Resilience Team

Coventry, Solihull and Warwickshire Council's

Solihull METROPOLITAN BOROUGH COUNCIL

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Emergency Management Plan

A framework for the management of Public Safety Emergencies, Business Continuity and Recovery.

In the event of a Major Emergency, Business Interruption or to seek activation of this plan contact: 02476 832 673

Ask for the CSW Emergency Planning Duty Officer

It is advisable that relevant personnel familiarise themselves with this document rather than attempting to read it in the event of an emergency. In the event of an emergency it would be beneficial to select the relevant action card(s) from

Section C

Issue Date	July 2022
Review Date	July 2024
Version	Version 15

This plan replaces version 14 of the Solihull Metropolitan Borough Council Emergency Management Plan

Scope

Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council have a shared service agreement for Resilience and Emergency Planning. The authorities have committed to working together on resilience matters across the sub-region and have agreed mutual aid arrangements in place. The arrangements and structures outlined in this plan are replicated across the sub-region to support effective communication between authorities.

This Emergency Management Plan (EMP) supports and is supported by a suite of area and hazard specific emergency plans / guidance documents / supporting information / operating procedures. Depending on the type of incident it may be necessary to read this plan in conjunction with one or more of the aforementioned documents. The Coventry, Solihull and Warwickshire Resilience Team hold copies of those plans and documents that have an impact on the sub-region and can provide copies should they be required.

Structure

Section A – Preface

The preface gives information on the administrative details of the plan

Section B – Guidance Document

The Guidance Document gives information that will support the council in their response to and recovery from an emergency. While this is useful information, not all of it will be needed in the 'response' or 'recovery' phases of an emergency. The information in this section will support the actions in the Operational Procedures (Section C)

Section C – Operational Procedures

The Operational Procedures will support the council's decision makers and those council staff members or services that have a part to play in emergency response and recovery. The Operational Procedures are designed to be utilised in an emergency and as such are direct and concise.

Section D – Control Rooms and Processes

Section D gives an overview of the Emergency Control Room processes and will support responders in activating and initiating the set-up of an Emergency Control Centre

Section E – Contact List & Critical Services List

Section E is an internal document for relevant Local Authority staff which will give details for individuals who have a role in the plan and detail of the authority's services and activities that have been identified as 'critical'. This document is a stand-alone document that can be updated separately without having to wait for a formal review of the EMP. The plan should also be read alongside the external contact list for partner agencies produced by the West Midlands and Warwickshire Local Resilience Forums (WMLRF and WLRF respectively)

Activation

This plan, or sections thereof can be activated in several ways to a potential or actual major incident:

- Internal pressure within the local authority in response to an incident
  - For example - a significant business interruption (i.e. business continuity incident) or public safety emergency.
- An external alert that a multi-agency Command Group is being called.
- An external alert that a partner agency has called a major incident "Stand By".
- An external alert that a major incident has been "Declared".
- National or regional direction.
- An alert from on-call staff.

Parts of this plan can be activated to respond to localised incidents that may not be declared as a 'Major Incident' but could still have an impact on the Council, its residents, or its services.

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Section A: Preface

A1. Foreword from the Strategic Commander

It is almost inevitable that every year incidents will occur in our area which will disrupt our normal routine. Very occasionally an incident can happen that has a major impact on the local community or the delivery of council services. The Council recognises that there is a need for effective planning for all types of emergencies to ensure the efficient management of the response to, and recovery from these incidents by our Council and other responding agencies.

The most important thing is to be prepared to respond quickly to restore order, start the process of recovery, learn from the experience and instil confidence both within the Council and amongst the general public. This emergency management plan sets out the information, procedures and details required to ensure an effective, flexible and timely response to an emergency by our Council – thus reducing to a minimum the distress and disruption caused.

The key to success is good team-working and an integrated response to an emergency between the Council and partner agencies, which is why it is essential that all of us read this plan carefully, familiarise ourselves with its contents and recognise our own roles as part of the team responding to and recovering from an incident whether it affects our communities, our internal critical service delivery or both simultaneously.

Nick Page
Chief Executive
Solihull Metropolitan Borough Council

A2. Amendments / Version Control

Amendment	By Whom	Date
Version 24 amended following tactical exercises	Tom Knibbs	April 2015
Contacts updated	Tom Knibbs	November 2015
Content and Contact update	Tom Knibbs	June 2016
Contacts updated	Sarah Barnett	May 2017
Review and Contact update	Sam Collins	May 2018
Review and Contact Update v28	Sam Collins	April 2019
Major review and update	Sam Collins	February 2021
Minor review and update	Alex Bartoszewicz	July 2022

A3. Distribution list

Role
Strategic Cell as detailed in Contact List, Section E
Tactical Cell as detailed in Contact List, Section E
CSW Resilience Team

A4. Confidentiality and Privacy Statement

These updated documents contain confidential and personal information that must only be used as described below. This Emergency Plan remains the sole property of the Local Authority.

Restrictions on use

This document contains personal information (home and personal mobile telephone numbers) that is subject to data protection and human rights legislation. You must not copy or share with anyone else, or use it for any purpose other than:

- Contacting people in response to an emergency.
- Contacting people to test emergency procedures.

Information in this plan should be shared with relevant council employees ONLY during an emergency response and ONLY if it is necessary to do so in order to respond effectively to an incident.

Data Protection Policy

The contents of this document must not be copied or shared with the public or unauthorised personnel. Unauthorised use of this plan could lead to disciplinary action or prosecution. Please shred any old copies or dispose of them with care. This updated version of the should be treated as the original version. This follows the Council's Data Protection Policy on protected marking.

Periodically contact details or updated versions of the plan may be issued, either by email or through the internal post scheme for individuals to update their copies of the plan.

It is important to note that this information is OFFICIAL-SENSITIVE and must always be properly safeguarded and handled in accordance with the council's Information Security Policy and guidance.

The Protective Marking System ensures that sensitive information receives a uniform level of protection and treatment across Government, according to its degree of sensitivity.

A5. Ownership and Maintenance

The document remains the property of the Coventry, Solihull and Warwickshire (CSW) Resilience Team. The CSW Resilience Team is responsible for the maintenance of this document. Please use the contact details below to notify the team of any updates or amendments required.

	Coventry CC	Solihull MBC	Warwickshire CC
Address	Community Services Lower Ground Floor Council House Earl Street Coventry CV1 5RR	CSW Resilience Team Public Health Directorate Solihull MBC PO Box 24 Council House Solihull B91 9EG	Communities Group Warwickshire County Council P.O. Box 9 Shire Hall Warwick CV34 4RR
Tel	02476 833 576	01217 046 032	01926 412 486
Email	cswrt@warwickshire.gov.uk		

In an Emergency the CSW Resilience Team can be contacted 24/7 via the Coventry Monitoring and Response Service (MRS) on 02476 832 673

A6. Plan Review, Training and Exercising

Review

The EMP will be reviewed:

- Every year with an update of contacts 3x yearly
- Following an incident requiring the EMP to be activated
- On the issue of new or amended guidance

Training and Exercising

All council staff with an operational role in the response to and/or recovery from an emergency will receive training on the EMP. A training record will be maintained. CSW will hold regular exercises to test the EMP.

The plan should also be used during exercises. Where necessary the EMP will be reviewed to incorporate any recommendations made in the exercise debrief report.

A7. Equality and Diversity Statement

The CSW Resilience Team and the Local Authorities that it represents are 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 The CSW Resilience Team, on behalf of Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council as part of their responsibility to protect and assist the community as far as reasonable in the circumstances. All steps have been taken to ensure that no member of the community shall be unfairly treated, discriminated against or disadvantaged.

A8. Copyright

A9. Disclaimer

Although every precaution has been taken to ensure, as far as possible, that the information in the EMP is accurate and up to date, no guarantee or responsibility is taken for the accuracy of the information contained herein.

Section B: Emergency Management Plan Guidance Document

B1. Introduction

B1.1 Aim

To outline the emergency management arrangements, that would be put in place in response and recovery from a major emergency affecting our communities or a significant business interruption affecting the delivery of critical council services.

B1.2 Objectives

This aim will be achieved by:

- Identifying the Council's process of responding to and recovering from an emergency as defined by the Civil Contingencies Act 2004.
- Utilising the same structures and processes to respond to a significant business interruption.
- Providing generic response and recovery procedures to any emergency with sufficient flexibility to enable the requirements of the situation to be met.
- Outlining the multi-agency process and structure of response and recovery.
- Defining the roles and responsibilities of Council staff.
- Increasing resilience by ensuring that all Council staff members with an emergency response or recovery function:
    - Know their role
    - Are competent to carry out the tasks assigned to them
    - Have access to available resources and facilities
    - Have confidence that their partners in response are similarly prepared
    - Have a suitable command structure within which to respond

B1.3 Scope and Audience

All local authorities have a three-fold responsibility in major emergencies. The first is to provide the services for which they are statutorily responsible or seen as critical to maintain. The second is to coordinate with and/or support the various responding organisations. The third is to lead and coordinate the multi-agency recovery phase.

This EMP aims to give guidance on the procedure and principals involved in a local authority response and recovery. It aims to define the role of the local authority and provide a quick reference to the processes likely to be involved in an emergency response and recovery phase.

The purpose of the EMP is to outline the procedures to be followed in the event of an emergency or business interruption and outlines the Council's methods of activating officer response and acquiring or mobilising resources. For the purposes of this plan, the terms emergency and major incident can be considered to be interchangeable.

This plan is intended for use by any Council staff members that have a role in supporting the Council's overall response to and recovery from an emergency.

B1.4 Definitions

<u>Emergency</u>

The Civil Contingencies Act 2004 defines an "emergency" as an event or situation, which threatens serious damage to:

- Human welfare in a place in the United Kingdom,
- The environment of a place in the United Kingdom, or
- The security of the United Kingdom

<u>Category 1 Responders</u>

These organisations are listed in part one of the Civil Contingencies Act 2004 and are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the act.

Category 1 responders include:

- Emergency Services
- Local Authorities
- Health Agencies

- The Environment Agency
- Government Agencies

Major Incident

An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.

- 'emergency responder agencies' describes all Category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.
- a major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security.
- a major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder.
- the severity of consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally.
- the decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers.

A major incident can be declared by any Category 1 or 2 responder which considers that any of the criteria outlined above has been satisfied. In certain circumstances such as flooding the local authority may declare a major incident. It should be noted that what is a major incident to one responder may not be so to another.

This plan or parts of this plan can be invoked in the event of an emergency or a major incident, therefore for the purposes of this EMP the two terms will from here on out be referred to singularly as an 'emergency'.

Acts of terrorism including suspected involvement of chemical, biological, radiological and nuclear devices are subject to a specific multi-agency response supported by HM Government.

Business Continuity

A holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience.

Business Interruption

A disruption to the delivery of single or multiple services that have been defined by the Local Authority as 'critical' to maintain.

Critical Service

The classification of a service as 'critical' may be defined from being enshrined in statutory law or a discretionary service where failure to operate at full capacity has implications for reputation, brand, duty of care or income generation. The local authority identifies and reviews its critical services on a rolling basis and a full list of this authority's current critical services can be found in the contact list in Section E.

Recovery

Recovery is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The way recovery processes are undertaken is critical to their success. Recovery is best achieved when the affected community can exercise a high degree of self-determination.

Recovery is a complex and long running process that will involve many more agencies and participants than the response phase. It will certainly be more costly in terms of resources, and it will undoubtedly be subject to close scrutiny from the community, the media and politicians alike. It is therefore essential for the process to be based on well thought out and tested structures and procedures for it to work in an efficient and orderly manner.

The recovery phase should begin at the earliest opportunity following the onset of an emergency, running in tandem with the response to the emergency. It continues until the disruption has been rectified, demands on services have returned to normal levels, and the needs of those affected (directly and indirectly) have been met. While the response phase to an emergency can be relatively short, the recovery phase may last for months, years or even decades.

B2. Legislation and Guidance

B2.1 The Civil Contingencies Act (CCA) 2004

Part One:

Part one of the CCA outlines the organisations that would be involved in an emergency (before, during and after). The act splits these organisations into two categories:

Category One Responders are the principle responders and Category two responders are those that would be required to support and communicate with the principle responders.

The CCA places duties on Category one and two responders.

The main civil protection duties fall on the Category 1 responders as follows

- Conduct risk assessments
- Undertake business continuity management
- Carry out emergency planning activities
- Maintain public awareness and arrangements to warn, inform and advise the public

A fifth duty applies to local authorities;

- Provision of advice and assistance to the commercial sector and voluntary organisations

Two duties also apply to Category Two Responders:

- Co-operate in resilience activities
- Share information

Category two responders are expected to support Category one responders by co-operating and sharing information before, during and after an emergency.

Part Two

Part two of the Act is an update of the 1920 emergency powers act and other old legislation. Emergency powers allow the Government to make special temporary legislation (emergency regulations) as a last resort in the most serious of emergencies where existing legislation is insufficient to respond in the most effective way.

B2.2 Emergency Response and Recovery

Emergency Response and Recovery guidance is non statutory guidance that accompanies the Civil Contingencies Act 2004 and aims to establish good practice based on lessons identified from responding to and recovering from emergencies, both in the UK and internationally.

'Emergency Response and Recovery' is designed to complement Emergency preparedness, which sets out how the duties under the Civil Contingencies Act 2004 and its supporting regulations should be implemented.

B2.3 JESIP Joint Doctrine: The Interoperability Framework

What is JEPIP?

Events over recent years have shown the need for the emergency services to work together as effectively as possible during major, serious or catastrophic incidents or events. However, reviews following major incidents such as the July 2005 London bombings, the wide-area floods across the UK in 2014, and the shooting of 12 people in Cumbria by Derrick Bird in 2010, all reported gaps and failings in the interoperability between Category 1 Agencies.

JESIPS's stated aim is:

"to ensure the blue light services are trained and exercised to work together as effectively as possible at all levels of command in response to major or complex incidents (including fast moving terrorist scenarios) so that as many lives as possible can be saved."

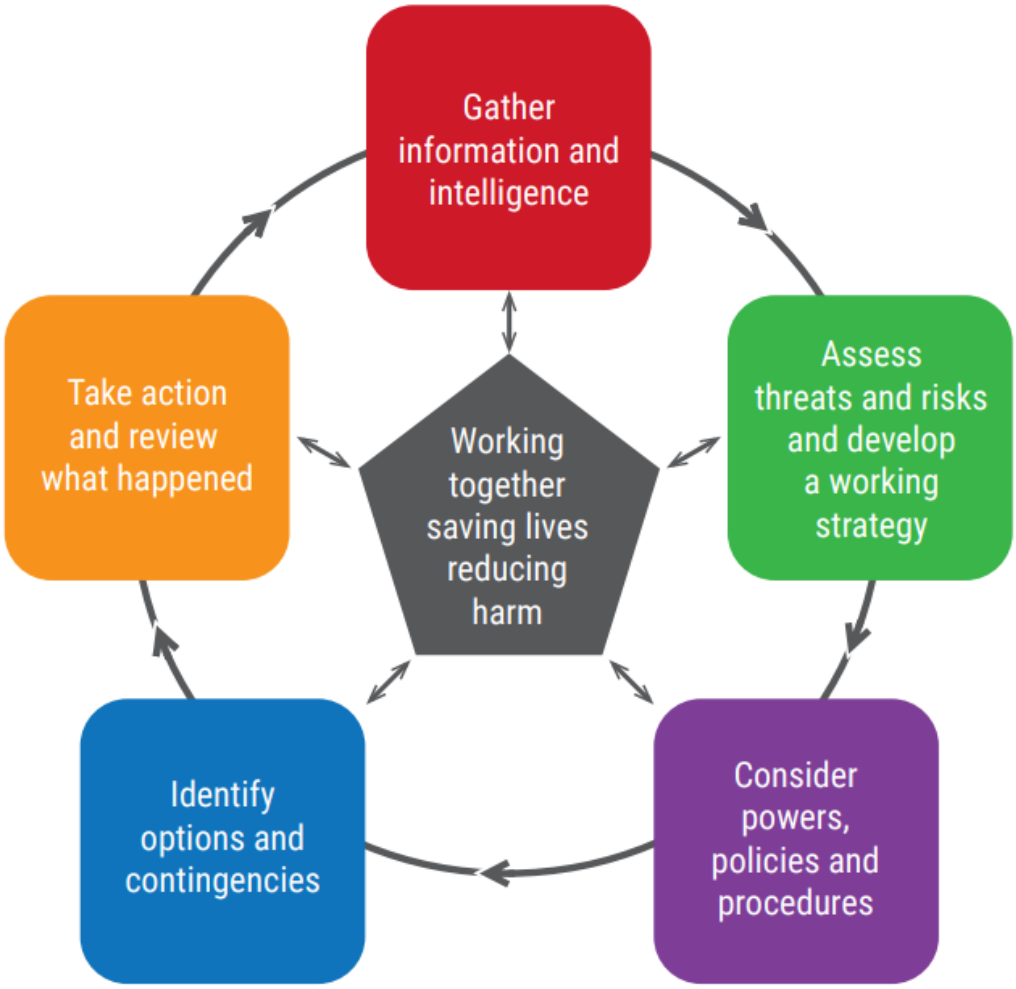
Although the initial aim was focused around Blue Light services, it is now accepted that all Category 1 and 2 Responders should embed the Joint Decision Making Model into their emergency arrangements

Joint Decision Model JDM

One of the difficulties facing responders is how to bring together the available information, reconcile potentially differing priorities and then make effective decisions together. The Joint Decision Model (JDM) was developed to resolve this issue.

The JDM should be used to help both the Strategic and Tactical Team's work together in order to save life and reduce harm. Each time Strategic and Tactical Teams meet consideration should be given to:

1. Gathering information and intelligence;
2. Assessing the threats and risks to develop and working strategy;
3. Consider the powers, policies and procedures that can be applied;
4. Identity the options and contingencies that can be used;
5. Take required actions and review what happened.



JESIP – Joint Discussion Model

B2.4 Other legislation

Legislation such as 'The Control of Major Accident Hazard Regulations 1999', The Pipelines Safety Regulations 1996' and 'Radiation (Emergency Preparedness and Public Information) Regulations 2001' also have implications on emergency planning and response activities.

B3. Command and Control

The Strategic / Tactical / Operational command and control structure is a nationally adopted framework by all emergency response organisations. The command and control structure ensures a joined-up approach to emergencies at various scales. This approach splits the response into three sections:

- Operational (also referred to as Bronze)
- Tactical (also referred to as Silver)
- Strategic (also referred to as Gold)

The Strategic / Tactical / Operational structure should work for each agency's internal incident response but also translates to a multi-agency response. The command and control structure can be strengthened through joint training and exercising.

Command and Control:

- Is functionally, not seniority or rank driven.
- Tends to be implemented first at the lowest (operational) level.

- Allows each organisation's management to integrate and interface at the level appropriate to their involvement.

B3.1 Operational level (Bronze)

- The level at which immediate 'hands-on' work is undertaken at the scene.
- Personnel first on the scene will take immediate steps to assess the nature and extent of the problem.
- Individual agencies retain command over their own resources and personnel deployed at the scene.
- The local authority may choose or be asked to deploy a liaison officer to the scene of an incident. (See Section B6.6 and Action Card C12)

B3.2 Tactical level (Silver)

- The purpose of the tactical level is to ensure that the actions taken by the operational level are effectively and efficiently co-ordinated and integrated.
- While a single agency (normally the police) will be identified at an early stage to be the lead responder, they do not have the authority to command the personnel or assets of other involved responders.

The Tactical level will also:

- determine priorities for allocating available resources
- plan and co-ordinate how and when tasks will be undertaken
- obtain additional resources if required
- ensure the health and safety of the public and personnel

The local authority will have its own Tactical meeting usually in the council's designated Emergency Control Centre (See Section B7). The local authority may also be asked to send a representative to the multi-agency Tactical Coordination Group (TCG) which will usually be held at a location close to the scene.

B3.3 Strategic level (Gold)

The purpose of the Strategic level is to consider the emergency in its wider context; determine longer-term and wider impacts and risks with strategic implications.

The strategic level will also:

- establish a policy framework for the overall management of the incident
- prioritise the requirements of the tactical tier and allocate personnel and resources
- formulate and implement media-handling and public communication plans
- direct planning and operations beyond the immediate response.

The police will usually chair a Strategic Coordination Group meeting (Multi-Agency SCG) which the Local Authority should attend. Ideally the Council's Chief Executive or in their absence a relevant senior officer should attend the meeting with support from a member of the CSW Resilience Team. For more information on attending the SCG see section B4.1 and B5.1.

B3.4 Further escalation

MHCLG Resilience & Emergency Division (RED) Team

Should an incident affect more than one council area the MHCLG RED Team may be called to co-ordinate the response and make resources available.

Cabinet Office Briefing Room

If an incident affects more than one region or may have in impact on the UK as a whole, then a meeting of the Cabinet Office Briefing Room (COBR) may be called. COBR will likely be chaired by the appropriate minister.

Through COBR a Ministerial Group will be formed to coordinate Government's response and / or recovery activities. Chairs of Strategic Coordinating Groups or Recovery Coordinating Groups may be invited to participate in these meetings via a teleconference. Chairs are expected to share information on how the local multi-agency response or recovery effort is being managed; reassure ministers that actions are being taken to mitigate impacts (and further risk); and identify where government could help.

B4. Multi Agency Response

The majority of incidents will involve several organisations. There are various documents and procedures that set out the ways in which organisations should jointly respond to emergencies the basics of which are summarised in this section. The Local Authority (LA) will have its own responsibilities and objectives in an emergency response and will follow the procedures established in this plan, however they may also be part of the multi-agency response. This plan aims to establish response structures that will align the LA response with the multi-agency response.

CSW Resilience and / or the local authority will provide Liaison Officers to the scene and any relevant multi-agency command points or meetings that are set up, to assist with co-ordination of the response and requests for support. Any staff responding to an emergency should be aware of the multi-agency response structure and common objectives which will be set by the local authority Strategic Cell at the start of the response.

If multi-agency recovery coordination is required external partners will be welcomed into the Local Authority response structure at the relevant Strategic and Tactical levels. However, this activity should only seek to commence after handover between the SCG and the relevant Local Authority has been undertaken (See section B5 and LRF Multi-Agency Recovery Protocols).

B4.1 Strategic Coordination Group (SCG)

Role

The purpose of the SCG is to take overall responsibility for the multi-agency management of the declared emergency and to establish the policy and strategic framework within which the Tactical co-ordination group will work.

The SCG will:

- determine a clear strategic aim and objectives and review them regularly
- establish a policy framework for the overall management of the event or situation
- prioritise the demands of the Tactical Coordination Group (TCG)
- allocate personnel and resources to meet requirements
- horizon scan beyond the immediate response in order to support the recovery process.

The SCG does not have the collective authority to issue executive orders. Each organisation represented retains its own responsibilities and exercises control of its own operations in the normal way. The SCG, therefore, relies on a process of discussion and consensus to reach decisions, and to ensure that the agreed strategic aims and objectives are implemented at the lower levels. Effectiveness at strategic level therefore rests upon every member having a clear understanding of the roles, responsibilities and constraints of other participants.

Common objectives

The following objectives are common across all responding agencies and generally apply at all levels of the incident management and response framework. SCG representatives should focus on the strategic/long term impact the incident will have on each objective listed below:

- Save and protect life
- Relieve suffering
- Contain the emergency – prevent escalation or spread
- Provide the public with warnings, advice and information
- Protect the health and safety of personnel
- Safeguard the environment
- Protect property
- Maintain / restore critical services
- Maintain normal services at an appropriate level
- Promote and facilitate self-help in the community
- Facilitate investigation and inquiry
- Facilitate physical, social, economic and psychological recovery
- Evaluate response and identify lessons learned

Membership

SCG membership requires strategic level officers because major emergencies:

- place considerable demands on the resources of responding agencies.

- pose significant business continuity challenges; and
- require strategic level horizon scanning beyond the immediate response to assist in the facilitation of recovery.

All SCG representatives should be clear on their organisation's strategic priorities, ensure that these are recorded and communicated to all other responders and must have the authority to commit resources on behalf of their organisation. The SCG will comprise of senior representatives from Category 1 and 2 agencies, voluntary agencies, and the military.

B4.2 Tactical Coordination Group (TCG)

The structure and working of a TCG in general reflect that of the SCG but at a tactical level. The location of a multi-agency TCG will vary according to the incident. TCG's are usually chaired by the Police but this will depend on the type of incident.

TCG activation

The Police will normally activate a TCG, however, any organisation may request one. The Police will notify partner agencies of the establishment of a TCG. The list of agencies represented will reflect those at the SCG.

TCG resources

Organisations attending the TCG must be self-sufficient unless told otherwise, and should be able to provide their own:

- Communications with their own organisation
- Appropriate mapping requirements
- Administration support
- Food and drink
- Stationery, logbooks etc.
- Appropriate protective and bad weather clothing
- Relief staff

Operation of the TCG

Members of the TCG need to have the authority and experience to provide tactical decisions on behalf of their respective agencies. They need to be able to assess the needs and capabilities of their organisation and be able to effectively translate strategy into tactical direction.

B4.3 Operational command

Operational command is where the strategy and tactics set by the SCG and TCG respectively are put into action. Each organisation will appoint its own Operational Commander(s)

Although there is no formal meeting structure as at SCG and TCG the Joint Emergency Services Interoperability Principles (JESIP) will be used by responders at the scene to ensure that Operational Commanders can quickly identify each other and work in harmony with each another. It is only by doing so that a co-ordinated and effective response will be achieved.

B4.4 Transition from Response Phase to the Recovery Phase

Over time, the balance of the response will naturally lean more to recovery. At the appropriate point, the SCG and the Local Authority Strategic Group in should discuss transitioning the Chairing of the overall SCG. When agreed and formally signed off, the SCG will transition into the Strategic Recovery Coordinating Group led by the relevant local authority.

B5. Multi Agency Recovery

Like the response phase of a major emergency, the model required for a coordinated multi-agency recovery phase is facilitated by implementing Strategic, Tactical and Operational Levels of activity. The difference is in the pace and the expansion of membership. Existing Local Authority response group membership will need to be expanded to absorb colleagues from a wide range of public safety agencies to support the multi-agency recovery effort.

B5.1 Strategic Recovery Coordination Group

The Local Authority Strategic Group in the response phase becomes the multi-agency Strategic Recovery Coordination Group in the recovery phase.

The group is the strategic decision-making body for the recovery phase which gives a broad overview and represents each agency's interests and statutory responsibilities. It takes advice from Recovery Sub-Groups and sets the strategy to support the rebuilding of public confidence.

Common Strategic Recovery Group Aims & Objectives

- To decide the overall recovery strategy
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy
- To ensure the Tactical Recovery Coordination Group establishing appropriate Sub-Groups
- To produce an impact assessment on the situation
- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress
- To monitor financial matters and pursue funding and other assistance.
- To agree exit strategy criteria and timescale
- Decide the final "state" of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working groups
- To provide reassurance to the public and to minimise fear and alarm
- To make recommendations, at an early stage, to Local Authority Elected Members on the strategic choice between 'normalisation' and 'regeneration' of an affected area

Membership

- Strategic Local Authority representation
- Chair of the multi-agency Tactical Recovery Coordination Group
- Category 1 Responders
- Category 2 Responders
- Voluntary Organisations
- MHCLG RED & any other relevant Government Departments

B5.2 Tactical Recovery Coordination Group

This group is the tactical decision-making body for the recovery phase. Its main role is to coordinate the work of recovery subgroups and to deliver the strategic objectives.

Tactical Recovery Coordination Group Activation

The Tactical Recovery Coordination Group is activated once a formal response to recovery handover have been agreed and completed at the multi-agency SCG by the lead responding agency and the local authority. The Local Authority Tactical Group and Tactical Coordinating Group in the response phase merge to become the multi-agency Tactical Recovery Coordination Group in the recovery phase.

Operation of the Tactical Recovery Coordination Group

Members of the Tactical Recovery Coordination Group need to have the authority and experience to provide tactical decisions on behalf of their respective agencies. They need to be able to assess the needs and capabilities of their organisation and be able to effectively translate strategy into tactical direction for the relevant Recovery Subgroups.

B5.3 Recovery Subgroups

Coordinating recovery can be complex, because of this additional subgroups will be required to focus on specific areas of delivery.

Recovery Subgroups

In Recovery the membership of the Local Authority Work Cells will be expanded to absorb multi-agency stakeholders that have a role to play in recovery. As with the response the phase the recovery subgroups will be convened dynamically on the requirements of the incident. The response and recovery subgroups identified in this plan are as follows:

- Communications
- Environment & Infrastructure
- Facilities, Finance & Legal
- Health & Welfare
- Business & Economy
- Communities
- Information Processing

- Science & Technical Advice Cell (chaired by Public Health England)

Operation of the Recovery Subgroups

The Recovery Subgroups will work and coordinate with each other through the Tactical Recovery Group to deliver on the Strategic aims and objectives.

B6. Roles and Responsibilities

B6.1 Coventry, Solihull and Warwickshire (CSW) Resilience Team

Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council deliver the resilience programme jointly across the sub-region. This means they have made a commitment to work in partnership, share resources and support each other in all areas of resilience.

When an emergency or significant business interruption occurs, the initial notification may come from the Police or Fire and Rescue Service, although it could come from any partner organisations or in the case of a business interruption via internal colleagues. The call will be received by the Monitoring and Response Service (MRS) call centre in Coventry, who will take the details and pass it on to the CSW Resilience Duty Officer, who is available 24/7. The Duty Officer will initiate the emergency response procedures for the relevant authority, and in the case of larger incidents will be supported by the CSW Resilience Duty Manager, who is also available 24/7. See Section C1 and C2 for information about the activation of this EMP.

Following the initial activation of the relevant local authority, the CSW Resilience Team will continue to provide support. CSW Resilience can carry out a variety of roles, for example acting as Tactical Advisors to advise Senior Officers responding to the emergency or business interruption. They can also be deployed to assist council Liaison Officers, Rest Centre Managers, or be deployed to multi-agency command posts.

B6.2 The Local Authority

See Action Card C4

In responding to a major emergency or business interruption the Local Authority will have two key functions:

- To assist the Emergency Services and other responders in the response to and recovery from the emergency.
- To ensure that the delivery of essential services to the wider community is maintained

The Local Authority will seek to maximise the resources available, and may seek to mitigate the effects of the emergency by utilising and co-ordinating assistance from voluntary sector organisations

In addition to the arrangements in this plan, it is important that Local Authority departments have effective business continuity critical service plans in place, which are regularly tested and updated.

Response structure

The response structure within this plan can be scaled up or down using the Strategic, Tactical or Operational framework dependent upon the circumstances of the incident and the response required. In the response to an emergency that has implications for public safety the local authority will usually be part of a wider multi-agency response.

Recovery structure

The Local Authority will lead the recovery phase of the incident. It is important that the local authority consider medium to long term impacts from the onset of the incident. Once the response phase has concluded the Lead Agency and the Local Authority will conduct a coordinated handover into the recovery phase. At this point the Local Authority will invite multi agency partners into its Strategic and Tactical cells.

B6.3 Local Authority Strategic Cell

See Action Cards C5 - C8, C11 and C17

The Local Authority Strategic Cell will be activated in the most severe incidents and should be attended by the relevant Strategic Cell members. The main function of the Local Authority Strategic Cell is to set strategic priorities and advise the Local Authority Tactical Cell.

For the Local Authority the majority of incidents will be able to be dealt with at the Tactical level and a Strategic Cell will not be required. However, it is still important to define the strategic objectives of the emergency response. These objectives could be defined by the Tactical Cell in consultation with Strategic level managers, or a ‘light-touch’ Strategic meeting could be held physically or virtually to discuss the strategic objectives.

Activation

The Local Authority Strategic Commander will receive a call from CSW Resilience or a representative of the Tactical Cell requesting them to authorise the activation of the EMP.

The Strategic Commander will nominate a member of staff to mobilise the other members of the Strategic Cell.

The CSW Resilience Duty Officer will then contact LA Tactical Cell members and provide the necessary support to activate the Local Authority Tactical Cell.

Roles and responsibilities

The roles and responsibilities of the LA Strategic Cell cannot be anticipated or listed in full and will have to be flexible to meet the needs at the time of an emergency. However, the main roles and responsibilities are as follows:

1. To set and review the local authority's strategic aims and objectives for responding to and recovering from a significant incident.
2. To ensure the Local Authority Tactical Cell have the necessary resources to respond to and the recovery from the incident
3. To ensure that short and/or long-term business continuity arrangements are put in place to ensure the continuation of critical services during the response and recovery phases.
4. To identify and supply the necessary resources in support of Tactical and Operational Responders
5. To provide incident liaison officers to attend multi-agency command posts if requested
6. To ensure that sufficient capacity exists to sustain the Strategic and Tactical Cells, and Liaison Officer roles on a 24/7 basis should this be necessary
7. To consider the welfare of all staff involved in the response and recovery phase

B6.4 Local Authority Strategic Commander

See Action Cards C5 - C8, C11 and C17

The Local Authority Strategic Commander, usually the Chief Executive or a nominated senior officer, oversees the authority's response to and recovery from an emergency.

The Local Authority should have a pre-identified Strategic Commander, with a clear process in place to nominate an alternative should they not be available. Identified Strategic leads will receive training to enable them to carry out this role.

If the nominated Strategic Commander is not contactable then the next appropriate member of the LA Strategic Cell will be mobilised and is authorised to act as the Strategic Commander for the Council, activating the plan as appropriate.

Strategic Coordination Group Liaison

If an emergency requires the activation of a multi-agency Strategic Coordination Group (SCG) to be convened the Local Authority will be asked to supply a representative that will be able to make key decisions on behalf of the council, this person will become the SCG representative / Liaison Officer. (See Action Card C12)

This officer should be a senior Strategic Manager, ideally the Chief Executive or a nominated deputy. They will be responsible for making decisions, committing resources, and approving financial transactions on behalf of the local authority. The officer should feed information back into the Local Authority Strategic Cell which will be working from one of the council's emergency control centres.

Subject to resources being available, CSW Resilience will provide a Resilience Officer and a loggist to support the Local Authority representative at the SCG.

B6.5 Local Authority Tactical Cell

See Action Cards C9 to C17

The majority of local incidents will be managed by the Local Authority Tactical Cell. This cell will manage the Council's Tactical and Operational functions. The Tactical cell will normally meet in an Emergency Control Centre (ECC) and will bring together the appropriate managers to provide a suitable response to the emergency. The membership of the group will depend on the type of incident that has occurred and if recovery is required then the inclusion of multi-agency partners into the Local Authority's response structure should be considered after a formalised handover at the multi-agency SCG.

The Local Authority should have a pre-identified Tactical Commander who will chair the Tactical Cell, with a clear process in place to nominate an alternative should they not be available. Identified Tactical leads will receive training to enable them to carry out this role.

The Tactical Commander should look to coordinate relevant council services into work-cells to best utilise the available council resources and officers. The Tactical Cell will be supported by a Tactical Advisor from the CSW Resilience Team.

Purpose

- To manage the Tactical and Operational response of the Local Authority in the event of a major emergency, significant business interruption and any associated recovery phase.
- To ensure preparations have been made for a resilient response and recovery as required
- To ensure business continuity in overseen from a Tactical perspective and provide support and guidance to affected critical services (see Action Card C16).
- To ensure the necessary resources have been requested and are deployed to ensure an adequate response and recovery.
- To liaise with multi-agency partners and the media as required.

Activation

The pre-identified Tactical Commander will receive a call either from the CSW Resilience Team or the Local Authority Strategic Commander requesting the activation of the Tactical Cell. In addition to activating the Tactical Cell, the Tactical Commander will also contact the appropriate managers to activate the appropriate work cells. The work cell managers will then make the necessary arrangements to activate their work cells.

If requested, the Tactical Commander will also make arrangements to deploy staff to the scene of the incident to act as Local Authority Liaison Officers.

B6.6 Local Authority Operational Staff

The operational level, also sometimes known as Bronze, are the staff and resources at the scene of the incident to support and liaise with the emergency services personnel providing the response to the incident. This also extends to staff working from an office location in response and within the longer-term operational level tasks that will need to be undertaken in the recovery phase.

Local Authority operational staff will be responsible for co-ordinating Local Authority resources at the scene of an emergency and to pass information between the Command Point at the scene and the Local Authority Tactical Cell which will be working from one of the council's Emergency Control Centres (ECC).

In the first instance it is likely that the CSW Resilience Team Duty Officer will take the role of Local Authority Operational Liaison Officer and will attend the scene of the incident to feedback initial information. The supporting CSW Resilience Team Duty Manager will continue to coordinate the response remotely and will likely be deployed as an advisor to the Emergency Control Centre.

B6.7 Role of a Local Authority Liaison Officer

See Action Card C12

Liaison Officers

In many emergencies, it will be necessary for the Local Authority to provide Liaison Officers to attend multi-agency Strategic or Tactical meetings or the multi-agency command post at the scene of an incident.

The primary function of a liaison officer is to pass information between the Local Authority and the command post or location at which they are deployed, including incident updates, decisions made, proposed strategies and resources required. It is therefore important that Liaison Officers are fully briefed concerning the situation and have the ability to maintain communications with the Local Authority Tactical and/or Strategic Cells. Ideally, Liaison Officers should have the delegated authority to make decisions on behalf of the Council. This is especially important where contact or communications with a senior representative of the authority is not possible or an urgent decision is required on scene by an Incident Commander.

The Liaison Officer must be given appropriate support in order to carry out their role. There must be a dedicated point of contact for the liaison officers to obtain support, advice or the authority to make decisions. Liaison officers are required to maintain an accurate log of all decisions made. If the Liaison Officer has not received loggist training, it may be beneficial for the liaison officer to be supported by a trained loggist or advisor from the council, particularly if attending multi-agency SCG or TCG meetings.

Staff welfare

In some types of incident, there is a risk of staff suffering from some form of post-traumatic stress disorder. The Council will provide support staff recovering from the effects of this condition. Staff that are exposed to stressful situations will be offered posttraumatic stress counselling. More details can be obtained from the relevant Human Resources or Occupational Health department.

B6.8 Responsibilities of other responders

The following table gives an abridged outline of the roles and responsibilities of the category 1 and 2 responders that may be involved in the response to and recovery from an emergency. These responsibilities are taken from the Civil Contingencies Act 2004 (See Section B2).

<table>
<tr><th colspan="2">Category 1 Responders</th></tr>
<tr><th>Police Responsibilities</th><th>Police Capabilities</th></tr>
<tr><td>Protect life and property
Co-ordinate the multi-agency response
Protect and preserve the scene and investigate the incident
Prevent crime and disorder
Collate and disseminate casualty information
Manage access to cordons</td><td>Traffic / Road policing
Beat officers and PCSOs – policing the outer cordon and providing traffic control
Public Order & Mounted officers
Firearms units & CBRN capabilities
Surveillance and Forensics
Disaster victim identification – Casualty Bureau</td></tr>
<tr><th>Fire and Rescue Service Responsibilities</th><th>Fire and Rescue Service Capabilities</th></tr>
<tr><td>Save life
Protect property
Protect the environment
Provide assistance in support of the local communities
Extinguish fires and rescue trapped individuals
Take the lead on incidents that involve hazardous materials
Manage the inner cordon when appropriate</td><td>Firefighting
Road traffic collisions
Rescues from height, depth or water
Environmental protection
Hazardous materials & mass decontamination
Canine search – for live bodies
Urban search and rescue (USAR)
Co-ordinate national resources e.g. High-Volume Pumps</td></tr>
<tr><th>Ambulance Service Responsibilities</th><th>Ambulance Service Capabilities</th></tr>
<tr><td>Save life and prevent further suffering
Facilitate patient triage
Provide casualty treatment and transport to the most appropriate facility
Co-ordinate health resources
Act as the primary NHS response and be a gateway to NHS services</td><td>Paramedics and Emergency Care Practitioners
Clinical decontamination
Radiation protection
Community responders & Air Support
Temporary structures (casualty clearing and decontamination)</td></tr>
<tr><th colspan="2">Local Authorities</th></tr>
<tr><td colspan="2">Lead on the recovery phase, including ‘clean-up’ and restoration of normality.
Provide ‘Social Services’
Provide transport, refuse collection and disposal, environmental health and housing support.
Provide Emergency Assistance Centres which offer shelter, medical and welfare support for those that have been evacuated
Co-ordinate support offered by the voluntary sector.
Facilitate the inspection of dangerous structures
Provide emergency mortuary services</td></tr>
<tr><th colspan="2">NHS and Health Bodies</th></tr>
<tr><td colspan="2">Manage the ‘receiving’ hospitals
Provide specialist support to casualties
Provide GP’s, community nurses, mental health services and pharmacist
Support casualties with mid and long-term health issues.
Identify and respond to incidents involving hazardous materials
Provide support during the recovery phase.</td></tr>
<tr><th colspan="2">Environment Agency</th></tr>
<tr><td colspan="2">Protect and improve the environment in England and Wales
Prevent or minimise the impact of an environmental incident
Investigate the cause of an incident and consider enforcement or action
Seek remediation, clean-up or restoration of the environment.</td></tr>
</table>

<table>
<tr><th colspan="2">Category 2 Responders</th></tr>
<tr><th colspan="2">Utility Companies</th></tr>
<tr><td colspan="2">• Work with the emergency services and local authority to deliver timely restoration of essential services to help minimise the wider impact on the community.</td></tr>
<tr><th colspan="2">Transport Operators</th></tr>
<tr><td colspan="2">• Manage traffic and congestion
• Provide travel information to the public
• Support transport and logistics & support any investigation related to the incident.</td></tr>
<tr><th colspan="2">Health & Safety Executive</th></tr>
<tr><td colspan="2">• Protect people's health and safety in the workplace, nuclear installations, mines, factories, farms, schools, hospitals gas and oil installations.
• Provide specialist advice on chemical, biological, radiological and nuclear materials</td></tr>
<tr><th colspan="2">Uncategorised</th></tr>
<tr><th>Voluntary Agencies Responsibilities</th><th>Voluntary Agencies Capabilities</th></tr>
<tr><td>Voluntary Agencies are not categorised by the Civil Contingencies Act 2004 and therefore have no statutory duty to respond to an emergency. However, although voluntary organisations are not in a category, they can offer valuable support and expertise to emergency planning and response organisations. It is for this reason that the CCA 2004 gives Category 1 responders a duty to include the voluntary sector in any relevant plans or response arrangements</td><td>The voluntary sector can provide support in a number of generic areas:
• Welfare
• Social and psychological aftercare
• Medical support
• Search and rescue
• Transport
• Communications
• Documentation
• Training and exercising</td></tr>
<tr><th>Military Responsibilities</th><th>Military Capabilities</th></tr>
<tr><td>The Military are not categorised as a Category One or Two responding organisation but may be called upon to support in emergency response.
The HMSO publication 'Military Aid to the Civil Community - A pamphlet for the guidance of Civil Authorities and Organisations' sets out the basic principles of the scheme, the indemnity and insurance requirements, financial aspects and method of applying for assistance.</td><td>The military has considerable resources, personnel, assets, vehicles, communications and medical training which may be available. In a public safety emergency, the armed forces may be able to provide assistance to the civil authorities and organisations through a scheme called 'Military Aid to the Civil Authorities (MACA)'. Each of the three services: Army, Royal Air Force and Navy, has access to a wide range of professions, trades and skills within its ranks, and possesses a variety of versatile equipment, but this can only be requested in exceptional circumstances. Any requests for military support must be requested through the Joint Regional Liaison Officer at the multi-agency Strategic Coordinating Group.</td></tr>
</table>

B7. The Emergency Control Centre (ECC)

The Emergency Management Centre (EMC) is the space: physical, virtual, or a hybrid combination of the two, where the Local Authority response to an incident is managed and coordinated from and information can be collated and shared. This can be meeting rooms, Microsoft Teams calls, or a hybrid combination of the two. The EMC may take the form of meetings at regular intervals or be a space in continuous usage. The EMC should be activated in conjunction with the authority's Emergency Management Plan (EMP).

There are four methods an EMC can be delivered via:

Hybrid EMC - The Hybrid EMC involves using both physical and virtual elements. It requires Microsoft Teams Meeting Room where the room itself can host or be invited to the Microsoft Teams meeting (typically the room will have TVs, speakers, microphones and cameras linked together). This enables people both in the room and remote to join the meeting. The Hybrid EMC also relies primarily on the usage of MS Teams for the digital storage and sharing of incident information and the usage of digital situational awareness tools.

Virtual EMC - The Virtual EMC involves using MS Teams exclusively to manage and coordinate an incident response remotely.

Physical EMC - The Physical EMC consists of the physical meeting space room only and the usage predominately of physical methods of managing the EMC e.g. use of white boards for situational awareness and filing cabinets for storage.

Teleconference - In the event a remote meeting is desired but Microsoft Teams is unavailable teleconference facilities should be available to use as a contingency.

The EMC will act on information the council receives during an incident including that shared internally or provided by partner organisations including the emergency services. While the EMC will be used to coordinate the Local Authority response, the multi-agency response will be co-ordinated by the SCG or TCG, which the Local Authority should attend. The EMC also includes tools, either physical (e.g. whiteboards, screens etc.) or virtual (digital office 365 templates) for incident information to be presented on and shared.

More details of the Emergency Management Centre and activation can be found in the authority's Emergency Management Centre (EMC) Plan.

B7.1 Physical Locations

Each council has a pre-identified primary physical Emergency Management Centre, this consists of rooms where Strategic and Tactical Cells would operate from.

	Coventry CC	**Solihull MBC**	**Warwickshire CC**
Strategic	Chief Executive Office	Chief Executive Office	Chief Executive Office
Tactical	Council House, Room 77, Second Floor, or Committee Room 3, Lower Ground Floor	Orchard House OH1.03	Shire Hall, Conference Room 04 (Conf-04)

Back-up options

Revert to using Microsoft Teams / Virtual EMC if a physical / hybrid option is not available. If an alternative physical location is required, CSW Resilience will work with facilities to identify a suitable one.

B7.2 Logging

Anyone involved in an incident response should keep a personal log. Some officers, identified as volunteer loggists, may also be asked to log on behalf of others, either an individual or group.

A log is a description of an event as it occurs and should include decisions and actions taken, justification and corresponding times and dates. A log can be kept either electronically or in written form. If in written form ideally use a log book if one is available, if not use anything to hand.

Post incident all logs should be submitted to CSW Resilience to support the debrief process and data retention. Incident logs may also be used to support an inquiry, investigation or inquest and can be key to helping defend decisions taken during an incident.

B8. Emergency Assistance Centres (inc Rest Centres)

See CSW Joint Rest Centre Plan / CSW Humanitarian Assistance Centre Plan / CSW Emergency Management Centre Capability Document

In the initial stages of a major incident, the Council may be called upon to establish a rest centre, also sometimes referred to as a Reception Centre. The EAC will provide shelter, food, security and information to people displaced by the emergency. It may also be necessary to provide evacuees with overnight accommodation. People attending the rest centre will be registered. This will allow the council to contact them later if required and confirm the location of people who may have been reported as missing.

The Council has plans and arrangements in place, and trained staff available to enable the rapid activation of a rest centre if required. The council has a list of pre-identified locations that could be used as a rest centre in an emergency. However, depending on the location and type of emergency, other locations can be used if appropriate. The provision, functioning and maintenance of a rest centre is a Local Authority responsibility. Support will often be provided by Health agencies and voluntary organisations. The centre will be managed by a Council Officer with support from the CSW Resilience Team.

It should be noted that in the early stages of an incident there is likely to be an estimate of the number of people that will be evacuated, but that many of these people will make alternative arrangements, and the number of people arriving at the centre is often significantly smaller than the initial estimate.

The rest centre can also act as a source of information for local residents. People will need different types of support depending on the type of incident. For example, in a flooding incident, people affected may prefer to use the centre as a 'drop-in' centre, where they can get updates about the incident, pass information to the responding organisations, get food or refreshments, charge mobile phones etc.

There are a number of other types of centre that may be opened following a major incident:

Survivor Reception Centre

This will be opened in the immediate aftermath of an incident and will be a location close to the scene where survivors can receive immediate shelter while an EAC is set up. They will be activated and operated by the Police, with support from the Local Authority. Police will use these locations to begin gathering evidence in regards to Casualty Bureau and Disaster Victim Identification. A pre identified EAC location can be used and requested by the Police if appropriate or a suitable location can be identified and commandeered.

Friends and Family Centre

The presence of large numbers of friends and family at an EAC can often be distressing for people involved in the incident, To avoid this, this type of centre can be set up to provide support and information to friends and family of people who have been affected by the incident. The use of this centre allows the EAC to concentrate on providing support for those affected. They will be jointly activated and operated by the Police and Local Authority. Police will use these locations to continue to gather evidence in regards to Casualty Bureau and Disaster Victim Identification. Local Authority will provide humanitarian support and welfare.

Humanitarian Assistance Centre

This type of centre provides ongoing support and information to people affected by the incident. Depending on the incident it can take many forms, from a portacabin set up at the scene of an incident to a large centre established in a leisure centre or other large venue.

To oversee the operations of a Humanitarian Assistance Centre the authority will appoint a 'LOHA' - Lead Officer Humanitarian Assistance (also sometimes known as a 'HALO' - Humanitarian Assistance Lead Officer'). The role of the LOHA will be assigned from the membership of the authority's Communities Work Cell but will most likely fall to the Work Cell Lead.

B9. Briefing and Debriefing

See Action Card C17

B9.1 Briefings

All staff, whatever their level of involvement in the incident, should receive a detailed briefing that contains the information about the response and their role, before they commence activities in relation to the incident. Depending on the incident, this may take the form of a group briefing in the ECC or at a strategic or tactical meeting, or an individual briefing when taking over a role from another member of staff.

B9.2 Briefing for Elected Members

Elected Members, portfolio holders, group leaders and members local to the site of the emergency should be kept informed of the progress of the emergency response at all times. Arrangements should be made to ensure that Councillors are fully informed of the situation and have a single point of contact to liaise with.

As representatives of the community it is vital that Elected Members have the correct information readily accessible to ensure they can keep their constituents informed, and to support local people involved. They also need to be kept informed in case they are approached by the media. It is important that Elected Members who are approached by the media to comment on aspects of the response or Council's policies, should only give interviews or statements after consultation with the Chief Executive (via the Communications Work-Cell). This is vital to ensure accuracy and continuity of messages via the media to the public.

B9.3 Debriefing

Debriefing should always be carried out following any major emergency. Debriefs should be chaired by trained and impartial individuals that have not been involved in the incident response.

Debriefs are usually carried out as a two-part process:

Hot debrief

This takes place as soon as practicable after the stand down has been given for an emergency. All responders should be represented, and staff should be given the opportunity to give their immediate thoughts on what went well during the response and what could be improved. A detailed note will be taken of this meeting for use in the later structured debrief.

Structured (Cold) Debrief

This takes place a few weeks after the end of any emergency response. The time delay gives responders and partners an opportunity to reflect on the response and to look in more detail at their own individual roles and potential improvements. Again, this meeting will be recorded and an action plan produced to highlight required changes in procedures.

B10. Military Assistance

The Ministry of Defence (MOD) have agreed that in the event of a major emergency, military aid can be made available to local authorities. Assistance can be requested through the 'Military Aid to the Civil Authorities Arrangements' (MACA).

B10.1 Military Assistance to the Civil Authorities (MACA)

Military aid will normally only be provided when there is a serious danger to life, and it can be provided without affecting essential military commitments. If these criteria can be met, then the armed forces are authorised to render assistance to local authorities in an emergency. However, Strategic and Tactical Commanders must not assume that such support will be available. Military support is provided on an assistance basis and a variety of factors means that it cannot be guaranteed. It is worth noting that the armed forces are more likely to be engaged in the response to, rather than the recovery from, a crisis.

Any assistance provided will be at the cost of the requesting Local Authority. Depending upon the type and scale of the emergency the application of either no loss costs or full costs will be applied.

B10.2 Requesting Military Support

In the first instance, guidance on requesting military aid in an emergency should be sought from the Joint Regional Liaison Officer (JRLO) who will usually be present as a member of the SCG. The JRLO will then liaise with the Ministry of Defence to seek further advice. JRLO liaison involves the provision of advice and the exchange of information. It does not guarantee the provision of support.

B11. Mutual Aid and Support Mechanisms

Mutual Aid can be defined as an arrangement between responders, within the same sector or across sectors and across boundaries, to provide assistance during an emergency which may overwhelm the resources of an individual organisation.

B11.1 Finance

Detail on the financial implications of any mutual aid agreement should be determined between the parties and set out within a protocol document e.g. a Memorandum of Understanding.

B11.2 CSW Partnership

The CSW Resilience Team represent Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council. CSW Resilience resources can be shared between the authorities and the CSW Resilience Team can support in the requesting of mutual between the three authorities. The CSW team will also work closely with voluntary organisations and neighbouring emergency planning / Resilience Teams and can support the mutual aid request process.

Requests for mutual aid could involve any of the following:

- Staff
- Buildings / Office Space
- Vehicles
- Any other specialist resources

B11.3 Spontaneous donations and offers of assistance

Depending on the type of incident, offers of help may arrive from the general public, businesses, charities, voluntary agencies and others, during the response and recovery phase. These may take the form of financial donations, practical assistance or goods for those directly affected.

Decisions about how to deal with such donations will be coordinated by the Communities Work Cell, supported by the other Work Cells at Local Authority Tactical as necessary.

For example, if a large quantity of donations of goods are received input may be required from:

- Facilities, Finance & Legal - identifying an appropriate location for donations.
- Environment & Infrastructure – provide Trading Standards expertise re: safety of donations and supporting with waste disposal.
- Communications – coordination of public messaging.
- Health & Welfare – oversight of deployment at Rest Centres.

Consideration should be given to:

- procedures to register and co-ordinate offers of help.
- forming a separate panel to assess needs and the distribution of donated help.
- identifying storage areas.
- a disposal or reuse policy for unused donations.

B11.4 Bellwin

A Bellwin scheme may be activated where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants. There is no automatic entitlement to financial assistance. Ministers are empowered by section 155 of the Local Government and Housing Act 1989 to decide whether to activate a scheme after considering the circumstances of each individual case.

The Bellwin scheme is intended to reimburse the cost of local authority actions taken in the immediate phase of an emergency, not those taken as part of the recovery phase. The scheme is not intended to fund longer term repairs or costs. This is reflected in the eligible spending period of one month from the date when a qualifying incident comes to an end. For the most part actions not taken within one month would be unlikely to be considered immediate.

Expenditure relating to the incident should be recorded and regularly reviewed by colleagues in the authority's Financial Services department. Should the cell be activated this will fall within the remit of the Facilities, Finance and Legal Work Cell.

B12. VIP Visits and Involvement

Following an emergency, there may be a desire for VIP's to visit the scene and to provide support to the affected community. Such visits may include members of the Royal Family, Ministers and Members of Parliament, faith leaders, other dignitaries or celebrities.

Visits often take place during and immediately after the response phase but may also be followed up in the recovery phase to provide continued support to affected communities and to observe progress on recovery. The benefits of such visits include raising and maintaining awareness of the emergency, reinforcing messages of thanks, providing visible support to the community, helping to 'fast-track' some aspects of recovery, and giving positive media messages around the return to 'normality'.

Key to the success of any such visit is community engagement during the planning of the visit and the decisions around the program. For example, faith leaders may provide significant spiritual support to affected communities and such visits can also provide an important focus for reconciliation and developing community cohesion. However, it is important to assess the impact of any visit on the community to ensure it does add value. Therefore, early and ongoing communication between local and regional partners, the affected community and the potential visitor is vital to ensure the benefits are maximised.

Elected members can play a key role in this decision-making process, reflecting the needs of their communities. Where visits are by Ministers, the Lead Government Department would be responsible for arranging the visit, with local organisation done through the Government Office. Costs of Ministerial and associated visits are covered by the relevant Government Department.

Royal visits are co-ordinated by the Royal Household through the Lord Lieutenant's Office (there is one per LRF area). For Royal visits, press and media liaison is dealt with by the Royal Household. Security costs for Ministerial and Royal visits fall to the Police.

B13. Stand Down

B13.1 Stand Down of Multi-Agency Response

Involvement in an emergency may finish at different times for different responders. For the emergency services their direct involvement will finish when the immediate situation has been resolved. For local authorities and voluntary agencies, the longer-term issues around restoration of the community or the area affected mean that they may have an active involvement for many years.

The decision to 'stand down' an emergency response needs to taken on a joint basis by all key agencies involved. Once the decision has been taken. A stand-down order must be issued to all personnel and services that have been placed on standby or activated as part of the Emergency Management 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 Fire Service. In the event of a multi-agency response being stood down the Chair of the SCG should handover to the Local Authority to commence and lead on recovery.

Upon stand down of the multi-agency response the local authority will record the stand down of their own internal response phase but maintain the same structure in order to absorb multi-agency colleagues for the commencement of the recovery phase of which the local authority is the lead agency.

B13.2. Stand down of Multi-Agency Recovery

The Strategic Recovery Group will decide when it is appropriate to stand-down the recovery efforts. The needs of the community will be key to this decision.

The length of time that a coordinated recovery effort is required will vary according to the nature and scale of the incident. Some may have long term issues to consider, such as health monitoring or environmental clean-up.

The coordinated recovery effort will be stood down once there is no longer the need for regular multi-agency co-ordination and the remaining issues can be dealt with by individual agencies as a part of their normal business. Depending on the recovery issues being addressed, it may be possible for some of the Recovery Work Cells to close prior to the Strategic and Tactical Recovery Groups standing down.

The decision to stand-down the coordinated recovery efforts will be communicated to all LRF partners agencies by the Strategic Recovery Group.

B13.3. Stand down of a Business Continuity Response (Business Interruption)

This EMP may be activated on the basis of single or multiple critical services experiencing an interruption which impedes the authority from delivering core business as usual services. A business interruption may affect the local authority in isolation or in the case of a major utilities' failure or similar affect our partners to an equal degree thus requiring the consideration and stand up of multi-agency structures.

In the case of a business interruption singly affecting the local authority it will be dependent on the local authority to designate an appropriate time to stand down its response structure. This will be based on the needs of the incident and whether the incident can be controlled within business as usual operations.

In the case of a business interruption that affects multiple public safety agencies simultaneously a decision may be called to activate a multi-agency TCG and SCG where stand down of the multi-agency response would adhere to the relevant Local Resilience Forum's stand down criteria.

Section C: Emergency Management Plan Operational Procedures

C1. Initial Actions

When an emergency or business interruption occurs, the initial notification will normally be from the Police or Fire and Rescue Service, although it could come from any of our partner organisations or in the case of a business interruption from internal staff or contractors. The call will be received by the Monitoring and Response Service (MRS) call centre in Coventry who will take the details and pass it on to the CSW Resilience Duty Officer, who is available 24/7. The Duty Officer will initiate the emergency response procedures for the relevant authority, and in the case of larger incidents will be supported by the CSW Resilience Duty Manager, who is also available 24/7.

The CSW Resilience Team have produced a comprehensive Standard Operating Procedure (SOP) which gives guidance on the response to incidents and emergencies. The CSW Duty Officer will use the SOP to make a judgment as to which category the incident falls into:

Priority 1: Low Level Incident

Can be dealt with by the Duty Officer without needing to involve other members of council staff.

Priority 2: EMP Stand By or Partial EMP Activation

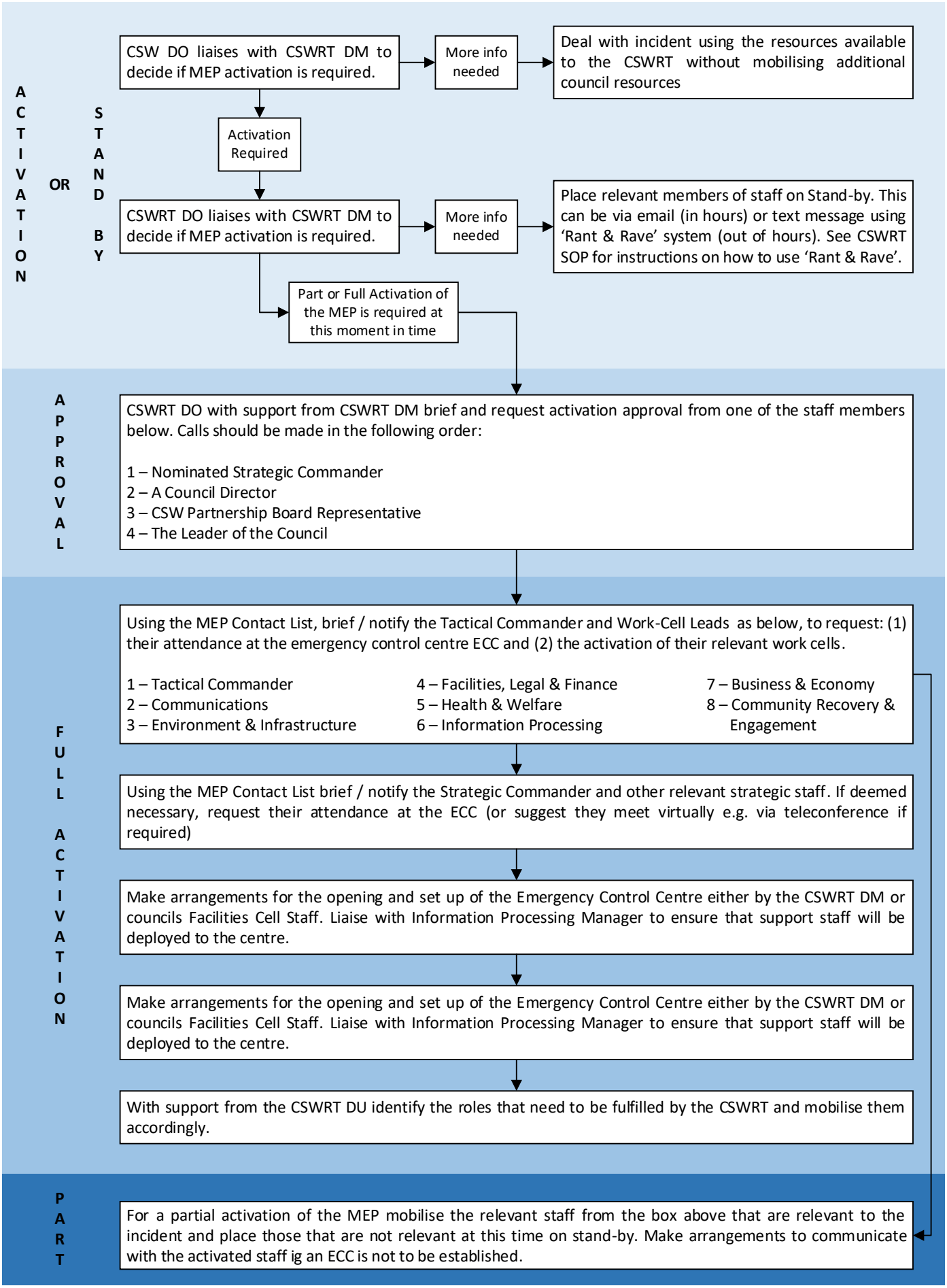
The incident will require a response from the CSW Duty Officer with support from the CSW Duty Manager and other members of the team. The incident requires additional support from one or more council services and therefore requires parts of this Emergency Management Plan to be activated.

Priority 3: Full EMP Activation

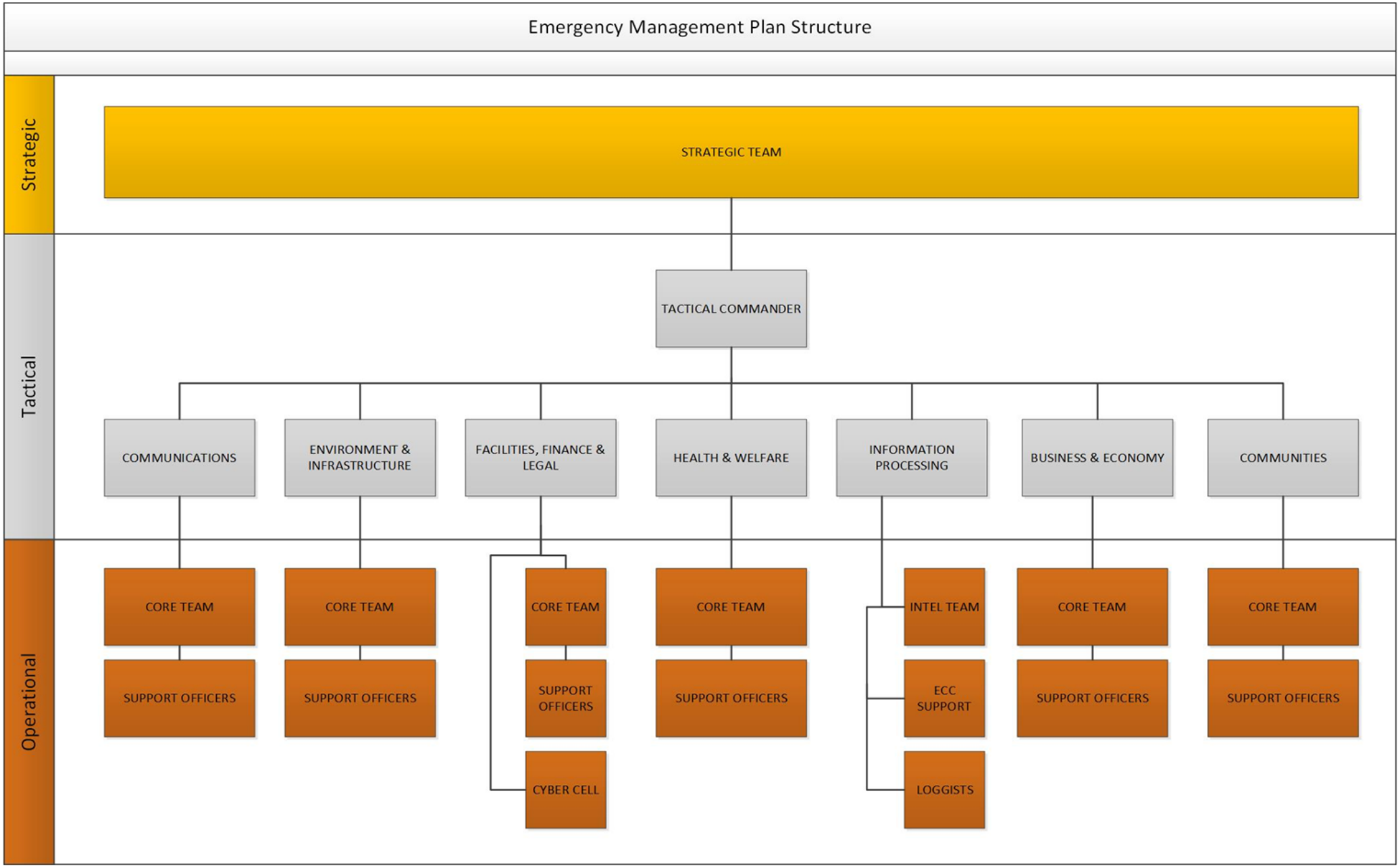
A large-scale emergency affecting an area or areas within the sub-region requiring the full activation of the Emergency Management Plan to formally utilise the support of the council in a wider context.

The following flow charts detail the initial actions that will be taken by the CSW Team in order to partially or fully activate the EMP and mobilise council resources.

C2. Activating the Emergency Management Plan



C3. Local Authority Emergency Management Plan Structure



C4. Local Authority General Response & Recovery Activities

All Local Authority staff with an emergency response function

- Establish an appropriate level of preparedness for your directorate, service or team and allocate staff to support the Council's response and/or recovery
- Establish liaison with other relevant agencies as appropriate
- Maintain a log of actions and decisions taken both during and post-incident – for subsequent debriefing and enquiries, and make those logs available to the CSW Resilience Team
- Consider at an early stage the needs and requirements in relation to recovery and restoration of normality.
- Ensure health and safety risk assessments are undertaken for any operational activities

Chief Executive's Office / Strategic Team

- Ensure an appropriate level of preparedness to deliver and manage an effective and co-ordinated response to the emergency
- Determine strategy and activate relevant council services
- Ensure an Emergency Control Centre is available
- Release administrative and secretarial support to LA Strategic and Tactical Cells if required
- Seek military support through SCG if appropriate
- Coordinate VIP visits to an incident scene
- If necessary, give the strategic direction to establish a Disaster Appeal Fund
- Request / authorise mutual aid from / to other local authorities if necessary

Leader of the Council

- Chair Cabinet to consider implications of incident and agree priorities
- Agree expenditure policy of the council with financial advisers
- Be the spokesperson for the authority.

Cabinet Member – Portfolio Holder for Emergency Planning

- Receive briefings from senior representatives attending Strategic and Tactical meetings
- Advise Cabinet and other Elected Members

Other Cabinet Members

- Advise on implications in key portfolio areas.

Local Elected Members

- Receive regular updates on incident as it relates to their area
- Support constituents by responding to any local enquiries regarding the incident
- Feed in any needs or concerns of the community into the ongoing recovery efforts

C5. Local Authority Strategic Cell / Multi Agency Strategic Recovery Cell

Attendance	
Role	**Staff**
Strategic Commander (Chair)	Chief Executive or Nominated Deputy
Strategic Advisor	CSW Resilience Team member
Admin Support	PA Team to Chief Executive's Office or CSW trained Loggist
Strategic Cell Members	As per Section E of this plan

Functions of the Group

When responding to an incident all staff must have due regard for the health and safety of themselves and others. Under no circumstances is any member of staff to place themselves or others at risk of injury or harm.

The Strategic Cell should:

- Provide the Strategic overview of the situation on behalf of all Local Authority services responding to an emergency or business interruption.
- Establish a 'Strategic Plan' for the Local Authority including prioritised aims & objectives for the emergency response and recovery.
- Ensure the Council continues to provide essential services to the public.
- Ensure that the council mobilises and deploys the most appropriate personnel / resources to the incident.
- Ensure that a major incident log is completed by a trained loggist, to record any actions and decisions taken by the Strategic Cell.
- Maintain a critical overview of the Councils actions, expenditure and staffing.
- Establish a Strategic meeting schedule (battle rhythm) and ensure the Tactical meeting schedule is aligned accordingly
- Ensure that the Local Authority Tactical Cell can undertake the tactical implementation of the Strategic Plan in both response and recovery.
- Ensure that proper liaison is maintained with all responding agencies throughout the incident.
- Ensure a proper service of information is maintained throughout the incident. Remember everyone involved in the emergency wants to know what is going on and has a right to know
- Pre-plan for, and then accept the transfer of lead agency in the Recovery phase of the incident.
- Advise on implications in key portfolio areas.
- Provide a media spokesperson at the Strategic Level as required.
- Authorise any request for Armed Forces support to be passed to the SCG under the terms of 'Military Aid to the Civil Authority (MACA)'

C6. Local Authority Strategic Considerations

Strategic thinking is:

- Providing the big picture response and recovery to the emergency.
- Thinking ahead, forward planning and thinking of the political considerations and ramifications (not the operational actions).
- Providing the public with confidence.

The purpose of the strategic level of management is to:

- Establish a framework of policy within which tactical staff will work.
- Give support to tactical staff by the provision of resources.
- Consider the prioritisation of demands to determine plans for the recovery phase and a coordinated transition to the state of new normality.

Be sure you know the difference:

- Strategic – what needs to be done
- Tactical – how is it going to be done
- Operational – doing it

Key strategic issues and considerations:

- Is the actual emergency still escalating or is it under control?
- What are the humanitarian, infrastructural, environmental and economic impacts?
- Are there long-term impacts that require a coordinated Recovery effort post response?
- What resources can be mobilised to support to the lead responding organisation?
- What resources can be mobilised to support other Councils and other responding organisations?
- What needs to be communicated to council staff?
- What needs to be communicated to the public in order to build public confidence?
- What considerations need to be made around the re-housing of people affected
- What is the overall impact on the community?
- What is the regional / national / international impact?
- What are the health impacts / situation (physical and psychological)?
- How will you manage the effect of fatalities in your community?
- How will you manage Royal / Ministerial / VIP visits?
- Are there any considerations around possible public inquiry and other investigative issues?
- What arrangements are needed to manage the cost / finance of responding to and effect of emergency?
- When will the organisation be in a position to lead the recovery and take the multi-agency coordination from the lead agency in response?

Financial Arrangements

- Strategic Directors and senior managers are empowered to order goods or services in excess of normal requirements, specifically in connection with an incident or emergency. All expenditure directly related to the emergency should be specifically coded to one code so that total expenditure can be easily monitored and reported for issues such as any claim under the Bellwin Scheme or other compensation. The Strategic Commander should be notified as soon as practicable of any financial commitments made.

C7. Strategic Commander

Responsibilities

On notification

- Start an Incident Log and maintain it throughout the incident to record actions and decisions taken on behalf of the council.
- Ensure the Tactical Commander is available through the CSW Resilience Team, if not appoint an appropriate deputy
- Based on the information received, (and where possible in consultation with Strategic and Tactical staff) assess the potential impact of the incident, both actual and potential.
- Decide on the initial response i.e. what level of EMP activation is required. The CSW Resilience Duty Officer can advise on this decision if required:
    - Emergency Management Plan placed on stand-by
    - EMP Partial Activation; and which work-cells to mobilise
    - Emergency declared and immediate activation of the Emergency Management Plan required

Response

- Assess the expected incident duration including the recovery phase and establish a shift pattern for the Strategic Cell.
- Instruct Tactical Commanders and Work-Cell Leads to consider shift patterns.
- Decide on appropriate membership of the Strategic Cell and how best to coordinated initial and on-going meetings e.g. teleconference or physical meetings.
- See Section E for a list of potential Strategic Cell members.
- Appoint Incident Liaison Officers to relevant multi-agency meetings as appropriate see sections B6.6 and C12. Notify the LA Tactical Cell of decision reached/ officers deployed.
- If established, it is suggested that a strategic director attend the multi-agency Strategic Coordination Group (SCG) with support from a member of the CSW Resilience Team (if available).
- Take up leadership of the LA Strategic Cell or appoint a senior manager to perform this role.
- A loggist should be appointed to maintain the major incident log at the Strategic meeting. This log will record all decisions taken by the team and the rationale on which decisions were made. The loggist will not be keeping minutes. If this is required, it must be done by a separate member of staff.
- All meetings and discussions should be logged.
- Carry out initial and periodic briefings with the Tactical Commander.
- Where appropriate, consider liaising with other council Chief Executives to discuss mutual aid requirements.
- -Ensure any deployed staff, e.g. those at multi-agency meetings receive regular updates from the Strategic Cell.

Media and communications

- Liaise with the overall Incident Commander (usually police lead) to establish the lead agency for contacts with the media and agree a policy.
- Ensure single message flows through the Communications work-cell.
- Ensure a single flow of communications through the LA Tactical cell – avoid staff members bypassing the communications chain.

Business Continuity and Recovery

- Consider a Strategic Officer for business continuity, to ensure normal business can continue.
- Consider a Strategic Lead for recovery, to form the recovery management cell and ensure recovery issues are managed.

C8. Strategic Legal Advisor

Responsibilities
Activation
• The Strategic Team contains pre-identified representation from Legal Services. • However, should representation not be available at the time of an incident legal support to the Strategic Team can be sourced from the membership of the Facilities, Finance and Legal Work Cell.
On Notification
• Based on the information received, assess the potential impact of the incident from a legal standpoint. • The Strategic Legal Advisor will be requested by the Strategic Commander to strategically examine the legal implications of the incident and the response to it for people, property and the environment • The Strategic Legal Advisor will maintain advice on all issues that may arise for the duration of the incident until stood down by the Strategic Commander
Response
• The Strategic Legal Advisor reports to and / or advises the Strategic Commander on any matters relating to the incident that affects the Council. • They should complete a log and detail all discussions and decisions made during the incident. • They should ensure all logs are completed and signed during the incident so continuity can be adhered to (possible inquiries may be held in the future to explore the response to the incident) • The Strategic Legal Advisor may also be required to advise the LA Tactical cell on issues relating to the incident if requested by the Tactical Commander.
Recovery Considerations
• Are there any considerations around possible public inquiry and other investigative issues that the organisation needs to prepare for?
Communication and Media
• Ensure single message flows through the LA Strategic cell. • Ensure that any public messages are coordinated through the Communications Work-Cell
Business Continuity
• Liaise with the Strategic Commander on any possible issues or outcomes as required by the team, maintaining the council's legal obligations and philosophy.
Meetings
• Attend the LA Strategic Cell as requested or agreed. • Attend the LA Tactical Cell if requested to do so by the Strategic Commander

C9. Local Authority Tactical Cell

Local Authority Tactical Group	
Role	**Staff**
Tactical Commander (Chair)	Nominated Senior Officer
Work-Cell Leads	Pre-identified lead for activated Work-Cells
Relevant Work-Cell members	Pre-identified work-cell members (Core & Support Staff)
Minute taker / Loggist	PA to Tactical Commander or CSW trained loggist
Tactical Advisor	CSW Resilience Team member
Emergency Control Centre Manager	Information Processing Work-Cell Lead

Response Function

When responding to an incident all staff must have due regard for the Health and Safety of themselves and others. Under no circumstances is any member of staff to place themselves or others at risk of injury or harm.

On receipt of notification that the Local Authority Tactical Cell is being convened in relation to a specific emergency, the following actions should be carried out:

- Members of the LA Tactical Cell will assemble in the Emergency Control Centre (ECC) or at an alternative notified location. Staff should be briefed using the template in section C17
- One of the authority's pre-identified Tactical Commanders will assume the role of the Tactical Commander.
- If pre-identified Tactical Commanders are unavailable an alternative Tactical Commander will be agreed and appointed by the cell.
- The Tactical Commander will identify which Work-Cells are to be set up and activate a Work Cell Lead to manage the cell.
- Work-Cell Leads will be required to activate and mobilise members of their work-cell.
- Work-Cell Leads may be asked to attend the Emergency Control Centre
- The Tactical Commander and Work-Cell Leads will form the LA Tactical Cell.
- Membership of each work-cell will vary dependent upon the event. Cell membership is structured to include 'Core' services for all instances and 'Support' for more specific specialisms that may be required (such as catering or bereavement services).
- A member of the CSW Resilience Team will be appointed as an advisor to the LA Tactical Cell.
- The PA to the Tactical Commander or CSW trained loggist will act as a log taker and will be responsible for maintaining an accurate record of actions/ decisions taken by the Tactical Cell.
- All members of the Tactical Cell must maintain their own log of information, decisions and actions of the emergency/ incident.
- The Tactical Cell should make arrangements for all responding staff to be regularly briefed and also debriefed at the end of the incident
- The Cell should consider the welfare needs of Tactical Cell staff based at other locations.
- Information on the ECC can be found in section D of this plan.

Recovery Function

Once the Local Authority Tactical Cell has been convened in response, the following actions should be considered regarding eventual transition to recovery:

- Begin to identify the humanitarian, infrastructural, environmental and economic impacts.
- Begin preparations for handover from the lead responding agency.
- Activate appropriate subgroups taking into account the specific recovery considerations.
- Obtain assurance from the TCG that the recovery phase is being considered by all agencies

C10. Local Authority Tactical Commander

Responsibilities

On Notification

- Start an incident log
- On receiving notification of a declared incident and the type of declaration (full, partial, or standby) and define which Work-Cells will be required and notify Work-Cell Leads.
- Consider requesting Liaison Officer and Tactical Advisor deployments from CSW Resilience Team.
- If full or partial activation, progress to official logging format at the earliest opportunity.
- Confirm the Emergency Coordination Centre (ECC) is ready and able to operate and that the resources required are in place, including immediate activation of Information Processing team to administer information received from partners and the public.
- Ensure relevant partners are made aware of the current situation and confirm how to contact the council
- Liaise with the Strategic Commander for initial joint briefing if the Strategic Cell has been convened.

Response

- Assess the expected incident duration and establish a shift pattern for the Tactical Cell, instruct Work-Cell Leads to do the same. Arrange timings for regular briefings with responding staff.
- Appoint Incident Liaison Officers to multi-agency Tactical Coordination Group (TCG) and operational command posts if required.
- Take up leadership of the LA Tactical Cell at the ECC and coordinate Work Cells.
- Ensure that business continuity is overseen from a Tactical perspective and that Work Cell Leads assist any impacted critical services.
- Prepare for recovery and the inclusion of multi-agency partners into the Work Cells to support recovery efforts.
- Ensure a loggist is established to maintain the major incident log at the ECC of all decisions taken on behalf of the Tactical Cell and the basis on which they were made.
- Appoint an assistant to continue the personal incident log for the Tactical Commander. This should not be the same person that is keeping the Tactical Cell log.
- Carry out initial and periodic briefings with Strategic Commander.
- Establish a meeting schedule (battle rhythm) and ensure It coincides with the LA Strategic Cell schedule

Communication and Media

- Liaise with the LA Strategic Cell to establish the lead agency for contacts with the media; if not established or information not available within the required time liaise with the overall Incident Commander to establish the lead agency for contacts with the media and agree a policy – communicate this to the Strategic Team.
- Ensure single message flows through the Tactical/ Communications cell.
- Ensure regular updates and single message flow occurs – the Communications Work-Cell should be involved
- Alert elected members as soon as possible.

Multi-Agency Liaison

- Liaise with relevant partners and where appropriate Government Agencies.

C11. Agendas

Initial Local Authority Strategic / Tactical Agenda		
No.	**Item**	**Lead**
1	Introductions (by exception and only where deemed necessary)	Chair
2	Situational briefing (including any clarifications or recent updates from Strategic/Tactical Officers)	Chair
3	Declaration of items for urgent attention	Chair
4	Confirmation of decisions on urgent items	Chair
5	Agree strategy and priorities	Chair
6	Further Considerations / Horizon Scan • Business Continuity • Resourcing implications • Staff welfare • Communications / Media • Evolving risks	Chair
7	Determine Strategic/Tactical actions required	Chair
8	Allocate responsibility for agreed actions	Chair
9	Confirm date and time of next meeting and required attendees (alongside an established meeting rhythm)	Chair
Post Meeting: Distribute record of decisions, ensure decision log is updated and complete		Sec / Chair

Standard Local Authority Strategic / Tactical Agenda		
No.	**Item**	**Lead**
1	Introductions (by exception and only where deemed necessary)	Chair
2	Declaration of items for urgent attention	Chair
3	Confirmation of decisions on urgent items	Chair
4	Situational briefing (including any clarifications or recent updates from Strategic/Tactical Officers)	Chair
5	Review and agree strategy and priorities	Chair
6	Review further Considerations / Horizon Scan • Business Continuity • Resourcing implications • Staff welfare • Communications / Media • Evolving risks	Chair
7	Review outstanding actions and their effect	Chair
8	Determine new Strategic/Tactical actions required	Chair
9	Allocate responsibility for agreed actions	Chair
10	Confirm date and time of next meeting and required attendees (alongside an established meeting rhythm)	Chair
Post Meeting: Distribute record of decisions, ensure decision log is updated and complete		Sec / Chair

C12. Deployment of Liaison Officers

Initial considerations:

- Is there a need / request for the Local Authority to provide a liaison officer to an external location(s)?
- Is it safe for the local authority to deploy staff to the requested location(s)?
- Consider which officer(s) will be deployed. For example, an SCG Liaison Officer will need to be of a senior level and be able / authorised to make key decision on behalf the council whereas an Operational Liaison Officer may need a broader knowledge of emergency planning and multi-agency working.
- Prepare for shift changes and officer fatigue and ensure shifts are enforced
- Consider activating a Support Officer and/or loggist to accompany the Liaison Officer.

Liaison Officer / Support Officer actions

Before deployment:

- Start a personal incident log which should be maintained throughout the incident. Record: decisions made, actions taken, details and estimates of financial commitments and timings.
- Establish the location at which attendance is required and establish who to report to upon arrival.
- Agree communication methods with the relevant council officers / groups / control room (for example via telephone or radio etc.)
- Collect any belongs that you may require, consider:
  - Personal Protective Equipment including hi-visibility clothing and ID
  - Incident logs and stationery, Relevant IT; laptop/ tablet device
  - Relevant communications; mobile phone / Airwave radio etc.
- Take a moment to gather your thoughts, do not leave in a rush or place yourself in any danger. If you encounter any problems or feel uncomfortable in your role as a Local Authority Liaison Officer contact the activating officer that requested your deployment.
- Inform the activating officer of your departure and arrival at the location.

On arrival at location:

- Continue to complete your personal incident log
- Establish communications with: The Incident Commander / Command Point Lead / Meeting Chair / Council Support Staff Officer
- Provide regular situation reports to the relevant council officers / groups / control room
- The situation report should capture decisions made, proposed strategies, resources required, needs of residents, details of any known vulnerable individuals, health and safety concerns and any additional resources required.
- The ‘METHANE’ acronym should be used for the initial situation report. This can be obtained from Emergency Services colleagues at the scene.

Leaving the location/ post incident:

- Notify activating officer of departure and arrival back at home.
- Submit a copy of personal incident log for inclusion in the major incident log
- Notify activating officer of any health and safety or post-traumatic stress issues arising.

C13. Work Cell Lead

Work-Cell Lead

In peace time support the dynamic structure of the work-cell to ensure a resilient response can be provided during the response. This will be achieved through:

- Information sharing including participation in LA Tactical Cell Meetings which should involve horizon scanning and situational updates
- Preparation and documenting of existing internal emergency response arrangements.
- Identification of resources, including personnel.
- Identification of Work-Cell-training and development needs to the CSW Resilience Team.
- Regular communication with and motivation of work-cell members.
- Testing, reviewing and continuous improvement of work-cell arrangements.
- Ensuring consistency and integration of work-cell activities with those of other cells and other agencies where needed. This is coordinated through the Tactical Cell.
- Convening and chairing work-cell meetings and representing the work-cell at Tactical Cell meetings

Work-Cell responsibilities

On notification of an emergency / business interruption

- Start an initial incident log.
- On receiving notification of a declared incident, and the type of declaration – full, partial, or standby, define which work-cell members will be required and mobilise accordingly.
- Decide on the best location for your work-cell to meet, this is likely to be at the ECC but could be facilitated from any suitable location.
- If attending the ECC confirm which ECC is being used and forward the location and access information on to work-cell responders.
- If full or partial activation, progress to official logging format at the earliest opportunity.
- On arrival report to the Tactical Commander at the ECC or designated Rendezvous Point (RVP) for briefing.

Response

- Assess the expected incident duration and establish a shift pattern for your work-cell, instruct work-cell members of your decisions.
- Appoint an appropriate deputy and loggist.
- Carry out periodic briefings with work-cell members and act as a link between the work-cell and the tactical level, escalating issues where appropriate.
- Support critical services that have encountered a business interruption to service delivery. A full list of these services can be found in Section E.
- Prepare for recovery and the inclusion of multi-agency partners into each Work Cell to support the recovery effort.
- Lead and focus the Work Cell through the Recovery process using the guidance contained in Section B5 and the relevant Local Resilience Forum Recovery Protocol.
- Where appropriate, consider asking the Tactical Cell to liaise with other councils / agencies to discuss mutual aid requirements.

Media and communications

- All messages to the public or any media representatives should be channelled via the Communications work-cell.

Multi-agency liaison

- Liaise with relevant partner agencies as appropriate.

C14. Work Cell General Responsibilities

Generic Work-Cell responsibilities

- The following guidance can be applied to any of the seven Work-Cells with specific information for the individual Work-Cells contained in the following pages.

Work-Cell purpose

- To deal with any tasks or activities that fall within the work-cells remit as directed by the Tactical Cell.
- To support internal critical services that have encountered a business interruption to service delivery. A full list of these services can be found in Section E.
- To prepare for recovery and the inclusion of multi-agency partners into each Work Cell to support the recovery effort.
- To lead and focus the Work Cell through the Recovery process using the guidance contained in Section B5 and the relevant Recovery Protocol.
- To escalate any relevant operational issues within the work-cells area of work to the Tactical Cell.
- To identify the roles and responsibilities of each Work-Cell in the event of a major emergency.
- To ensure preparations have been made for a resilient response and to respond as required.

Response initiation

- Upon receipt of a request from the CSW Resilience Team or a member of the LA Tactical Cell informing of an emergency, the Work-Cell Lead will contact other Work-Cell members to ensure that they are on stand-by
- If the Tactical Commander determines that support from a specific Work-Cell is required a member of LA Tactical Cell will contact the Work-Cell Lead to request their attendance at the Emergency Co-ordination Centre (ECC) or other agreed location.
- On being briefed by the LA Tactical Cell the Work-Cell Lead will brief other members of their Work-Cell and issue them with sufficient instruction and situational awareness.
- A meeting schedule (battle rhythm) for the Work-Cell should be agreed and coincide with the Tactical Cell meeting schedule

Work Cell 'Core' Officers

- Subject specialists in core activities to assist in the coordination in the initial response to an emergency. This may be by via telephone, or a request to attend the emergency coordination centre or other designated location.

Work Cell 'Support' Officers

- To be mobilised to assist when a response to an incident requires a subject specialism. Support Officers may be listed as deputies to those in the 'Core' Team or those that provide a somewhat niche specialism that may not be required in every instance such as Bereavement Services or Catering.

Work-Cell responsibilities

- The work-cell members will form part of the local authority response to an emergency.
- The roles and responsibilities of the individual Work-Cells cannot be anticipated or listed in full and will have to be flexible enough to meet varied needs at the time of an emergency.
- The main roles and responsibilities are listed in action card C15.

Working times and welfare

- During an emergency, Work-Cell members may be placed under pressures not experienced in their daily roles. To ensure the stability of the Work-Cell, the Work Cell Lead must ensure that Work-Cell members receive adequate rest periods during a response. For responses lasting more than eight hours, consideration will need to be given to arranging shift working and ensuring rest has been provided prior to initiating new shifts.

C15. Individual Work-Cell Roles and Responsibilities

Individual Work-Cell roles and responsibilities

Communications Work-Cell

Manage both internal and external messages, working closely with the media and partner agencies undertaking tasks such as:

- Media briefings, conferences & statements
- Intranet, internet and social media content
- Communications with Elected Members
- Supporting the LRF comms response
- Communications Recovery
- Social media monitoring
- Media enquiries
- Media analysis
- Staff briefings
- Support to affected Council services

Environment & Infrastructure Work-Cell

Oversight and management of the authority's response to 'open world' and environmental issues, such as:

- Road traffic management
- CCTV network
- Animal Health
- Waste Management
- Environmental Health & Pollution issues
- Flood Risk Management
- Support to affected Council services
- Environment & Infrastructure Recovery

Facilities, Finance & Legal Work-Cell

Provide the physical and structural resources and the corporate technical advisers to respond to an incident. This will include:

- Finance
- IT & Telephony (including Cyber Cell)
- Transport
- Health and Safety
- Human Resources
- Property Services
- Legal
- Council, corporate and community facilities
- Housing Repairs
- Car Parks & Security
- Support to affected Council services
- Facilities, Finance & Legal Recovery

Health & Welfare Work-Cell

Proactively provide support to Council Officers, residents, visitors to the area and others, in order to reduce the health and social impact/ effects of an incident. This will include:

- Advice and support for Education
- Emergency Social Care
- Emergency Centres (SRC & RC)
- Emergency Mortuary provision and facilitation
- Accommodation, feeding & benefits
- Bereavement Services
- Public Health
- Support to affected Council services
- Health & Welfare Recovery
- Emergency Mortuary activation

Information Processing Work-Cell

The Information Processing Work-Cell will not provide technical support to service areas during an emergency. The main responsibility of the Information Processing Work-Cell is to meet the needs of the Local Authority Tactical Cell, providing support as required.

- Supporting the set-up and running of the Emergency Control Centre
- Taking partner and public messages
- Assigning messages to responders
- Monitoring of outstanding messages & recording when they are actioned.
- Incident logs, information points & boards
- Managing data to aid effective decision making
- GIS Mapping Support
- Administration support including loggists
- Support staff emergency hotlines
- Support to affected Council services

Business & Economy Work-Cell	
• Assesses the short- and long-term economic impacts for the area. • Provides assistance to the business sector. • Coordinate engagement with businesses in area on behalf of the Council and relevant partners in respect of the crisis or major incident. • Devises an economic recovery strategy that takes account of regeneration and economic development opportunities in the affected area.	• To support and influence the development and delivery of the regional plans or arrangements by engaging with relevant groups, bodies and projects, • Liaises and work with local and regional support organisations to coordinate and promote the uptake of business and employment support • Provides support and guidance for businesses affected to resume trading as soon as possible.
Communities Work Cell	
• Ongoing engagement with and support to communities and individuals affected • Wider voluntary sector engagement • Management of spontaneous volunteers & donations • Management of Disaster Appeals • Receiving and escalating feedback from communities and individuals affected. • Activation and management of any Humanitarian Assistance Centres	• Signposting to support mechanisms such as food and financial assistance. • Supporting Council services that have post-incident statutory responsibilities in locations affected. • Data collection and gathering from affected communities • Longer term community recovery

The above lists are not exhaustive. The roles and responsibilities of the Work Cells cannot be anticipated or listed in full and will have to be flexible to meet the needs at the time of an emergency.

C16. Work-Cell Business Continuity Considerations

Business Continuity Considerations (For Tactical Cell Members / Work Cell Leads)

- The structure contained in this plan has been developed to support the response to public safety emergencies as well as internal business continuity issues.
- A public safety emergency or significant business disruption may occur in isolation or simultaneously. In either circumstance this plan may be activated.
- Upon activation of this plan the Tactical Cell may be required to provide oversight of the council's business critical services ensuring they are operational and/or supported through any disruption.
- Notification of a business disruption to a critical service will be received to the 24/7 CSW Duty Officer. The Duty Officer will pass this information to the Tactical Team for awareness.
- It is the responsibility of Tactical Cell to maintain a link with affected critical services, resolve issues within the remit of Work Cell and escalate to the Strategic Cell for wider council support if necessary.
- The Tactical Commander will oversee the efforts of the Work Cells supporting the authority's Critical Services and will coordinate overall control of the Tactical Cell as required.
- In situations where current resourcing is insufficient to resolve issues, escalation to the Strategic Cell may be required to release additional resources or explore the potential for mutual aid.
- A full list of critical services, plan authors and key contacts can be found in Section E of this document.

Process

- Upon activation of this Emergency Management Plan the CSW Resilience Team will notify all Critical Services via WhatsApp Messenger that the plan has been activated.
- Critical Services will be notified that the plan is live and informed that any disruption to the critical elements of their service should be escalated via the CSW Resilience Team Duty Officer.
- On receipt of information from single or multiple Critical Services the CSW Resilience Duty Officer will cascade the information to the Tactical Team for ongoing oversight and Tactical coordination.
- The Tactical Cell retains oversight for that Critical Service until the stand down considerations below are satisfied.

Business Interruption Stand Down Considerations

- Can critical service delivery be delivered by business as usual?
- Are critical services functioning appropriately?
- Are critical services functioning and self-sufficient without further input from the Tactical Cell?

Emergency Management Plan Stand Down

- On confirmation of stand down of the Emergency Management Plan CSW Resilience will notify critical services that the structure has been stood down and those responsible for critical service delivery should return to business as usual reporting.

Staff Messaging / Media

- Ensure single message flows through Communications Work-Cell.
- Staff messaging - guidance is to be sought from HR in the Facilities, Finance & Legal Cell.

Critical Services

- All identified critical services maintain a critical service plan detailing key risks, resolution options, contact details and maximum tolerable period of disruption.
- In a business disruption the plan's assigned lead officer will oversee initial response and recovery activities around the affected critical service. However, in more severe disruptions wider council support may be required.
- In the absence of this plan being activated service specific procedures have been outlined in the critical service plan template to manage isolated or lower level issues.

C17. Briefing guidance and template

C17.1 Briefing guidance

A key part any response is the delivery of timely and accurate briefings. All officers and members attending the ECC should be briefed on arrival and at pre-determined intervals throughout the response phase. The initial briefing should follow the guidelines outlined below:

Rules for delivery of initial briefing:

- As far as possible prepare in advance what you will say (complete the template in Section C17.2).
- Initial briefing differs from other briefings because it sets the tone of the response.
- Ensure you convey the aim and objectives of your organisation's response.
- Of the staff present, decide and inform who will fulfil the roles outlined in this plan.
- Agree the briefing structure of when briefings will occur, who will deliver them and other relevant protocols.
- Ensure all relevant persons are informed when and where briefings will take place.
- A briefing is not a discussion, consider if you will allow questions and if so, how many.
- The briefing is factual and must not include assumptions, thoughts or impressions.
- Be clear and concise in what and how you communicate.
- Do not use acronyms or jargon.
- Ensure a regular briefing schedule is established.
- Remind responders that while it is important, they follow processes and procedures, that this should not be done blindly and if they think something is not right or a message has been wrongly distributed, they can question managers and commanders.

C17.2 Briefing Template

Incident:				**Briefing number:**			
Time:		**Date:**		**By:**		**To:**	
Situation (What the incident is)							
Location/s (Where the incident is)							
Aim (What is the aim of your response)							
Main effort (Where will the council be focusing its efforts)							
Objectives (Identify the areas of response to be addressed)							
Tasks (What has been done/ needs to be done or are you currently just monitoring)							
Staffing (Who will be in the key roles)							
Resources (What resources have and need to be deployed)							
Communication (What Information will be passed on, when and how)							
Any other issues arising							

Recording	**Signature**
Briefer: Provide copy of briefing to log keeper.	
Log keeper: Briefing received	