergency
<b>Essex Civil Protection &amp; Emergency Management (ECPEM)</b>	The Emergency Planning lead team based at Essex County Council
<b>Emergency Plans</b>	A framework within which the resources of a local authority are at the disposal of its Chief Executive/ Officers to enable a positive response to an emergency (usually declared as a Major Emergency). It also provides for assistance to and from other agencies with invaluable expertise in both life saving and recovery stages of an incident declared. Agencies will include both professional and voluntary
<b>County Emergency Planning Duty Officer (CEPO)</b>	A County Council post, rotated to ensure 24 hour cover to assist communication between Police, County Departments, District/Borough Councils and Voluntary Organisations
<b>County Emergency Planning Officer</b>	The Chief Officer of the Emergency Planning Section at Essex Civil Protection & Emergency Management
<b>DEFRA</b>	Department of Environment, Food & Rural Affairs
<b>Departure Desk</b>	The point of control of all persons leaving a Rest or Reception Centre
<b>ECFRS</b>	Essex County Fire & Rescue Service
<b>Emergency Plan</b>	The procedure adopted to mitigate the effects of a Major Incident
<b>Emergency Planning Co-ordinator</b>	Business Improvement Manager
<b>Emergency Planning Officer (EPO)</b>	Emergency Planning Officer
<b>Emergency Services</b>	In the context of this plan refers to the Police, Fire and Ambulance Services. In coastal districts it will also include H M Coastguards
<b>Emergency Management Team</b>	Strategic Team of FCO's and other Emergency Support Officers who come together to decide the Councils response and recovery arrangements
<b>ECPEM DO</b>	The Essex Civil Protection & Emergency Management Team Duty Officer
<b>Evacuation Assembly Point</b>	A building or area to which Evacuees will be directed by the Police, for transportation to a Rest Centre normally by the Local authority
<b>Evacuee</b>	A person who has been directed to a Rest Centre for temporary accommodation
<b>First Call Officer (FCO)</b>	A on-call Senior Officer who is authorised to mobilise the Incident Response capabilities of the Council
<b>Foreign Nationals</b>	Persons of foreign origin. Registration may require the use of interpreters and may well need to be reported to the Embassy of the country of origin

<b>Family and friends Reception centre</b>	Is a Centre for the friends and relatives of those who have or may have been involved in an incident. It is a secure area set aside for their use to 'meet and greet' the survivors and provide a place where interviews can be conducted
<b>Gold</b>	Police Strategic Command Centre
<b>Joint Emergency Planning Officer</b>	Joint Emergency Planning Officer who is split 50/50 between a District Council and Essex County Council
<b>Key Holder</b>	Persons who are nominated to a Local Authority to open up premises earmarked as potential Rest Centres on request from a Local Authority
<b>Local Community Volunteer</b>	Persons within the Community, registers with Local Authorities often Parish Council or Rotary members who are trained to assist the local authority
<b>Major Incident/ Emergency</b>	Any event (happening with or without warning) causing or threatening death or injury, damage to property or the environment or disruption to the community, which because of the scale of its effects cannot be dealt with by the Emergency Services and Local Authorities as part of their day-to-day activities.
<b>Police Casualty Information Bureau</b>	A central contact information point for all records and data relating to casualties
<b>Police Evacuation Officer</b>	The person tasked to co-ordinate the evacuation of an area affected or threatened by an incident.
<b>Police Rest Centre Liaison Officer</b>	The person tasked to attend a Rest Centre to provide a link between its Manager and the Police.
<b>Recovery Phase</b>	A period during a Major Incident when the situation has been stabilised and re-established of normal conditions can be commenced
<b>Rest Centre</b>	Is a building designated by a Local Authority for the provision of temporary accommodation for evacuees
<b>Rest Centre Manager</b>	The person nominated by the Local Authority to open, manage and close a Rest Centre. This function may pass from one to another during its operational period.
<b>Sensitive Information</b>	This is information of a personal nature, e.g. missing, injured or deceased persons that <b>MUST ONLY</b> be given out by the Police Casualty Information Bureau. If the Bureau has not been opened then all such information <b>MUST</b> be handled by the Local authority's Emergency Centre
<b>Shelter</b>	A term given to the services given to those who are rendered homeless by a major emergency.
<b>Shelter</b>	Facilities provided for vulnerable individuals, over and above those provided for all.
<b>Statutory Provision</b>	The legal power within which the Local authorities and Statutory Services have to operate

<b>Voluntary Organisation</b>	A recognised organisation, whose members respond on request to a Major Incident and operate under direction of their own organisations management system
<b>Volunteer</b>	A member of the public who offers their service to the Council during a Major Incident free of charge