# Corporate Emergency Management Plan

**Version Number: 4 (PUBLIC)**

**Date: November 2016**

Cyngor Bwrdeisdref Sirol
## Blaenau Gwent
County Borough Council









November 2016

**IMMEDIATE ACTIONS**
**If you have received notification that a major incident has been declared or been activated to multi agency controls / Emergency Response Team**

**Find your relevant action card in Section 7**

**AND FOLLOW THE INSTRUCTIONS**

# AMENDMENTS

This plan will be subject to review every 2 years, with the supporting internal contacts directory updated 6 monthly. In addition, amendments may be made due to organisational changes, legislation, changes to LRF arrangements or national guidance, lessons learned from exercises or actual emergencies.

To ensure that the validity of this plan is maintained officers are requested to inform the Civil Contingencies Team of any amendments, by e-mail to: Emergency.planning@blaenau-gwent.gov.uk

Amendments to the Plan will be distributed to all plan holders as indicated on the distribution list and included in the public information version of this document.

| Date | Author | Amendment | Approval | Version |
|------|--------|-----------|----------|---------|
| March 2011 | D Griffiths | Revised Plan | April 2011 | 2.0 |
| August 2014 | D Griffiths | Revised plan. Structural changes resulting from corporate restructure. | 2014 | 3.0 |
| November 2016 | D Griffiths | Inclusion of JESIP. Minor amendments and structural changes | 2016 | 4.0 |

Last Revision - 2014
Review Date – 2018


**TRAINING AND EXERCISING**

The plan (or aspects thereof) will be exercised every three years, unless live incidents occur which can be used to validate the plan.

The Civil Contingencies Team is responsible for the training schedule to ensure employees are properly trained to carry out their responsibilities during an emergency.

- Emergency Response Team table top exercise – January 2016

- Directorate Standard Operating Procedures table top exercise – 2016


**DISTRIBUTION LIST**

CMT

Wider CMT

SMT

Emergency Centre support identified in Action Card 10

Duty Emergency Management Officers

## SUMMARY OF THE LOCAL AUTHORITY RESPONSE TO AN INCIDENT

The role of the Local Authority in An emergency is as follows:

- provision of local authority services to care for, inform and support affected people and communities;

- provision of local authority services to support the immediate response, upon the request of the Emergency Services;

- provision of local authority services to assist restoration of the environment;

- co-ordination of the emergency response, when appropriate;

- arranging for the provision of care at various centres, i.e. Evacuation / Rest centres, Survivor Reception centres (in conjunction with the police) and, where necessary, longer term temporary accommodation for displaced persons involved in the incident;

- arranging for the provision of emergency mortuaries in conjunction with the Police and Coroner;

- co-ordination of the voluntary response;

- co-ordination of the recovery phase;

**Notification -** Emergency Services notify the Civil Contingencies Team (CCT)/ Duty Emergency Management Officer (DO) of an incident requiring a Local Authority Response

**Activation -** The CCT / DO will contact the necessary officers (as detailed in the CCT Emergency Response Procedures), instigate and coordinate the Local Authority response

If triggers are met for the instigation of the Emergency Management Plan, the CCT / DO will contact the CEO / Director for authorisation, and then instigate the establishment of the Emergency Response Team (ERT) (as detailed in the CCT Emergency Response Procedures)

**Location -** The Emergency Response Team (see Action Cards 4/5/6) will be based in ██████████████

**Control and Coordination** - The ERT will be led by one of the officers identified in Action Card 4, with support provided by the Corporate Services and Strategy Directorate (Action Card 10).

**Role** - ERT will ensure:

- strategic matters are considered by CMT

- co-ordinate provision of the Authority's services

- direct and ensure appropriate allocation of staff and resources

- ensure the Authority is represented at Tactical and Operational level

- ensuring effective information and communication systems are in place for liaison between all elements of the Authority's Emergency Management Structure including representation on joint-agency groups

**Stand down** – The final decision to stand down will normally be made by the ERT Leader (see 2.2.7)

# CONTENTS

# PURPOSE AND SCOPE

Terms like 'disaster', 'emergency' and 'major incident' are all used to describe the kind of event that with or without warning; ``may cause or threaten death or injury, damage to property or the environment or disruption to the community``," which because of its scale cannot be dealt with as part of Blaenau Gwent County Borough Councils day-to-day activities.

Whatever the incident, the aim of the Council is if possible to:

'Protect the people and environment of Blaenau Gwent County Borough or reduce the impact on them from an emergency and maintain normal council services where practicable whilst providing support to the responding emergency services.'

To achieve this, the Blaenau Gwent County Borough Council has agreed response arrangements which are intended to assist the co-ordination of the Council's response to any actual or threatened emergency or major incident.

This Plan is designed to provide a flexible framework of procedures to enable a quick, effective and appropriate response to mitigate the effects of an emergency or major incident.

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## Directorate Responsibilities

| EMERGENCY RESPONSIBILITY | PRIMARY | SUPPORTING |
|---|---|---|
| **Accommodation -** Provision of temporary Accommodation | Public Protection, Public Services Environment & Regeneration | |
| **Animal Health -** Animal health and welfare | Public Protection, Public Services Environment & Regeneration | |
| **Buildings -** Dangerous Building structures | Development Services, Technical Services, Environment & Regeneration | |
| **Buildings -** Emergency repairs to fabric and services | Property Services, Technical Services, Environment & Regeneration | |
| **Care Centres -** Provision and operation of Care Centre premises | Aneurin Leisure Buildings, Aneurin Leisure Trust<br>Social Services buildings, Social Services | |
| **Care Centres -** Care Centre Supplies - Emergency bedding etc. | Procurement, Financial Services, Resources | |
| **Care Centres -** Management of care at Care Centres | Social Services | |
| **Communications -** Provision and management of Media Briefing Centres | Communications, Policy & Performance, Corporate Services | |
| **Communications -** Press Enquiries and Public Relations | Communications, Policy & Performance, Corporate Services | |
| **Communications -** Provision and management of Public Information Centres, including information desks at Care Centres | Aneurin Leisure Trust (Care Centres)<br>Communications, Policy & Performance, Corporate Services | |
| **Consumers -** Consumer advice in emergencies | Public Protection, Public Services Environment & Regeneration | |
| **Coordination -** Coordination with External agencies | CMT | |
| **Corporate Response -** Activation of the Council's Emergency Response | Civil Contingencies, Legal and Corporate Compliance, Resources | CMT |
| **Corporate Response -** Coordination of Corporate response | CMT | |
| **Crisis Support Workers -** CSW scheme – provision of support to bereaved families | Social Services | |
| **Decontamination -** Decontamination and contaminated waste disposal | Public Protection, Public Services Environment & Regeneration | |
| **Emergency Centre Support -** Emergency Centre Support & Loggist Provision | Business Support, Corporate Services & Strategy | |
| **Emergency Mortuaries -** Establishment of Emergency Mortuaries | Civil Contingencies, Legal and Corporate Compliance, Resources | |
| **Feeding -** Emergency Feeding at Care Centres and other locations | Aneurin Leisure Trust (for Leisure buildings)<br>Community Services, Public Services, Environment & Regeneration (other venues) | |
| **Finance -** Emergency Finance and Managing Appeal Funds | Financial Services, Resources | |
| **Flooding -** Flood alleviation and response – incl surface water & land drainage | Technical Services / Community Services, Environment & Regeneration | |
| **Food safety** | Public Protection, Public Services Environment & Regeneration | |

| EMERGENCY RESPONSIBILITY | PRIMARY | SUPPORTING |
|---|---|---|
| **Hazard Warning Dissemination:** Flood/Severe Weather/Radiation/Satellite | Civil Contingencies, Legal and Corporate Compliance, Resources | |
| **Help Lines -** Public enquiries and operation of helplines | Communications, Policy & Performance, Corporate Services | |
| **Highways -** Dangerous highway structures and provision of technical advice | Technical Services, Environment & Regeneration | |
| **ICT -**IT and communications support in an emergency | ICT, Resources | |
| **Infectious Diseases -** Investigation /provision of advice -major infectious disease | Public Protection, Public Services Environment & Regeneration | |
| **Legal -** Legal Services and Public Inquiry | Legal & Corporate Compliance, Resources | |
| **Manpower and equipment -** Emergency works provision – manpower & equipment | Community Services, Public Services, Environment & Regeneration | |
| **Mechanical and electrical advice -** Mechanical and electrical advice including heating gas and water systems | Technical Services, Environment & Regeneration | |
| **Memorial Service arrangements -** Coordination of Memorial Services | Policy & Performance, Corporate Services | Business Support, Corporate Services |
| **Pollution** - Pollution response, incl assessment, cleansing, prevention of disease | Public Protection, Public Services Environment & Regeneration | |
| **Procurement -** Procurement of emergency supplies | Procurement, Financial Services, Resources | |
| **Radiation** - Radiation sampling and monitoring | Public Protection, Public Services Environment & Regeneration | |
| **Psychological Support -** School Incidents | Educational Psychology Service, Education | |
| **Reservoirs** - Structural problems – assessment and action | Infrastructure, Technical Services, Environment & Regeneration | |
| **Social work support -** Social work support at incident and other locations | Social Services | |
| **Staff Welfare -** Staff welfare advice in an emergency | Organisational Development, Corporate Services & Strategy | |
| **Traffic management -** Traffic management and diversions | Community Services, Public Services, Environment & Regeneration | Technical Services, Environment & Regeneration |
| **Transport of Goods -** Transport of goods in an emergency | Community Services, Public Services, Environment & Regeneration | |
| **Transport of People -** Transport of people in an emergency | Social Services | Infrastructure, Technical Services, Environment & Regeneration |
| **Travelling party incidents -** Emergency assistance in relation to: School trips / Exchange visits / Youth group trips / Social services trips | School trips - Individual Head teachers<br>Exchange visits – Registration and Corporate Support, Resources<br>Youth Group trips – Youth Services, Education<br>Social Service trips – Social Services | Technical Services, Environment & Regeneration (school transport)<br>Educational Psychology Service, Education |
| **Unstable Land** - Unstable Land - Assessment and action | Technical Services, Environment & Regeneration | |
| **VIP visits -** Coordination of VIP visits | Policy & Performance, Corporate Services | Business Support, Corporate Services |
| **Voluntary Agencies -** Co-ordination / support of Voluntary agencies | CMT | Emergency Response Team |

# SECTION 1

# STRATEGY

## 1.1    INTRODUCTION

### 1.1.1    Purpose and Scope

The Plan is designed to set out the Authority's corporate approach to the management of emergencies and to provide information to guide and support officers involved in the strategic and tactical management of emergency situations.    It provides a flexible framework of procedures to enable a quick, effective and appropriate response to mitigate the impact of any emergency or major incident.

The Plan outlines:

- The Council's Emergency Management Structure

- The triggers for activating the Plan, including alert, standby and activation procedures

- Identification and role of the Emergency Response Team

- Location of the Emergency Response Team room

- Generic emergency management roles and responsibilities of all Directorates in responding to an emergency or major incident

- Stand-down procedures

During a large scale emergency officers and staff from all levels of the Authority may, in one way or another, be involved in the overall response.  However, the term Emergency Management Staff only refers to the Lead Corporate Director and those officers collectively listed in **Action Cards 6 & 7.**


### 1.1.2    Definition of an Emergency

For the purposes of this document, an 'Emergency' is defined in the Civil Contingencies Act 2004, (CCA), as being;

> 'An event or situation which threatens serious damage to human welfare in a place in the UK, the environment in a place in the UK, or war or terrorism which threatens serious damage to the security of the UK'.


### 1.1.3    Definition of a 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.

a) *'emergency responder agencies' describes all Category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance;*

b) *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;*

c) *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;*

d) *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;*

e) *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. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.*

### 1.1.4   Phases of a Major Incident

Most major incidents can be divided into five main phases and the Council's role may differ during each phase.

- **The Initial Response** - Actions taken primarily by the emergency services to deal with the immediate effects of a major incident.  In most incidents this phase is likely to be relatively short.

- **The Consolidation Phase -** Emergency services in attendance and the incident is being fully co-ordinated by the established response structure.

- **The Recovery Phase -** Emergency services withdraw and Council involvement shifts from a supporting role to one of providing services and support to the affected community. It is likely that the Council will be most involved during this phase, which could last for a considerable period.

- **The Restoration of Normality -** Normally after the initial phases, the emergency has subsided and the Council continues to deal with the effects as part of their daily routine.

Trials, hearings, public enquiries and inquests often follow major incidents. This phase can be superimposed on the previous four phases.



Figure 1
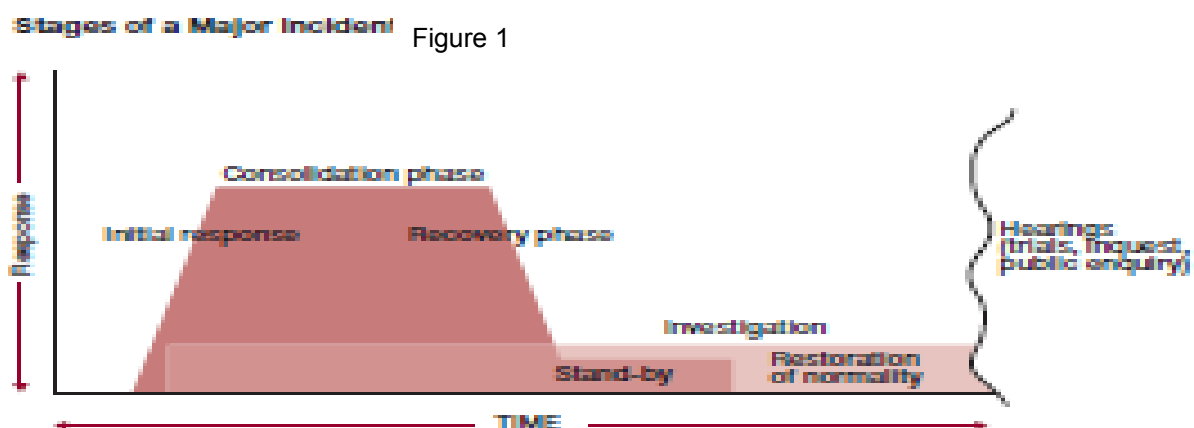
### 1.1.5   Planning for Emergencies

One of the main duties placed upon the Council under the Civil Contingencies Act 2004 is to maintain emergency plans.  This is to ensure that, if an emergency occurs or is likely to occur the Council can deliver its functions so far as necessary for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it.

The Emergency Management Plan is one of a set of integrated plans used by the Council to ensure that it meets its responsibilities within a co-ordinated multi-agency response (see Fig 1). This Plan forms part of a set of integrated generic, specific and multi agency plans used by the Council to ensure that staff, managers and officers meet their emergency responsibilities (See Emergency Plan Structure on page 5).

The Plan is integrated with the following documents:

- **Emergency Response Procedures** – developed and maintained by the Civil Contingencies Team to provide guidance and a flexible initial response to an incident at any level.

- **Service Area Standard Operating Procedures** - developed and maintained by the services with emergency responsibilities with the support of the Civil Contingencies Team.  They set out the service areas agreed responsibilities for service provision during an emergency, provide action checklists for the key personnel/emergency functions, contain activation and operational procedures to help staff meet the Directorates' emergency responsibilities and establish the mechanism for 24hr activation of key personnel.

- The **Emergency Care Centre Handbook** - a guidance document for council staff, volunteers and police, to aid the establishment of a Care Centre for victims or their friends and relatives during an incident

- The **Blaenau Gwent Emergency Contacts File** - provides 24hr contact details for key staff of the Authority and a wide range of organisations that may have a direct or supporting role in an emergency.  **For use in support of all the Authority's plans.**

- **The Gwent Major Incident Response Arrangements** - explain how the combined response of all agencies within the Gwent Police area will be co-ordinated.

- **Multi Agency Specific Plans** - set out the arrangements for a combined response by agencies dealing with recognised hazards in the area.

These plans and arrangements are designed to be used flexibly to meet the particular requirements of both small and larger scale emergencies.

**Figure 2      Emergency Plan Structure** (link to plans on ResilienceDirect)

| | |
|---|---|
| **STRATEGIC FRAMEWORK** | **Gwent Major Incident Response Arrangements (GMIRA)** – sets out the special arrangements for providing a combined and co-ordinated response to major emergencies and are intended to provide a framework to support the individual plans and procedures of the organisations involved. |

**MULTI AGENCY SPECIFIC PLANS / ARRANGEMENTS**
Joint Agency documents setting out arrangements for the multi agency response to incidents

| | |
|---|---|
| Gwent LRF Shelter & Evacuation Plan | Gwent LRF Warning & Informing Plan |
| Gwent LRF Emergency Mortuary Plan | Gwent LRF Specific Reservoir Inundation Response Plan |
| | Gwent Faith Communities Emergency Arrangements |
| Gwent Multi Agency Flood Plan (MAFP) | Gwent / South Wales CBRNE Plan |
| Gwent LRF Generic Reservoir Inundation Response Plan | Crisis Support Worker handbook |
| | Gwent Chemical Incident Plan |
| Gwent LRF Fuel Resilience Arrangements | Gwent LRF Recovery Plan |
| Gwent LRF Resilient Telecommunications Plan | Gwent LRF Loss of Telephony Plan 999 / 112 |

**ORGANISATIONAL PLANS**

**Blaenau Gwent Emergency Management Plan -** sets out the Authority's corporate approach to management of emergencies

**ORGANISATIONAL SPECIFIC PLANS**
These plans / arrangements set out the Local Authority response to specific risks

| | |
|---|---|
| **BGCBC Emergency Care Centre Handbook** – a guidance document for establishment of a care centre | **BGCBC Emergency Contacts Directory** - Provides 24hr contacts for key staff and organisations- for use in support of all the Authority's Plans |
| **Blaenau Gwent Emergency Response Plan: Snow** | **BGCBC Pandemic Influenza Plan** |
| **BGCBC Emergency Mortuary Arrangements** | **Major Accident Hazard Pipelines Plans** |

**Blaenau Gwent Emergency Response procedures** - guidance on initial actions to be taken by Officers when alerted to an actual or threatened emergency

**Service Area Standard Operating Procedures** – specific to each service with an emergency responsibility – containing activation and operational procedures to help staff meet the Directorates emergency responsibilities, as set out in the Incident Management Plan and Specific Plans

**BGCBC Business Continuity Plan** – sets out the Corporate approach to the management of disruptive incidents.

**Service Area Business Continuity Plans -** sets out operational procedures for each service to resume following disruptive incidents

## 1.2    CORPORATE COORDINATION

### 1.2.1    Emergency Management Structure

The Emergency Response Team (ERT) will comprise representatives from all Directorates involved in the response (**see Action Card 4 – ERT Members**) and will be led by one of the officers pre-designated in **Action Card 3**.  ERT members should be supported by staff from their Directorate with specialist knowledge or skills, if necessary.

The Council's Emergency Management Structure **(Figure 3)** provides a framework for integrated emergency management, to ensure coordination within the Council and with external agencies.  It is designed to be used flexibly to meet the particular requirements of both small and larger scale emergencies.

The structure enables the Council to respond at an operational, tactical and strategic level.

The Emergency Management Structure also facilitates the coming together of the **Corporate Management Team, (CMT)**.  **See 2.2.4.**

The ERT will organise and co-ordinate the Council's overall response to the emergency.  It will be responsible for:

- ensuring strategic matters are considered by CMT

- co-ordinating provision of the Authority's services

- directing and ensuring appropriate allocation of staff and resources

- ensuring the Authority is represented at Tactical and Operational level

- ensuring effective information and communication systems are in place for liaison between all elements of the Authority's Emergency Management Structure including representation on joint-agency groups

**Figure 3    Emergency Management Structure**
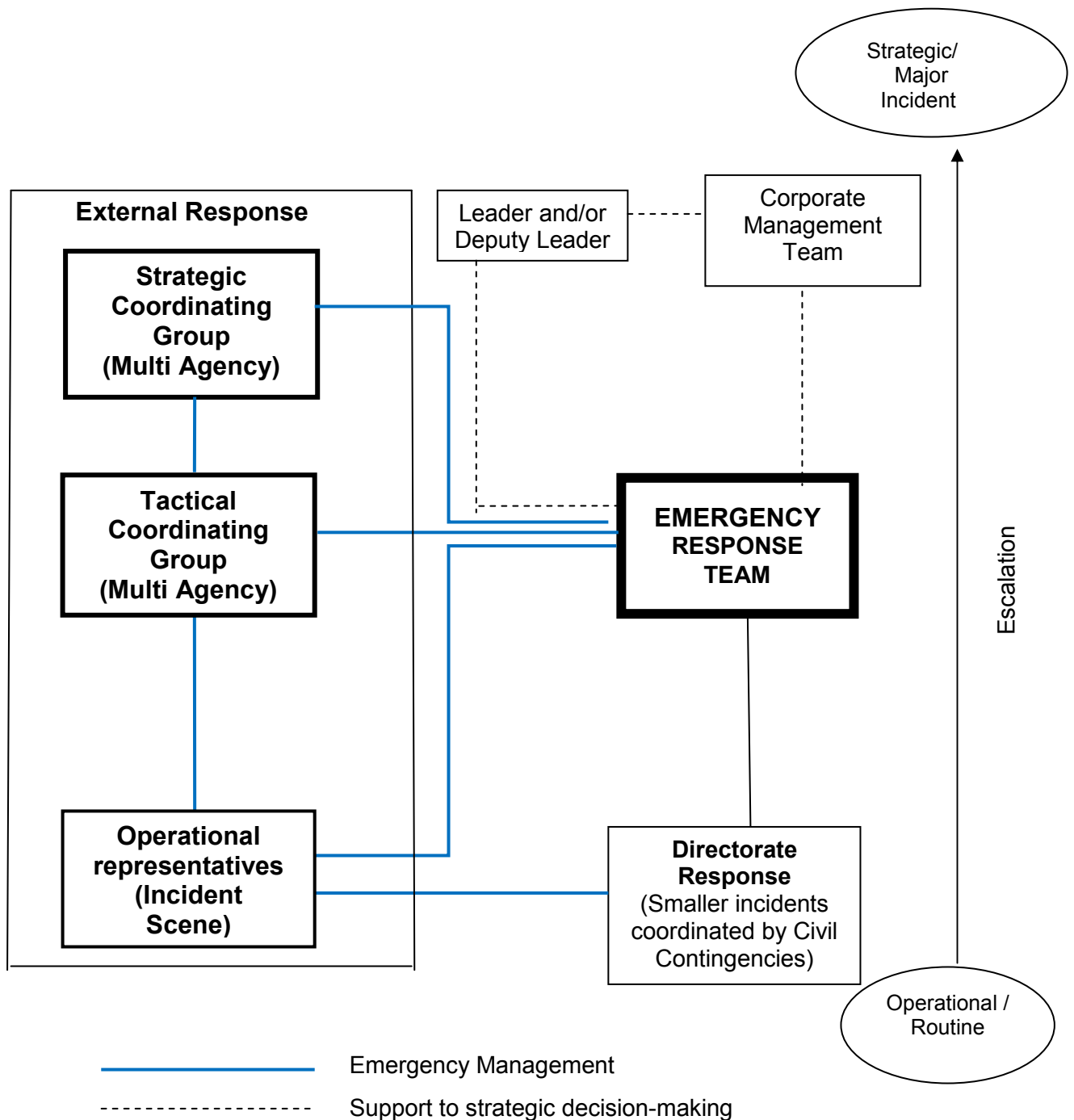


| | Emergency Management |
| --- | --- |
| | Support to strategic decision-making |

### 1.2.2   Emergency Management Responsibilities

| EMERGENCY RESPONSIBILITY | PRIMARY | SUPPORTING |
|---|---|---|
| **Accommodation**<br>Provision of temporary Accommodation | Public Protection,<br>Public Services<br>Environment & Regeneration | |
| **Animal Health**<br>Animal health and welfare | Public Protection,<br>Public Services<br>Environment & Regeneration | |
| **Buildings**<br>Dangerous Building structures | Development Services,<br>Technical Services,<br>Environment & Regeneration | |
| **Buildings**<br>Emergency repairs to fabric and services | Property Services,<br>Technical Services,<br>Environment & Regeneration | |
| **Care Centres**<br>Provision and operation of **C**are Centre premises | Aneurin Leisure Buildings,<br>Aneurin Leisure Trust<br><br>Social Services buildings,<br>Social Services | |
| **Care Centres**<br>Care Centre Supplies -  Emergency bedding etc. | Procurement,<br>Financial Services,<br>Resources | |
| **Care Centres**<br>Management of care at Care Centres | Social Services | |
| **Communications**<br>Provision and management of Media Briefing Centres | Communications,<br>Policy & Performance,<br>Corporate Services | |
| **Communications**<br>Press Enquiries and Public Relations | Communications,<br>Policy & Performance,<br>Corporate Services | |
| **Communications**<br>Provision and management of Public Information Centres, including information desks at Care Centres | Aneurin Leisure Trust | Communications,<br>Policy & Performance,<br>Corporate Services |
| **Consumers**<br>Consumer advice in emergencies | Public Protection,<br>Public Services<br>Environment & Regeneration | |
| **Coordination**<br>Coordination with External agencies | CMT | |
| **Corporate Response**<br>Activation of the Council's Emergency Response | Civil Contingencies,<br>Legal and Corporate Compliance,<br>Resources | CMT |
| **Corporate Response**<br>Coordination of Corporate response | CMT | |
| **Crisis Support Workers**<br>CSW scheme – provision of support to bereaved families | Social Services | |
| **Decontamination**<br>Decontamination and contaminated waste disposal | Public Protection,<br>Public Services<br>Environment & Regeneration | |

| EMERGENCY RESPONSIBILITY | PRIMARY | SUPPORTING |
|---|---|---|
| **Emergency Centre Support** <br> Emergency Centre Support and Loggist Provision | Business Support, Corporate Services & Strategy | |
| **Emergency Mortuaries** <br> Establishment of Emergency Mortuaries | Civil Contingencies, Legal and Corporate Compliance, Resources | |
| **Feeding** <br> Emergency Feeding at Care Centres and other locations | Aneurin Leisure Trust (Leisure buildings) <br><br> Community Services, Public Service, Environment & Regeneration | |
| **Finance** <br> Emergency Finance and Managing Appeal Funds | Financial Services, Resources | |
| **Flooding** <br> Flood alleviation and response – including surface water and land drainage | Technical Services / Community Services' Environment & Regeneration | |
| **Food safety** | Public Protection, Public Services Environment & Regeneration | |
| **Hazard Warning Dissemination:** <br> Flood <br> Severe Weather <br> RIMNET <br> Satellite Incidents | Civil Contingencies, Legal and Corporate Compliance, Resources | |
| **Help Lines** <br> Public enquiries and operation of helplines | Policy and Performance, Corporate Services & Strategy | |
| **Highways** <br> Dangerous Highway structures and provision of technical advice | Technical Services, Environment & Regeneration | |
| **ICT** <br> IT and communications support in an emergency | IT, Resources | |
| **Infectious Diseases** <br> Investigation and provision of advice relating to major infectious disease | Public Protection, Public Services Environment & Regeneration | |
| **Legal** <br> Legal Services and Public Inquiry | Legal & Corporate Compliance, Resources | |
| **Manpower and equipment** <br> Emergency works provision – manpower and equipment | Community Services, Public Service, Environment & Regeneration | |
| **Mechanical and electrical advice** <br> Mechanical and electrical advice including heating gas and water systems | Technical Services, Environment & Regeneration | |

| EMERGENCY RESPONSIBILITY | PRIMARY | SUPPORTING |
|---|---|---|
| **Memorial Service arrangements** <br> Coordination of Memorial Services | Policy & Performance, Corporate Services | Business Support Corporate Services |
| **Pollution** <br> Pollution response – including assessment, cleansing and prevention of disease | Public Protection, Public Services Environment & Regeneration | |
| **Procurement** <br> Procurement of emergency supplies | Procurement, Financial Services, Resources | |
| **Psychological Support** <br> School Incidents | Educational Psychology Education | |
| **Radiation** <br> Radiation sampling and monitoring | Public Protection, Public Services Environment & Regeneration | |
| **Reservoirs** <br> Structural problems – assessment and action | Infrastructure, Technical Services, Environment & Regeneration | |
| **Social work support** <br> Social work support at incident and other locations | Social Services | |
| **Staff Welfare** <br> Staff welfare advice in an emergency | Organisational Development, Corporate Services & Strategy | |
| **Traffic management** <br> Traffic management and diversions | Community Services, Environment & Regeneration | Technical Services, Environment & Regeneration |
| **Transport of Goods** <br> Transport of goods in an emergency | Community Services, Public Service, Environment & Regeneration | |
| **Transport of People** <br> Transport of people in an emergency | Social Services | Infrastructrure, Technical Services, Environment and Regeneration |
| **Travelling party incidents** <br> Emergency assistance in relation to: <br> School trips <br> Exchange visits <br> Youth group trips <br> Social services trips | School trips - Individual Head teachers Exchange visits – Registration and Corporate Support, Legal and Corporate Compliance, Resources Youth Group trips – Youth Services, Education Social Service trips – Social Services | Technical Services, Environment & Regeneration (school transport) Education Psychology Service, Education and Leisure |
| **Unstable Land** <br> Unstable Land - Assessment and action | Technical Services, Environment & Regeneration | |
| **VIP visits** <br> Coordination of VIP visits | Policy & Performance, Corporate Services | Business Support Corporate Services |
| **Voluntary Agencies** <br> Co-ordination / support of Voluntary agencies | CMT | Emergency Response Team |

## 1.3   PARTNERSHIP

### 1.3.1   Coordination between Local Authorities

Blaenau Gwent County Borough Council's emergency management arrangements have been developed under the umbrella of the **Gwent Major Incident Response Arrangements** (GMIRA) and within the parameters of the Local Resilience Forum, (LRF).  This encourages the provision of a coordinated response to emergencies affecting more than one Authority.

If an emergency has implications for a neighbouring Authority, Chief Executives or their representatives will be responsible for liaison between the Authorities involved and determining the mechanisms to be established to coordinate the response.

See 1.4.6 for Mutual Aid.

### 1.3.2   Multi Agency Coordination

The Authority's emergency management arrangements also integrate with those of emergency services and other organisations, as set out in the Gwent Major Incident Response Arrangements.  **See Appendix 5 for information on the Multi Agency Response Framework.**

**Within Multi Agency response structures,** the Council will be represented in relevant co-ordinating groups.   Dependent upon circumstances, the Council may need to be represented in the Strategic Coordinating Group (**SCG**)\* and Tactical Coordinating Group (**TCG**), and in an Operational capacity at the scene.  It is recommended that a designated 'Tactical' officer is deployed to the incident scene as Forward Liaison Officer (see **Action Card 7** for a list of officers).

The Lead Corporate Director should attend or be represented at SCG, which will be usually located at Police Headquarters, Croesyceiliog or 101 House, Cardiff Gate.  Ideally, one other person should attend in support (Tactical Advisor).  SCG may also be held by teleconference.

The Lead Corporate Director will appoint one of the pre-designated officers listed in **Action Card 7** to represent the Council at Tactical Coordinating Group.  It is recommended that a second officer is also activated to support.

The Authority's representatives on the multi agency co-ordinating groups will liaise with the ERT, keeping them well briefed on the situation, passing on any requests for Authority assistance.

*\* Strategic Coordinating Group (SCG) / Tactical Coordinating Group (TCG) and Operational level may also be referred to as Gold / Silver / Bronze.*

| |
|---|
| **Action Card 6 – Strategic Coordinating Group (SCG) / Action Card 7 – Tactical Coordinating Group (TCG)** |

**N.B.** There will be incidents that although not meeting the criteria of a major incident will nevertheless require a considerable response. The multi agency response structures are flexible, and don't require the declaration of a major incident to be activated by any Category 1 or 2 responder.

### 1.3.3   Strategic Intentions

Response encompasses the decisions and actions taken to deal with the immediate effects of an emergency. It is the decisions and actions taken in accordance with the strategic, tactical and operational objectives defined by emergency responders. At a high level these will be to protect life, contain and mitigate the impacts of the emergency and create the conditions for a return to normality. Response encompasses the effort to deal not only with the direct effects of the emergency itself (e.g. fighting fires, rescuing individuals) but also the indirect effects (e.g. disruption, media interest).

Common objectives for responders are:

- Seek to preserve human life and protect property;
- Seek to protect the health and safety of responding personnel;
- Seek to relieve suffering;
- Seek to limit incident escalation or spread;
- Seek to provide the public and businesses with warnings, advice and information;
- Seek to safeguard the environment;
- Seek to maintain law and order;
- Seek to maintain critical services;
- Seek to promote and facilitate self-help within the community by way of community engagement;
- Seek to facilitate criminal/civil investigations;
- Seek to facilitate the recovery of the community;
- Seek to identify lessons learnt through the multi-agency de-briefing process;

## 1.4  SUPPORT FUNCTIONS

### 1.4.1   Information

Effective information management becomes even more important at times of heightened activity, and during an expected or actual emergency, when information sharing is crucial to both the organisations internal coordination, and it's coordination with other bodies and agencies.  It is in these circumstances that the value of having clearly understood information protocols, situation reporting and a group of staff forming an Information Hub if necessary, comes to the fore.

### 1.4.2   Resources

During an emergency response, it's important to ensure that people with the right skills and abilities are deployed to appropriate roles.  In the majority of instances the 'emergency roles' are the same as those for the day job, only in different circumstances.

Mutual aid arrangements with other Gwent Local Authorities can be instigated by the Chief Executive, or representative.

### 1.4.3   Safety, Health and Welfare

Emergencies place enormous demands on all involved in the response and recovery effort. Pressure of work may sometimes be sustained over long periods.  Safety, health and welfare for any employees deployed during an emergency will need to be managed.  This should include the ability to rotate and replace employees, and must be considered from the outset. Care should be taken that employees do not burn out, or continue to work when excessively tired, or where their judgement is in doubt.

The welfare of personnel remains the responsibility of individual agencies.

However, in some circumstances, Blaenau Gwent CBC may provide premises for a joint emergency service welfare facility.

> **Welfare advice should be sought from Organisational Development,**
>
> **Safety Advice should be sought from Health and Safety**

### 1.4.4   Finance

**Directorate Expenditure**

The response to life threatening situations should not be delayed by uncertainty concerning recovery of costs or by financial constraints.  In the event of an emergency, costs must initially be met through the budget of the Directorate requesting the resource or responsible for providing the service.  If however it is clear that emergency related costs are going to exceed

acceptable levels then the matter should be referred to CMT, where consideration should be given to the implementation of special financial arrangements.

All Directorates must keep a record of emergency related expenditure in case the response requires corporate budget support. This information is also essential to provide evidence for later claims through the Emergency Financial Assistance Scheme or indeed for subsequent legal action to recover costs from parties responsible for creating the emergency, if appropriate.

**Appeal Funds**

Establishing an appeal fund can be a complex and sensitive task. Appeal fund management involves co-ordinating the handling of donations, weighing the arguments for and against charitable status, appointing independent trustees, deciding how to distribute funds fairly and eventually distributing funds to the appropriate beneficiaries. Any decision to establish an appeal fund will be the responsibility of the Chief Executive or his representative and be administered by the Resources Directorate. The Resources Standard Operating Procedures contain further information.

**Emergency Financial Assistance Scheme (EFAS)**

The Emergency Financial Assistance Scheme is a discretionary scheme, which may be activated to give special financial assistance to local authorities that would otherwise be faced with an undue financial burden of providing relief and carrying out immediate work due to large scale emergencies.

There is no automatic entitlement to financial assistance: local authorities have statutory functions to deal with emergencies and are required to plan accordingly. Any incident for which assistance is sought must involve conditions which are exceptional by local standards and damage to the local authority infrastructure or communities must be exceptional in relation to normal experience. The Minister responsible will decide whether or not to activate a scheme after carefully considering the circumstances.

Resources Standard Operating Procedures contain further information about the scheme and in what circumstances the Authority should apply for assistance.

### 1.4.5   Legal

Many large scale emergencies that have occurred over recent decades have subsequently been the subject of a Public Inquiry, or some other legal investigation. This is particularly true when the outcome of the response has been unsuccessful, controversial, or where the detail of the event has a potentially significant impact on the way future similar events are legislated for, regulated, or responded to.

Inevitably, there will be a considerable time delay between the emergency and any resulting Public Inquiry or other legal proceedings. These hearings will be held in the cold light of day and with the benefit of hindsight, rather than the hectic uncertain environment in which officers may have made decisions at the time.

To ensure that officers can give meaningful and accurate accounts of their actions to such hearings, it is essential that the actions are clearly logged at the time of the emergency.

It is also essential that all decisions made within the Emergency Response Team are logged, with the rationale for the decision and information available at the time noted.

Copies of log sheets completed at the time of the emergency must be provided to the Civil Contingencies for use in the post incident debrief. These will be retained and passed to the Authority's Legal team should they be needed for use in subsequent proceedings.


### 1.4.6   **Mutual Aid**

The following agreement for mutual aid between WLGA members is in place:

'In the event of an emergency arising requiring resources beyond those available within our respective Councils, it would benefit our emergency arrangements if we could render each other mutual aid and assistance. Such assistance would be subject to recompense of proper financial costs and could be instigated by any senior officer of the Council.' (For this Authority meaning an officer listed in **Action Card 2**).

Where a request for the council to respond is made by the emergency services or other statutory agency, this Authority will provide the services for which it is responsible and meet its own costs. A charge may be made if requested to provide services that are not the responsibility of the Authority. In these circumstances it should be clearly stated that a charge might be made.

Where an incident crosses boundaries, or occurs within the geographical area of one Authority but has implications for another, each Authority will be responsible for its own costs in responding to the incident.

When requesting aid from another Authority, the Authority may be required to reimburse them at cost.

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# SECTION 2

# RESPONDING TO AN EMERGENCY / MAJOR INCIDENT

## 2.1 ACTIVATION

### 2.1.1 Triggers for Activation

If one or more of the following criteria are met, the Chief Executive, or in his absence a Director **(see Action Card 2)**, should be consulted by the Civil Contingencies Team / Emergency Management Officer and consideration given to the establishment of an **Emergency Response Team**, (**ERT**), together with other elements of the response structure, as appropriate:

> a. **if any Category 1 or 2 responder declares a major incident and requests the Council's assistance;**
>
> b. **if, despite a major incident not being declared, multi agency coordinating groups are established and Authority representation is requested;**
>
> c. **if the demands on the Council, or any Directorate, require special arrangements for Directorates to work together;**
>
> d. **if an incident occurs that causes widespread disruption to the local community;**
>
> e. **if an incident occurs that is likely to generate large-scale media/public interest.**

There will also be occasions when an emerging situation, an escalating problem or threat of an emergency should be sufficient to prompt discussion between Emergency Management Staff in consideration of Directorate and Corporate implications. The benefits of early liaison of this kind will be enormous should the situation develop into an actual emergency.

### 2.1.2 Business Continuity Triggers

The triggers for activation of the Emergency Response Team for a Business Continuity related incident are:

> a. **if a disruption <u>has</u> an impact on more than one designated Priority 1 service that has potential to last longer than 4 hours (for example loss of / denial of access to a corporate building, loss of utilities, loss of ICT);**
>
> b. **if there is a <u>threat</u> of a disruption that has potential to have an impact on more than one designated Priority 1 or 2 service (for example fuel disruption, industrial action, pandemic influenza);**
>
> c. **if the demands on the Council, or any Directorate, require special arrangements for Directorates to work together;**
>
> d. **if a disruption occurs that is likely to generate large-scale media/public interest.**

Should a disruption only affect one service area, this will be managed through the service area business continuity plan.

### 2.1.3   Activation Procedure

Emergency services or other responders will notify the Civil Contingencies Team directly (during office hours) or the Duty Emergency Management Officer via the call centre (out of hours) of an incident.  Specific response procedures are in place, and regularly updated, for the Civil Contingencies Team / Duty Officer to instigate and coordinate the Local Authority response and activate the appropriate officers.

| Civil Contingencies Emergency Response Procedures |
|---|

At an operational level, appropriate staff will be deployed to provide the **Directorate Response**, delivering the services required.  Staff will respond in accordance with their Service Standard Operating Procedures, supported by their routine procedures.

| Service Standard Operating Procedures |
|---|

## 2.2    SUPPORT FUNCTIONS

### 2.2.1    Location of Emergency Response Team (ERT)

The ERT will usually operate from the Authority's ██████████████████ ████████████████████████

There may be occasions when the Emergency Centre is unavailable.  In these circumstances the Chief Executive will determine which alternative location will be used by the ERT and in doing so liase closely with other members of CMT and the SRS.

The IT and communication implications of relocating the ERT from its preferred location must not be underestimated.  ████████████████████████████████████ ██████████████████████████████

### 2.2.2    Establishment of an Emergency Control Centre

The actions for establishment of the Emergency Control Centre for ERT can be found in

**Action Card 5 – Establishment of the Emergency Centre**.

### 2.2.3    Emergency Response Team (ERT) Members

The Emergency Response Team would consist of officers listed in **Action Card 5**, with loggist support from Business Support **(Action Card 10).**  Specialist staff may be brought in as necessary.

**Action Card 3 (Head of ERT) / 4 (ERT Members) / 9 (Loggist)**

### 2.2.4    Strategic Issues

The Emergency Management Structure **(Figure 2)** also facilitates the coming together of the **Corporate Management Team, (CMT)**.  This team would sit as often as necessary to consider strategic issues associated with the incident.

As a general guideline, a strategic issue may be thought of as one that requires a policy decision affecting the direction of the Authority as an entity, rather than tactical issues that affect how Directorates of the Authority meet their own responsibilities individually or collectively.  Examples of strategic decisions might include mutual aid, peculiar contractual arrangements, exceptional expenditure or involvement of the military.

CMT will also be responsible for briefing the Leader and/or Deputy Leader of the Council on the Authority's involvement in the response.

**Action Card 2 – Corporate Management Team**

### 2.2.5   Delegation of Powers

The Lead Corporate Director, or his representative **(see Action Card 2)** is authorised to undertake all necessary action on behalf of the Authority in emergencies, should it prove impractical to consult with Elected Members over such action.  This includes the authorisation of expenditure and direction of resources.

The Lead Corporate Director has delegated the authority to establish emergency management arrangements to all Corporate Directors and Heads of Service.

Implementation is not dependent upon the declaration of an emergency.  Emergency management arrangements can be introduced at an appropriate level, as necessary, for the co-ordination of both small and larger scale emergencies.

### 2.2.6   Stand down procedures

The decision to stand down must be carefully considered and planned.  The final decision will normally be taken by the Head of the Emergency Response Team **(see Action Card 3).**

## 2.3    INCIDENT LOGGING

### 2.3.1    Record Keeping

In order to facilitate operational debriefing and to provide evidence for inquiries or court cases, it is essential to keep records.  A comprehensive record should be kept of all events, decisions, reasoning behind key decisions and actions taken.  Each organisation should maintain its own records.

All records should be regarded as official documents and the notes recorded in them should be:

- Original;
- Factual – Don't write anything in them that you would not be happy to read out in court!
- Made in ink at the time of an event or as soon after as is reasonable / practicable;
- Dated and timed

### 2.3.2    What to record

A comprehensive record should be kept of all events, decisions, reasoning behind key decisions and actions taken.  The Civil Contingencies Team will be responsible for overseeing the keeping and storage of the records and the files (including incident logs, decision logs, personal notebooks, personal records, maps etc) created during the response, and also for assuring the retention of those that existed before the emergency occurred.

All events, conversations, decisions, the reasoning behind decisions (including what you know at that time and what you don't know at that time), and actions taken must be recorded on personal incident logs (see the final page of this plan), with decisions made within the ERT recorded on the ERT decision log (in the ERT cupboard within the Executive Room).

### 2.3.3    Loggist

To assist the Chair and the members of the meeting, a Loggist will be in attendance and work under the instruction of the Chair to record the following information in the decision log (see Action Card 9):

- Decisions of the group.
- Actions that have been tasked, to who, when they were completed or whether they're still outstanding and any notes about the action.
- Any key information the Chair or meeting member requests entering into the decision log.
- THE LOGGIST WILL NOT TAKE MINUTES OF THE MEETING.

## 2.4   COMMUNICATION AND INFORMATION SHARING

### 2.4.1   Public Communications

During an emergency / major incident effective communication with the public, stakeholders and responders is of paramount importance. The key principles are:

1. Trust – communicate to build, maintain or restore public trust and confidence

2. Announcing early – to prevent potentially frightening rumours and misinformation

3. Transparency – helps inspire trust.  Communication must be honest, easily understood, complete and factually accurate

4. Help the public understand what they can do to protect themselves and their families

5. Planning – be prepared.  Answer questions such as - What needs to be done? Who needs to know? Who is the spokesperson? Which agency has the lead? Who needs to act?


Lead Responders should ensure the following objectives feature prominently in the incident communication plan:

1. Reassurance

2. Raising awareness of any risks

3. Provide information on how to protect family and loved ones

4. Advise on steps being taken to handle the situation

5. Explain steps that will be taken to return to normality


It is likely that a multi agency Communications cell would be established at an early stage, to ensure a joined up approach to communications with the media / public.

> **This is detailed within the Gwent LRF Warning and Informing Plan. Further information is within the Corporate Communications Standard Operating Procedures.**


### 2.4.2      Internal Communications

An internal emergency communications structure based on the usual communication methods should be established to ensure effective management of information during an emergency.  This would involve all relevant information and situation reports collated, recorded and validated in a central 'information hub'.

It is the responsibility of the Emergency Response Team to establish an information hub.

### 2.4.3   Coordination of Information Flow

Information is critical to emergency response and recovery, yet maintaining the flow of information, within agencies, with partners, and to the wider public, is extremely challenging under emergency conditions. The importance of information to emergency responders and those affected by events must not be underestimated.

Effective information management is dependent upon appropriate preparatory measures being in place to build situational awareness and the development of a Common Recognised Information Picture (CRIP) at the local, sub-national and national levels (if appropriate).

Such measures will need to support:

- the transmission and collation of potentially high volumes of information from multiple sources;

- the assessment of collated information to ensure its relevance, accuracy, timeliness, accessibility, interpretability and transparency; and

- the translation of available information into appropriate information products, for example, briefings or release to the media for public information.


A key issue during any emergency is to try and ensure consistency in the information provided by the different agencies involved.  It will cause unnecessary pain and alarm if the information provided by different agencies is inconsistent, and great care should be taken to avoid this. Inconsistency will also lead to a loss of confidence in the responding agencies handling the incident.


It is therefore of paramount importance that very early on in the response the ERT, in collaboration with CMT and the Communications Team, establishes a system to gather, validate, collate and disseminate information to all parties involved in or affected by the emergency.  These might include:

- ERT members
- Joint Agency Representatives
- CMT
- Elected Members
- Care Centre staff
- The Media by way of Press Officer / Media Briefing Centre Staff
- The Public by way of:
  Website / Social Media / Leaflet drops / Help lines / Public Information Centres / Local or national broadcasters

### 2.4.4   Communication between organisations

Communication is the capability to exchange reliable and accurate information i.e. critical information about hazards, risks and threats, as well as understanding each organisation's responsibilities and capabilities. The understanding of any information shared ensures the achievement of shared situational awareness which underpins the best possible outcomes of an incident. Common symbols and terminology should be used to communicate common meaning amongst all responders.

### 2.4.5   Information Sharing

Under the Regulations, any Category 1 or 2 responder can request information from another Category 1 or 2 responder, so long as it is for the purpose of fulfilling responsibilities under the Act, or the performance of another function which relates to an emergency.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61026/Chapter-3-Formal-information-sharing-revised-March-2012.pdf

### 2.4.6   ResilienceDirect

ResilienceDirect provides a browser based tool to enable efficient and secure sharing of information during both routine planning and response to emergencies.

The Blaenau Gwent page on ResilienceDirect holds both Blaenau Gwent and Gwent LRF response plans, and can be used for information sharing during an emergency.

ResilienceDirect can be accessed via any standard internet connection

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# SECTION 3

# ROLES AND RESPONSIBILITIES

## 3.1 EMERGENCY MANAGEMENT TEAM ROLES

### 3.1.1 Corporate Management Team (CMT)

**CMT** would sit as often as necessary to consider strategic issues associated with the incident, and identify the corporate implications of the actual or potential emergency. This must include the medium and longer-term consequences of the incident, as well as effective management of the immediate emergency.

Strategic issues may be thought of as one that requires a policy decision affecting the direction of the Authority as an entity, rather than tactical issues that affect how Directorates of the Authority meet their own responsibilities individually or collectively. Examples of strategic decisions might include mutual aid, peculiar contractual arrangements, exceptional expenditure or involvement of the military.

CMT will also be responsible for briefing the Leader and/or Deputy Leader of the Council on the Authority's involvement in the response.

**See Action Card 2**

### 3.1.2 Emergency Response Team (ERT)

The ERT will organise and co-ordinate the Authority's overall response to the emergency. It will be responsible for:

- ensuring strategic matters are considered by CMT

- co-ordinating provision of the Authority's services

- directing and ensuring appropriate allocation of staff and resources

- ensuring the Authority is appropriately represented at Tactical and Operational levels

- ensuring effective information and communication systems are in place for liaison between all elements of the Authority's Emergency Management Structure including representation on multi-agency groups

- ensuring that the Corporate Communications Team are included as an integral member of the ERT and kept updated with current information and developments

- Establishment of an information hub.

**See Action Cards 3, 4 and 5.**

### 3.1.3   Civil Contingencies Team / Duty Emergency Management Officer

The Civil Contingencies Team (during office hours) or Duty Emergency Management Officer (out of hours) are responsible for the initial coordination of the Local Authority response to a major incident.   This includes activation and initial coordination of officers from all Directorates and the Emergency Response Team until the Emergency Response team is fully established **(Civil Contingencies Emergency Response Procedures).**

If the incident doesn't reach the trigger levels as described in **2.1.1**, the Local Authority response to the incident will be coordinated by the Civil Contingencies Team / Duty Officer.

A member of the Civil Contingencies Team or a Duty Emergency Management Officer will sit on the ERT where possible.

**See Action Card 1 (all procedures are within the Civil Contingences Emergency Response Procedures)**

## 3.2    EMERGENCY SUPPORT STAFF

### 3.2.1    Loggist

A number of officers in the Corporate Services and Strategy Directorate have been designated as loggists **(see Action Card 9).**

It is a requirement to keep a comprehensive record of all events, decisions and the reasoning behind key decisions and actions taken.  This role is a key member of the Emergency Response Team, and the loggist will be based in the Emergency Centre.

A loggist must ensure that all entries are timed, recorded sequentially and make clear who has given the information to be recorded.  They liaise closely with the Head of ERT to ascertain which logging requirements are to be undertaken, and take instructions from the Head of ERT.

Accurate logging is required for a number of reasons including:

1. being used as a source of accurate information as the situation develops

2. to identify the aim and objectives set and amended as the incident develops

3. to link agreed actions with the objectives to establish if they are appropriate or need updating

4. to record the development and completion of the actions in order to inform the chair of those that are outstanding or new actions agreed that might already be in the process of completion by others

5. to give accurate information to any debrief held during or after the event to support the learning and development process

6. to provide evidence for witnesses if they are required to use the information in a formal enquiry; which could be a public enquiry, coroners court or criminal / civil court.


**Should the Local Authority be the designated lead agency for the multi agency response, a loggist will also need to be provided for the Strategic Coordination Group and Tactical Coordination Group meetings.**

## 3.3 DIRECTORATE RESPONSIBILITIES

This section details how emergency responsibilities have been allocated to the various Directorates of the Authority. It is for each Directorate to address how it will meet these responsibilities within each of the Service Standard Operating Procedures.

Where possible, the responsible Service Area / Team has been identified in respect of specific emergency responsibilities **(see 1.2.2 for detail).**

### 3.3.1 Corporate Management Team

**Coordination -** Coordination of the corporate response

**Coordination -** Coordination with external agencies

**Voluntary Agencies -** Co-ordination / support of voluntary agencies

### 3.3.2 Corporate Services and Strategy

**Communications -** Provision and management of media briefing centres

**Communications -** Press enquiries and public relations

**Communications -** Provision and management of public information centres, including information desks at care centres

**Emergency Centre Support -** Emergency centre support & loggist provision

**Help Lines -** Public enquiries and operation of helplines

**Memorial Service arrangements -** Coordination of memorial services

**Staff Welfare -** Staff welfare advice in an emergency

**VIP visits -** Coordination of VIP visits

### 3.3.3 Education

**Psychological Support -** School incidents

**Travelling party incidents -** Emergency assistance in relation to: school trips / youth group trips

### 3.3.4 Environment and Regeneration

**Accommodation -** Provision of temporary accommodation

**Animal Health -** Animal health and welfare

**Buildings -** Dangerous building structures

**Buildings -** Emergency repairs to fabric and services

**Consumers -** Consumer advice in emergencies

**Decontamination -** Decontamination and contaminated waste disposal

**Feeding -** Emergency feeding at care centres and other locations (non-aneurin leisure buildings)

**Flooding -** Flood alleviation and response – including surface water and land drainage

**Food safety -** Investigation /provision of advice -major infectious disease

**Highways -** Dangerous highway structures and provision of technical advice

**Infectious Diseases -** Investigation /provision of advice -major infectious disease

**Manpower and equipment -** Emergency works provision – manpower and equipment

**Mechanical and electrical advice -** Mechanical and electrical advice including heating gas and water systems

**Pollution** - Pollution response, including assessment, cleansing, prevention of disease

**Radiation** - Radiation sampling and monitoring

**Reservoirs** - Structural problems – assessment and action

**Traffic management -** Traffic management and diversions

**Transport of Goods -** Transport of goods in an emergency

**Unstable Land** - Unstable land - assessment and action

*Supporting Responsibilities*

**Transport of People -** Transport of people in an emergency

**Travelling party incidents** - Emergency assistance in relation to: school trips / exchange visits / youth group trips / social services trips

### 3.3.5    Resources

**Care Centres -** Care centre supplies - emergency bedding etc.

**Corporate Response -** Activation of the Council's emergency response

**Emergency Mortuaries -** Establishment of emergency mortuaries

**Finance** - Emergency finance and managing appeal funds

**Hazard Warning Dissemination:** Flood/severe weather/radiation/satellite

**ICT -**IT and communications support in an emergency

**Legal -** Legal services and public inquiry

**Procurement -** Procurement of emergency supplies

**Travelling party incidents** - Emergency assistance in relation to: exchange visits

### 3.3.6    Social Services

**Care Centres -** Provision and operation of care centre premises - Social Services buildings

**Care Centres -** Management of care at care centres

**Crisis Support Workers -** CSW scheme – provision of support to bereaved families

**Social work support -** Social work support at incident and other locations

**Transport of People -** Transport of people in an emergency

**Travelling party incidents** - Emergency assistance in relation to: Social Services trips

### 3.3.7    Aneurin Leisure

**Care Centres -** Provision and operation of care centre premises - Aneurin Leisure buildings

**Communications -** Provision and management of public information centres, including information desks at care centres

**Feeding -** Emergency feeding at care centres and other locations (for Aneurin Leisure buildings)

# SECTION 4

# INFORMATION

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## 4.1    RECEPTION / CARE CENTRES

### 4.1.1    Introduction

The care and assistance given to meet the needs of those affected lies at the heart of emergency response and recovery work.  Humanitarian assistance is about ensuring that those involved in and affected by emergencies are properly cared for.  n the weeks, months and years that follow an emergency, the reputation of the Authority and other agencies will rest on how well it dealt with affected people, to a greater extent than any other aspect of its response.

The exact focus and nature of provision will depend on the scale and nature of the emergency, the impact it has had on the community, and the needs of those affected.  Humanitarian Assistance provision is likely to include:

- basic shelter;

- information about what has happened;

- financial and legal support;

- emotional support;

- advice and direction on how to get further assistance;

- communication facilities to allow people to contact and meet each other;

- providing a point of contact for longer term support and advice.

There are four types of Reception Centre (see **Figure 4**).  Information on their activation is found in the Civil Contingencies Emergency Response Procedures and information on operation is found in the:

**Care Centre Handbook**

### 4.1.2    Survivor Reception Centres

A Survivor Reception Centre can be used to provide a secure area for survivors not requiring acute hospital treatment.  This centre can be used to provide short-term shelter and first aid, if required.  Police will usually gather the registration information here.  A Survivor Reception Centre can be established at any convenient location.

They are usually established and initially run by the emergency services, who are generally the first on the scene.  They will maintain this facility until the local authority becomes engaged in the response and takes the lead in the provision of this facility.

Survivor Reception Centres are likely to be activated for only a limited period of time. Following this, survivors may need to be moved into a rest centre or other accommodation, depending upon the number of people and the incident. The longer-term welfare requirements of survivors may be met through Humanitarian Assistance Centres (4.1.5), Social Services or Aneurin Bevan Health Board.

**Figure 4        Care Centres**

| Title | Function | Timescale | Lead Authority |
|---|---|---|---|
| Survivor Reception Centre | A secure place, located outside the inner cordon but generally close to the scene, where survivors not requiring acute medical treatment can congregate in order to ensure they are safe from the immediate consequences of the incident, and where documentation of survivors can be completed for input into the Casualty Bureau. In addition, immediate humanitarian assistance can be provided by the local authority at this location. | As soon as practicable (within 1 hour of start of incident) | Initially led by Police. Local Authority will be notified as soon as practicable. LA and voluntary sector will support. Usually same premises as Rest Centres. |
| Family and Friends Reception Centre | A secure place, usually located away from the scene of an incident, where the family and friends of people directly involved in the incident can attend for documentation processes, information and humanitarian assistance | First 12 hours | Established by the Police, supported by Local Authority, transport operator (if relevant) and voluntary sector |
| Rest Centre | A building pre-designated or used by the local authority as temporary accommodation, including overnight, for people evacuated or homeless as the result of an incident. Centre provides information, practical and emotional support. | As soon as practicable (within 1 ½ hours) | Local Authority, supported by police and voluntary sector |
| Humanitarian Assistance Centre (HAC) | Offering medium to long term humanitarian assistance to people directly or indirectly affected by an incident | 48 hours then ongoing | Local Authority, supported by Police, voluntary sector and other agencies |

### 4.1.3   Family and Friends Reception Centre

A Family and Friends Reception Centre (FFRC), is a safe and secure location, normally away from the scene of an incident, to which family and friends of those involved in an incident can be directed. The FFRC can be used to help reunite family and friends with survivors. Such centres need to provide the capacity to register, interview and provide shelter for family and friends.

The decision to open an FFRC will normally be made by the Police/Strategic Coordinating Group in consultation with Local Authorities.

Proper liaison and control must be in place to ensure that information is accurate, consistent and non-contradictory. The information provided to those seeking information about individuals that might be affected, should also be as full as possible without compromising the privacy of the individual. Arrangements should be in place to ensure uninvited media attention is prevented.

> The Centre will be established by the Police, supported by the Local Authority and the voluntary sector. Social Services have the expertise within their Crisis Support Worker pool to provide support to those present.

### 4.1.4 Rest Centre

A Rest Centre would be established to care for people not in need of hospital treatment, but who have been evacuated from an area to ensure their safety, or as a result of a natural disaster. Responsibility for managing this type of centre lies solely with the local authority. Designated local authority premises, local B&B's or hotels could be used to provide accommodation.

The local authority relies upon the contributions of other services to provide effective assistance to uninjured survivors. In particular:

- Gwent Police may need to ensure the security of these facilities, controlling access in order to prevent uninvited media representatives or onlookers disturbing those inside;

- Aneurin Bevan Health Board may be required to give assistance in treating those requiring non-acute medical care and dealing with the effects of trauma; and

- the voluntary sector can augment the local authority's capabilities and capacity to provide humanitarian assistance, and also provide non-acute medical care.

The longer-term housing needs of those made homeless by an emergency, or those who need to be evacuated for long periods of time, are the statutory responsibility of the Local Authority.

### 4.1.5 Humanitarian Assistance Centre (HAC)

Emergencies can have a significant and long-lasting physical, emotional and psychological impact on the welfare of individuals, families and friends, rescuers, response workers and wider communities affected by emergencies. It is important to look beyond the immediate response effort, and consider the longer-term recovery and rehabilitation issues for individuals, families and communities **(see Gwent Major Incident Response Arrangements).**

It is generally accepted that Local Authorities are responsible for co-ordinating welfare support to affected communities in the event of an emergency and should play a leading role in planning for, and delivery of, humanitarian assistance. Nevertheless, other agencies also have key responsibilities and we must ensure the capability for a fully integrated response.

In some cases there may be a need to create a Humanitarian Assistance Centre (HAC) and the purpose of such a centre would be to:

- Act as a focal point for information and assistance to bereaved families and friends of those missing, injured or killed, survivors, and all those directly affected by, or involved in, the emergency.

- Enable those affected to benefit from appropriate information and assistance in a timely, coordinated manner.

- Offer access to a range of services – allowing people to make informed choices according to their needs.

It was agreed that aiming for a dedicated/permanent building to act as a "Gwent" Humanitarian Assistance Centre (HAC) is neither necessary nor realistic in the Gwent context.  Designated Rest Centres could be 'scaled up' if necessary and/or other public/civic buildings could be deployed if necessary/appropriate.

In addition it is not necessary for all of these services to be delivered via a physical centre; in some cases delivery by virtual means will be more appropriate.

As an alternative to, or to possibly supplement, physical care centres, it is possible to create a virtual care centre.  This could be based on a telephone contact centre structure (Blaenau Gwent currently have the facility to provide a helpline) and/or the Blaenau Gwent website.

## 4.2    DEALING WITH FATALITIES

### 4.2.1    Introduction

An emergency or major incident may result in fatalities.  The scale and nature of those fatalities can vary considerably, but, despite the numbers of deceased, the Local Authority will be judged by the manner in which they deal with the incident.  The management and identification of the bodies is undertaken by the Police, under the authority of the Coroner, and other professionals.  This role extends to informing next of kin.

It is therefore vitally important that officers of the Authority do not, however well intentioned, be drawn into divulging who may or may not have died, irrespective of what information they may hold.  Any enquiries received in this connection must therefore be redirected to the Police.

### 4.2.2    Mass Fatalities Incident

The declaration of a mass fatalities incident is an acceptance that the scale and nature of the incident is such that fatalities arising as a consequence cannot, or should not, be dealt with by normal arrangements or procedures.

**For Activation – See Civil Contingencies Team Emergency Response Procedures. Arrangements are detailed in the Gwent LRF Mass Fatalities Plan and BGCBC Emergency Mortuary Plan**

### 4.2.3    Crisis Support Workers

It is essential that the handling of issues surrounding fatalities is both efficient and sensitive. What is important is that the response, as far as it is possible, seeks to satisfy the needs of the families, providing timely and accurate information and appropriate support, whilst still meeting the legal requirements for investigating the incident and the cause of death. Challenges faced by responding agencies are likely to be diverse and complex.  A whole range of activity is likely to be undertaken, from recovering the deceased from the incident site, to identifying them, and in turn, releasing them to families for funerals.

Blaenau Gwent Social Services has specially trained Crisis Support Workers who will work alongside Police Family Liaison Officers, so that alongside the necessary Police investigation, affected families are provided with information, care and support in a sensitive and compassionate manner, and connected to those individuals and organisations that can meet their longer term needs

**For Activation – See Civil Contingencies Team Emergency Response Procedures, Social Services Standard Operating Procedures and Crisis Support Worker Handbook**

## 4.3    ADVISORY CELLS

### 4.3.1    Scientific and Technical Advisory Cell (STAC)

When emergencies occur it is essential that the best possible scientific and technical advice, based on the available information, is provided in a timely, co-ordinated and understandable way to those responsible for management of the response.  In the same way, such advice may also be necessary for those managing the recovery.

In response to an emergency, the initial source of advice will be from local expertise (e.g. Public Health Wales, Environmental Health Officers, Natural Resources Wales, Fire and Rescue Service etc.) which will provide an early assessment as far as possible of the actual or likely impact the incident may have on public safety, public health and the environment. This may include advice on sheltering and responder safety.

The Wales STAC will be a single body covering all 4 Local Resilience Forum areas and providing consistent advice to all SCGs where they are established. The Wales STAC may be a 'virtual' group and will be established under the arrangements set out in the **Scientific and Technical Advice Cell (STAC) Arrangements in Wales.**

The role of the Wales STAC in response to an incident is to provide a common source of science and technical advice to the SCG Chair (likely to be Public Health Wales) and other members of the SCG on the extent of the evidence base available, and how the situation might develop, what this means, and the likely effect of various mitigation strategies;

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**STAC Activation Arrangements**

**The contact details required to activate the Wales STAC arrangements will be held by the Emergency Planning Units of the Police forces in Wales which have the responsibility for facilitating the multi-agency response at the Local Resilience Forum level and for establishing the Strategic Co-ordination Centres.**

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# SECTION 5

# RECOVERY AND POST INCIDENT ISSUES

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## 5.1    RECOVERY PROCESS

### 5.1.1    Introduction

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 manner in which recovery processes are undertaken is critical to their success.  The purpose of providing recovery support is to assist the affected community towards the management of its own recovery.

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.

> **See the Gwent LRF Recovery Plan for full information, group terms of reference, agendas and checklists, impact assessment and recovery action plan templates.**

### 5.1.2    Recovery Coordinating Group (RCG)

> **Activation -** The decision to establish a RCG will be taken by the Strategic Co-ordinating Group (SCG), where one is formed, or by the Chief Executive(s) of the local authority or authorities affected  (**see Gwent LRF Recovery Plan).**

The RCG will be established as soon as possible after an emergency has occurred. The requirement to set up a RCG and the speed in which it is established will be determined by the nature and scope of the emergency itself.

The RCG will meet during incidents and beyond to manage the recovery process. **Given its responsibilities the RCG will be chaired by a strategic officer from the local authority affected by the emergency (an officer designated in Action Card 2)**

Where more than one Authority is affected by an incident, the worst affected Authority will, in the majority of cases, chair the Group. If this is not possible, the SCG will decide the Chair.

### 5.1.3    Handover from Response to Recovery

In order to ensure that all agencies are aware of the implications and arrangements for handover from the response to recovery phase, it is suggested a formal meeting is held within a few days of the start of the emergency.  Membership at this meeting should, as a minimum, include the SCG Chair and the affected local authorities, and should consider the criteria to be

used to assess when the handover can take place from the SCG (usually chaired by the Police) to the Recovery Co-ordinating Group (usually chaired by the local authority).

As part of the handover process, consideration needs to be given to how information collated as part of the response phase is effectively, efficiently, and securely handed over to those responsible for managing the recovery phase; and communications to other responding agencies and the community about the handover.

The criteria for handover is:

- The emergency is contained and there is no significant risk of reoccurring

- Public safety measures are in place and working effectively

- That the RCG (and any supporting sub-groups) is firmly established and proactive

- Individual organisations are functioning effectively with adequate resources and communications
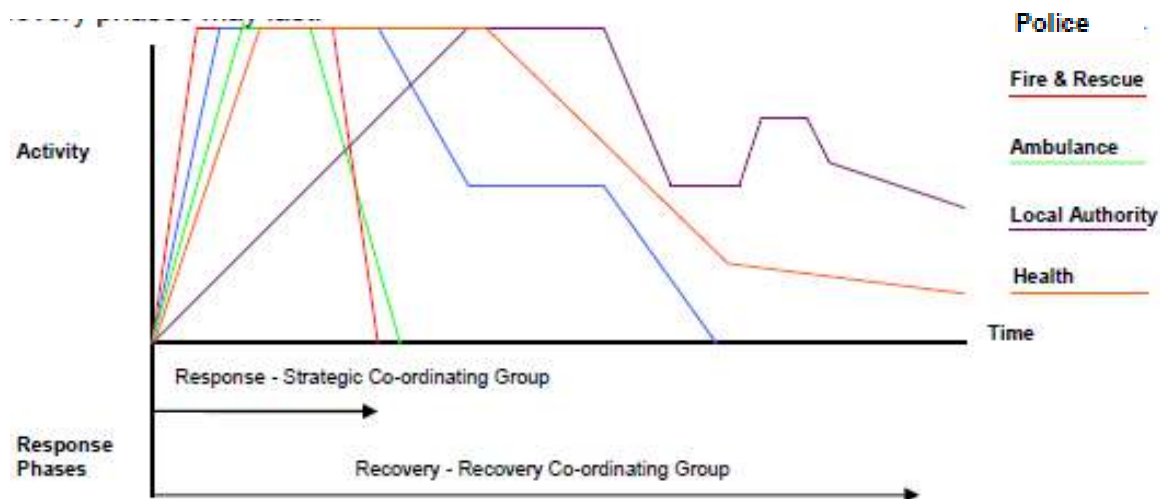


Figure 5        Response / Recovery Phases and multi agency involvement

### 5.1.4  Recovery Strategy

At the start of the recovery process, it is vital that a clear recovery strategy is developed and agreed.  The recovery strategy could cover some, or all, of the following key objectives:

- An Impact Assessment (covering what impact the recovery will have on residents, businesses, infrastructure, environment, etc) is carried out as soon as possible and is regularly updated.  (See the Gwent LRF Recovery Plan for more information on the impact of emergencies and an example of an Impact Assessment Report)

- A concise, balanced, affordable recovery action plan is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency.  (See the Gwent LRF Recovery Plan for a suggested template for a Recovery Action Plan)

- The community is fully involved in the recovery process.

- All agencies work closely with the community and those directly affected, including monitoring and protection of public health.

- Utilities and transport networks are brought back into use as soon as practicable.

- A pro-active and integrated framework of support to businesses is established.

- All affected areas are restored to an agreed standard so that they are 'suitable for use' for their defined future purposes.

- Environmental protection and recovery issues are co-ordinated.

- Information and media management of the recovery process is co-ordinated.

- Effective protocols for political involvement and liaison (Community / Town / County / Welsh Assembly Government) are established.

### 5.1.5   Responsibility of the Local Authority

Following an emergency, the Local Authority will usually co-ordinate the multi-agency recovery process, including chairing and providing the secretariat for the Recovery Co-ordinating Group, with support from the full range of multi-agency partners as necessary:

- Chair the RCG and provide other officers to assist if required

- Lead on providing support to the local community working with community groups and residents

- Deal with any highways issues involved (in conjunction with SWTRA as required) such as road closures, clean up, etc

- Implement, with the support from other agencies, a communications strategy

- Deal with the implications of any school closures or school children that have been affected by the emergency

- Provide Environmental Health advice

- Assist with waste management for the recovery process including sourcing specialist contractors to dispose of hazardous waste

- Co-ordinate the support from the voluntary agencies

- Co-ordinate the local political involvement

- Provide alternative accommodation for displaced persons under our statutory obligations *

*       *The Housing Act 1996 & the Homelessness Act 2002*

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**See Gwent LRF Recovery Plan.**

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### 5.1.6 <u>Location and Operation of the Recovery Co-ordinating Group</u>

In the early part of the recovery phase, when the SCG and RCG are running in tandem, there may be merit in co-locating the two groups if possible to establish communication links and ensure ready interaction between agencies can be maintained.

Afterwards, it would be advantageous to designate alternative suitable Local Authority Premises as the RCG base. The Emergency Centre (Executive Room) at the Civic Centre may be suitable.

The Strategic Officer leading the recovery phase will need to manage the progression from response to recovery carefully, and instil the importance of agencies being closely allied, especially in the early stages of recovery. Some agencies necessary to the recovery process may not have been involved in the response phase and will need to be integrated into the process.

The frequency of RCG meetings will be determined by the group on a case-by-case basis. In the early stages, the group may meet two or three times a day, but this is likely to reduce over time, maybe to once or twice a week.

As in the Response Phase, It is a requirement to keep a comprehensive record of all events, decisions and the reasoning behind key decisions and actions taken.

### 5.1.7   Recovery Sub-Groups

The process of recovery can be divided into key areas, all of which must be addressed in order to achieve a successful outcome. In this respect, there should be four main task and finish groups set up under the RCG, although this may vary depending upon requirements:

**Figure 6          Recovery Sub Groups**
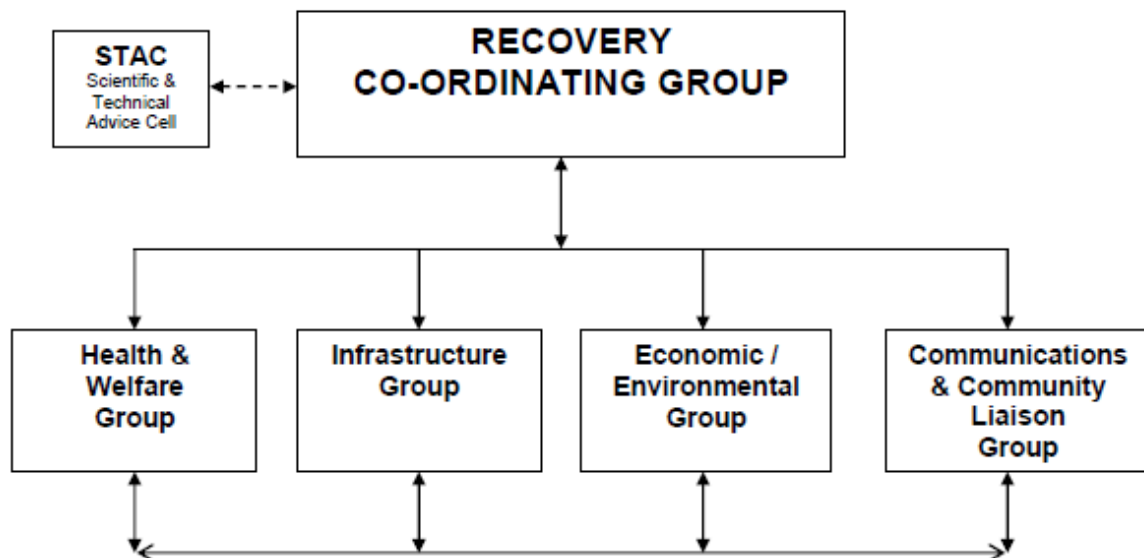


\* The structure should be flexible dependent upon the nature and scale of the incident.

**Health & Welfare Group**
- Welfare support for those involved in the incident.
- Health of the affected community

**Infrastructure Group**
- Damaged buildings, roads, bridges etc.
- Affected infrastructure – transport, utilities, communications network etc.

**Economic / Environmental Group**
- The natural environment, e.g. polluted land, damaged woodland etc.
- Assisting local businesses affected by the incident.
- Exploring avenues of funding for recovery work and affected businesses.

**Communications & Community Liaison Group**
- Formulating an overall Communications strategy.
- Ensuring effective communications and consultation with affected communities.
- Public consultation and the involvement of local communities in the recovery process.

### 5.1.8    Stand Down of the Recovery Coordinating Group

The Chair of the Recovery Co-ordinating Group (RCG), in discussion with the RCG members, will decide when it is appropriate to stand-down the group.  The needs of the community will be key to this decision.

The RCG will be closed 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.  It may be possible for some of the RCG sub-groups to close prior to the main RCG standing down.

The decision to stand-down the RCG will be communicated to all affected agencies by the RCG Chair.

### 5.1.9    Site Clearance – During the Recovery Phase

Site clearance does not begin when the incident is over.  It may start from the beginning of the response phase where the prime focus may be the rescue of those trapped and clearing access routes to and from the incident site.  Incidents requiring site clearance will vary significantly in scale and nature – though all share a number of common issues to be considered:

- Setting the priorities for site clearance
- Managing the clearance process
- Public information and media handling
- Accountability

The objectives of any site clearance operation could include:

Response Phase

- The recovery of fatalities and / or human remains
- Facilitating criminal and other investigations
- The recovery of personal and other items of value

Recovery Phase

- The safe removal of disposal of rubble and other debris
- Facilitating the recovery process and restoration to normality
- Ensuring environmental impacts from site clearance are appropriately controlled
- Maintaining so far as practicable, normal services at an appropriate level

**See the LRF Recovery Plan for further information**

## 5.2    DEBRIEFING AND INQUIRIES

### 5.2.1    Structured Debriefing

Debriefing is a structured approach to working with a group of people who have been involved in an emergency. After an emergency, it is very important that thorough debriefs are carried out to capture issues identified, recommendations to be implemented, and planning assumptions to be reviewed.

The debriefing will follow a structured format. The process will allow each participant the opportunity to reflect on their involvement in the group.  Those conducting the debriefing process have appropriate specialist subject knowledge enabling them to effectively debrief the members of the group.  This will be achieved through the establishment of specific questions designed to extract information and will be based around the following themes:

- What did not go so well
- What went well
- What I learnt about my role within the group
- Recommendations for improvement

Employees displaying long-term adverse effects after being involved in an incident will be referred to counselling support if necessary. This may be achieved by mutual aid arrangements. The process of monitoring sick leave for those who have been affected by the incident and close supervision of staff who start work immediately afterwards to check for longer-term signs of stress is lead by Organisational Development.   Employees experiencing long-term detrimental affects as a result of an emergency will be offered support by the Council.

Multi Agency Debriefs will also be undertaken where a joint agency response to an incident was necessary, and set procedures and documentation are in place.

> **The Structured Debrief within Blaenau Gwent CBC will be undertaken by Civil Contingencies (College of Policing trained Debriefers) or external debrief facilitator.**

### 5.2.2    Reports and Recommendations

Debriefing should be honest and open, and its results disseminated widely.  This is particularly important when it comes to disseminating lessons identified, which should be considered at local, regional, devolved administration or central government level as appropriate.

A draft debrief report will normally be produced within 28 working days of the structured debriefing session (unless agreed otherwise).  The Debrief Report will be based upon the feedback provided by participants at the structured debrief. Factual comments will not be changed in the report. This will allow everyone's views to be considered when formulating the recommendations.

> **The Debrief Report will be produced by the Civil Contingencies Team or the external debrief facilitator.**

### 5.2.3   Subsequent Inquiries

The primary purpose of an inquiry is to prevent recurrence and learn lessons, not apportion blame.

The 2005 Inquiries Act creates a comprehensive new statutory framework for inquiries set up by Ministers to **look into matters of public concern**.  It replaces over 30 different pieces of legislation on inquiries, consolidating much of the current legislation and codifying past practice for inquiries. It covers the setting up of inquiries, the appointment of people to conduct them, their procedures and their powers, and the submission and publication of reports.  The aim is to provide a full and fair account of what happened, especially in circumstances where the facts are disputed or the course and causation of events is not clear.

Inquiries do not determine civil or criminal liability.  They are not a substitute for court proceedings, and they don't punish people or award compensation. They are a tool for establishing facts and preventing a problem from recurring.

Under the 2005 Act, inquiries will be able to compel any information that could be compelled by a court in normal civil proceedings.  Failure to co-operate will be a summary offence, and inquiry chairmen will also have the option of asking the High Court to enforce any orders that they make.

No guidance has been issued to local authorities on the handling of public inquiries. It is expected that all persons called to give evidence to a public inquiry will fully co-operate with that inquiry.

A decision on the form of an Inquiry is taken by ministers at the time depending on the nature and circumstances of the event, except where this has been devolved to an independent body such as the Health and Safety Commission.  The default position is to establish an inquiry under the Inquiries Act 2005 - however, the minister may decide for whatever reason to use other legislation or perhaps proceed on a non-statutory basis.

https://www.gov.uk/guidance/national-recovery-guidance-common-issues

> **The Head of Legal and Corporate Compliance will coordinate the Local Authority response to a Public Inquiry.**

# SECTION 6

# APPENDICES

**APPENDIX 1**

# SPECIMEN AGENDA

## FOR EMERGENCY RESPONSE TEAM FIRST MEETING

1. **Introduction/Attendance/Apologies**

2. **Notes of Previous meeting and update on actions**

3. **Gather information and intelligence**
   a. Current Situation – Briefing
   b. Updates / intelligence from all Directorates
   c. Further information required?

4. **Urgent Decisions and Actions**
   Break to implement

5. **Assess Risk, Develop a Working Strategy**
   a. Assessment of Risk

   b. Working Strategy
   • What are the aims and objectives to be achieved?
   • Who by
   • When – timescales, deadlines and milestones?
   • Where – what locations?
   • Why – what is the rationale? Is this consistent with the overall strategic aims and objectives?
   • How are these tasks going to be achieved?

6. **Consider Powers, Policies and Procedures**
   • What response plans are in place?
   • What are the legal powers and responsibilities?

7. **Identify options and contingencies**
   • Suitability – does it fit with the strategic direction?
   • Feasibility – in resource terms can it be done?
   • Acceptability – is it legal, morally defensible and justifiable?
   • Alternative arrangements – contingency plan in case 'plan A' isn't feasible

8. **Communications**
   a. Internal communications
   b. External communications

9. **Review of Actions**

10. **Any other business**

11. **Time of Next meeting / suggested additional attendees for next meeting**

**APPENDIX 2**
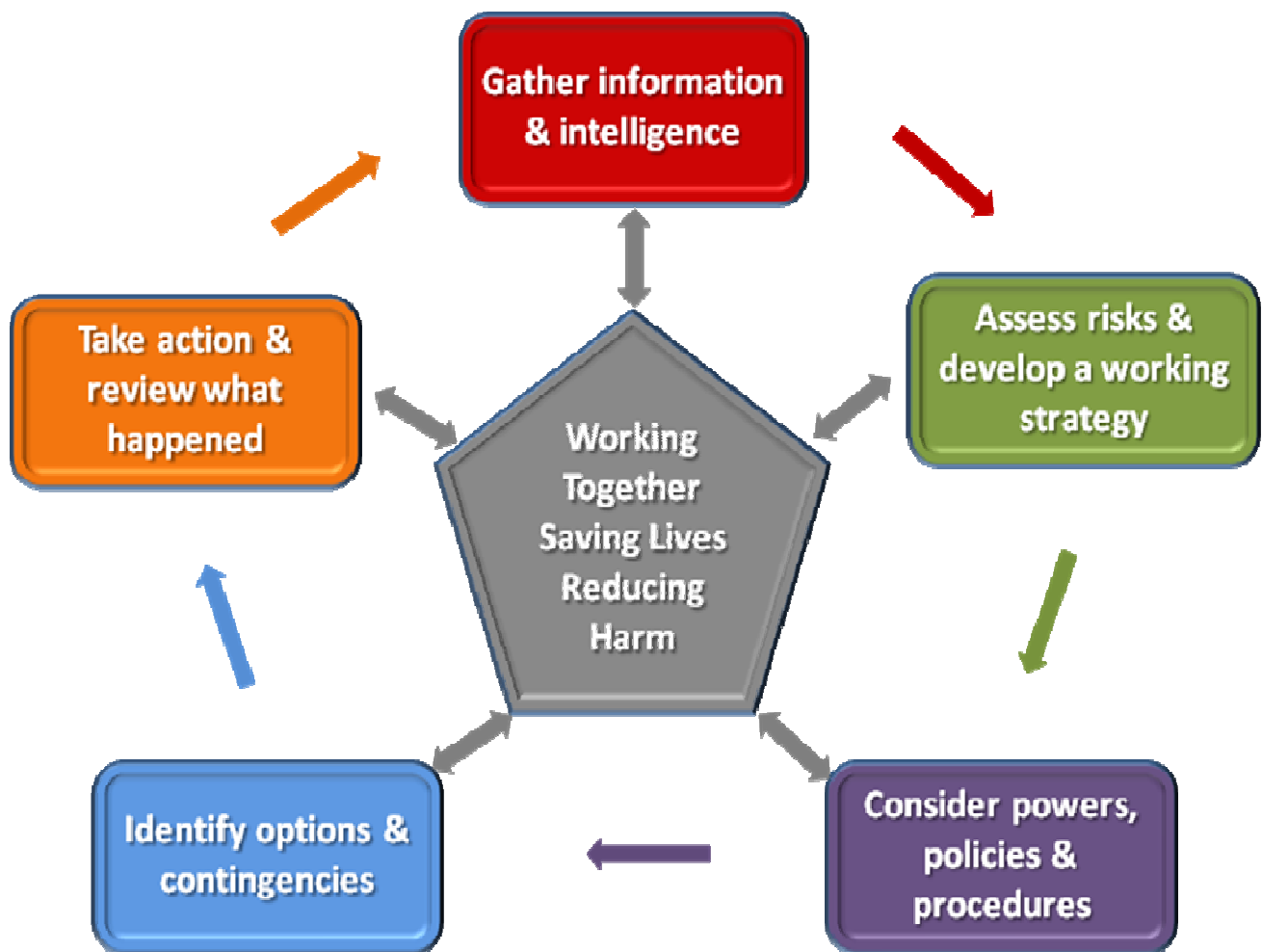
## CHOOSING AN EMERGENCY RESPONSE TEAM LEADER

A number of senior officers have been identified to act as leaders of an ERT, and are listed in **Action Card 4**. Which of these officers will actually be able to attend the ERT, and hence be available to lead it, on any particular occasion however is unpredictable, especially if the incident occurs out of hours.

By the time the establishment of an ERT has been decided upon, let alone its actual formation, the emergency is likely to be in full swing. The effectiveness of the ERT, and indeed its leader, will largely define the efficiency of the Authority's emergency response, it is therefore vital that the leader is identified in a considered, but quick and clear manner.

**The responsibility for choosing the ERT leader rests with the Chief Executive or the person acting on his behalf.** There may be occasions however when the Chief Executive has too many initially competing priorities to address the matter or indeed having made his decision it cannot be communicated to the ERT for whatever reason. In these circumstances it will be for the ERT itself to nominate a Leader as one of its primary tasks.

Notwithstanding the limitations of availability mentioned above, the person, or persons, charged with identifying an ERT leader might find the following guidelines useful:

**Use the most senior person attending ERT.**

This is a natural starting point and often effective. However, not everyone with excellent day-to-day management skills performs well in an unpredictable emergency situation. Should the most senior person not therefore feel comfortable in the role he/she should declare the fact for the benefit of the team.

If there is a choice of similarly senior officers at the ERT, then more subjective criteria should be used, including:

- **A 'track record' of successful emergency management**

- **Excellent decision making and communicating skills**

- **A broad understanding of the Authority's functions**

- **Calm, clear thinker**

- **Inherent leadership quality, personality, charisma**

**APPENDIX 3**

# STAFF WELFARE

Given the challenging nature of emergency response and recovery work, managers should ensure that shifts are of a reasonable length and rotas are in place to ensure the continuing health, safety and effectiveness of employees.

Physical requirements include:

- refreshments at any response scene, especially to provide warmth or prevent dehydration;

- facilities for taking meals away from "the front line";

- washing and changing facilities;

- medical and first-aid facilities; and

- telephone and transport provision so people can keep their families informed and get home as quickly as possible.

With regard to psychological welfare, management should consider the need for:

- proper briefing to ensure people know what is happening and what their contribution will be;

- honest information about what to expect where unpleasant or stressful tasks are involved;

- quiet space to prepare, unwind or think;

- someone to discuss experiences with, both at the time and afterwards;

- providing access to information on sources of help or support;

- information about what constitutes a normal reaction;

- similar support and information for family or partners; and

- debriefing at the end of a day's activity and the close of operations.

For many it will be enough to talk through issues with their colleagues or peers, perhaps guided by a suitably trained or experienced person.  Some, however, may require skilled professional help.

**APPENDIX 4**

# RISK

## National Risk

The United Kingdom Government publishes a **National Risk Register**, fulfilling a commitment made in the National Security Strategy.

We need to be ready and able to deal with potential emergencies and disruptive events; these can range from natural disasters like flooding or heavy snow to deliberate acts or attacks. Crises can happen suddenly (e.g. a chemical plant explosion) or develop gradually (e.g. a 'flu epidemic or widespread industrial action).

Emergency planning should aim, where possible to prevent emergencies occurring, and if they do occur, good planning should reduce, control or mitigate the effects of the emergency.

The Government's work is based on four main actions:

- Risk assessment.
- Preparation and planning.
- Response.
- Recovery.

## Regional Risk

Each Local Resilience Forum must publish their own Community Risk Register where they assess the likelihood of risks and hazards occurring in their area – in our case, the area covered by Gwent Police.  The Gwent Local Resilience Forum analyses the risks which could affect Gwent and ensures that there are plans in place if an emergency did happen.

The risk assessments included in the register will only cover non-malicious events (i.e. hazards) rather than threats (i.e. terrorist incidents). This does not mean that we are not considering threats within our risk assessment work, but given the sensitivity of the information supporting these risk assessments and the potential for use by adversaries, specific details will not be made available via this website.

## Blaenau Gwent Risk

In common with all other areas of the UK, Blaenau Gwent is susceptible to a number of hazards which have the potential for creating an emergency within our area.  Our local circumstances however are quite specific; we are, for example, at no risk from tidal flooding, whilst at an increased risk from severe weather or landslips.  At the same time, transport related emergencies tend to be unpredictable and can happen almost anywhere.

In reality an emergency might occur that spans several of the categories below or indeed might not be covered by any one of them.  It is therefore important that whilst our plans can be focused on specific issues where this is appropriate, they must also remain generic and flexible enough to respond to whatever the circumstances at the time.

*Detail removed from public document*

## Industrial Accidents and Environmental Pollution

**Gas Pipelines**

**Industrial activity**

## Transport Accidents

**Road Network**

**Aviation**

**Rail Network**

## Natural Hazards and Severe Weather

**Disruptive Snow Conditions**

**Flood Risk**

## Structural

**Reservoir Failure**

## Land Movement

**Coal Mining Legacy**

## Human Health

## Animal Health and Plant Disease

## Public Disorder

## Industrial Technical Failure

## Threats

**APPENDIX 5**

# MULTI AGENCY RESPONSE FRAMEWORK

**Major Incident Framework**

The multi-agency response to a Major Incident follows the well-established '**Bronze, Silver and Gold'** tiers of response. **Gold** responders are likely to form the Strategic Coordinating Group (SCG) to determine the **strategic** ('what to do') response. **Silver** personnel are part of the multi-agency Tactical Coordinating Group (TCG) and implement the **Tactical** ('how to') response. **Bronze** staff deliver the **Operational** ('doing it') response.



**Strategic**

Where an event or situation has an especially significant impact or substantial resource implications involves a large number of organisations or lasts for an extended duration, it may be necessary to implement multi-agency management at the strategic (gold) level. The multi-agency group, which brings together Strategic Commanders from relevant organisations, is called the Strategic Co-ordinating Group (SCG), although it is also commonly referred to as "gold command" or simply "gold". Emergencies can place considerable demands on the resources of responding agencies and can pose significant challenges in terms of business continuity management. Furthermore, they may have long-term implications for communities, economies and the environment. These require the attention of top-level management.

The purpose of the SCG is to take overall responsibility for the multi-agency management of the emergency and to establish the policy and strategic framework within which the Tactical (silver) level will work.

The SCG will:

- Determine a clear strategic direction for the response;
- Establish policy for the overall management of the event or situation;
- Prioritise the demands of the tactical commanders (silver) and allocate personnel and resources to meet requirements;
- Ensure strategy for media-handling and public communication plans; and
- Direct strategy beyond the immediate response in order to facilitate the recovery process.

**Convening a Strategic Coordination Group**

In the event of a Major Incident being declared and a Strategic Co-ordinating Group (SCG) being required to convene the following process will be implemented with regard to identifying a suitable SCG Chair:

In the first instance the Police will co-ordinate the formulation of the SCG and will initially take the lead and Chair the group.

Once in being the Group will have the opportunity, where necessary, to elect a Chair who may be more suited to the specialist needs of the incident being dealt with *e.g. a flooding incident may be more suitably chaired by a representative from the Natural Resources Wales (NRW), a medical emergency, Pandemic Flu, could be more suited to a Health Authority lead etc.*

As the incident unfolds the group should have the flexibility to be able to elect a Chair suited to the needs at that time. This approach should also be considered during the various phases of an incident e.g. Response, Recovery etc.

**Supporting Documentation**

SCG - A suggested initial SCG agenda, Strategic Intentions, the Welsh Government SitRep, possible and SCG attendees depending upon the type of incident can be found within Gwent Major Incident Response Arrangements.

TCG - A TCG agenda and Tactical level considerations can be found in ***Gwent Major Incident Response Arrangements - Appendix J and K.***

**Tactical**

A Tactical Commander responsible for the co-ordination of the tactical level should be appointed at an early stage. This would normally be a Police role however not in all circumstances. This Tactical Commander may take up the role of Chair of the Tactical Coordinating Group (TCG), but not in all cases.

The purpose of the tactical level is to ensure that the actions taken by operational level are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency.

The TCG will:

- Determine tactical priorities for allocating available resources;
- Plan and co-ordinate how and when tasks will be undertaken;
- Obtain additional resources if required;
- Assess significant risks and use this to inform tasking of operational Bronze Commanders;
- Ensure that health and safety issues for both the public and those responding are being addressed by the individual agency and organisations on attendance;
- Implement the strategy determined by the SCG

**Operational**

Operational Commanders will have a specific functional or geographical responsibility that will be determined by Tactical Commanders from their own organisation.

The Operational Commander is responsible for the command of a group of resources, and carrying out functional or geographical responsibilities related to the tactical plan.

The Operational Commanders are also responsible for:

- Implementing the relevant parts of the Tactical Commander(s) plan by using appropriate tactics within their geographical or functional area of responsibility;
- Having a clear understanding of the Strategic Commander's Strategy, the Tactical Commander's tactical plan and their role within it;
- Making decisions within their agreed level of responsibility, including seeking approval for any variation in agreed tactics or actions;
- Ensuring staff within that area of responsibility are fully briefed and understand their roles, responsibilities and limits;
- Updating the Tactical Commander on any changes including:
- variation in agreed tactics/actions within the geographical / functional area of responsibility;
- Being suitably located in order to maintain effective operational command of their own area of responsibility;
- Being available to those under their command or responsibility – Operational Commanders should, however ensure that those carrying out tasks have sufficient independence to conduct their specific role in accordance with the strategy and tactical plan;
- Ensuring all operational decisions made are documented to maintain a clear audit trail.

**Supporting Cells**

There are a number of recognised supporting cells that can be activated to support, advise, develop and deliver strategies. These can be activated by SCG or TCG.

APPENDIX 6
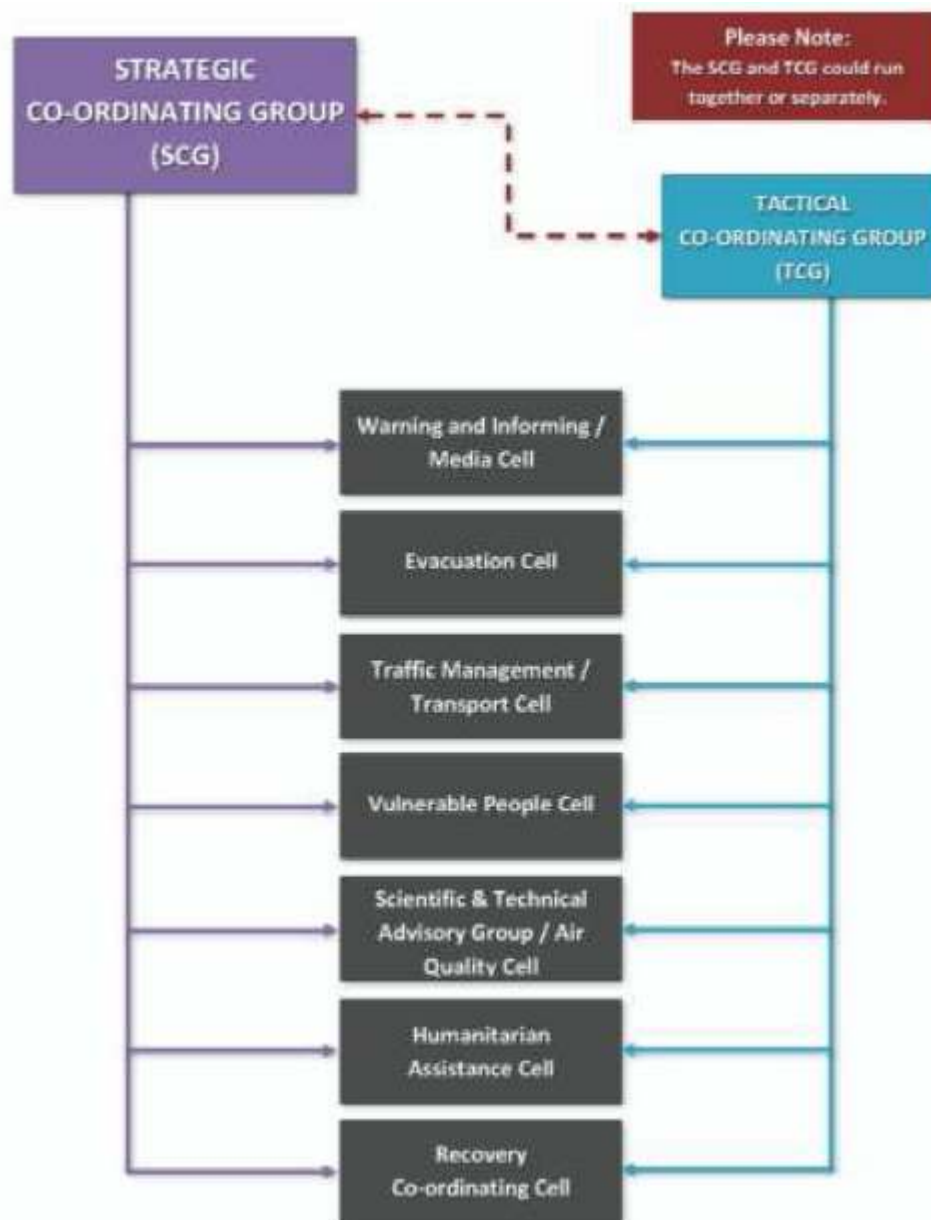
# COMMUNICATIONS FACILITIES

*Detail removed from public document*

**Local Authority Networks**

**Government Telephone Preference Scheme (GTPS)**

**Mobile Telephones**

**ResilienceDirect**

**Mobile Telephone Privilege Access Scheme (MTPAS)**

**RAYNET**

**BT**

**Emergency Satellite Telephone**

**Interim Bronze Interoperability Solution (IBIS) Radios**

APPENDIX 7

# LEGISLATION

Local Authority responsibilities to plan for emergencies are fulfilled in accordance with a number of statutory requirements and supportive legislation that are listed below:

**Civil Contingencies Act 2004**

The Act, and accompanying regulations and non-legislative measures, delivers a single framework for civil protection in the United Kingdom to meet the challenges of the twenty first century. The Act is separated into two substantive parts: local arrangements for civil protection (Part 1) and emergency powers (Part 2). The overall objective for both parts of the Act was to modernize outdated legislation.

**The Local Government & Housing Act 1989**

Under Section 155 of the Local Government and Housing Act 1989, the Emergency Financial Assistance Scheme makes provision for financial assistance to local authorities which have incurred substantial expenditure in dealing with the effects of a disaster. Schemes of assistance may be set up where an emergency or disaster occurs involving destruction of, or danger to, life or property or where local authorities would otherwise incur an undue financial burden in taking immediate action to safeguard life and property to prevent suffering or severe inconvenience. A council will not qualify for assistance until it has expended a prescribed amount, after which councils will be able to claim a % of expenditure, to be determined at the time, above this threshold. Activation of the Emergency Financial Assistance Scheme is at the discretion of the Secretary of State, with the consent of the Treasury. This scheme is for 'response' expenditure only. Further information on this scheme is available through the Resources Directorate or the Civil Contingencies Team.

**Local Government Act 2000**

The Local Government Act 2000 gives local authorities power to do anything which they thin, is likely to achieve the economic, social or environmental well being of their area. The exercise of this power is subject to restrictions.

**Control of Major Accident Hazards (COMAH) Regulations 2015**

The Control of Major Accident Hazard (COMAH) Regulations are intended to prevent on-shore industrial major accidents and to limit their consequences to people and the environment. The Regulations lay down rules for the prevention of major accidents which might result from certain industrial activities sites involving the production, use or storage of dangerous substances at or above certain thresholds, and the limitations of their consequences.

**The Radiation (Emergency Preparedness and Public Information) Regulations 2001 (REPPIR)**

A framework for the protection of the public through emergency preparedness for radiation accidents, with the potential to affect members of the public, from premises and specified transport operations; ensure the provision of information to the public in advance in situations where a (REPPIR) radiation emergency might arise; and in the event of any kind of radiation emergency (however it may arise).

These Regulations place a statutory duty on the local authority to ensure adequate arrangements are in place to supply members of the public affected by a radiation incident with information and advice on the facts of a radiation emergency, the steps to be taken and the health protection measures applicable.

**Pipelines Safety Regulations 1996**

These Regulations aim to prevent accidents resulting from conveyance of hazardous substances by pipeline and to limit the consequences to people and the environment of any accidents that do occur. They place a statutory duty on local authorities to develop emergency plans for hazardous pipelines within their geographical boundary, to ensure a coordinated response by all services that would be involved should such an accident happen.

**Food and Environment Protection Act 1985**

The Food and Environment Protection Act aims to protect the public from food that has been rendered unfit for human consumption as a result of a major incident involving the escape of harmful substances. Central Government's powers under the Act to investigate incidents and to prohibit various activities in designated areas (such as the 1986 ban on the movement of sheep in North Wales following the Chernobyl disaster) may be delegated to local authorities. Officers of the Environmental Health Section have been designated as "Investigating Officers" and "Enforcement Officers".

The Welsh Office Agricultural Department in their Circular `Administration arrangements under Part 1 of the Act' advise of the need for local authorities to have suitable arrangements in place should Central Government delegate its powers under the Act.

**Public Health Act 1984 and Coroners and Justice Act 2009**

These require local authorities to make provision for a place to receive dead bodies for the purpose of post-mortem examination in an emergency.  Local authorities must provide emergency mortuaries for post-mortem after any major incident.

**Radioactive Substances Act 1993**

The Radioactive Substances Act 1993 provides that no radioactive material shall be kept or used unless a registration is first granted by the Secretary of State for the Environment.  Similarly, no radioactive waste shall either be accumulated or disposed of unless this is first authorised.  Copies of all documents relevant to the granting of authorisations are sent to local authorities, which must make them available to the public on request.

**Animal Health Act 1981 / 2002**

The Animal Health Act 1981 is the key legislation from central government regarding the prevention and control of animal diseases (such as foot and mouth and avian flu).  The act is amended by the Animal Health Act 2002 (Amendment) and various orders relating to specific diseases.

**Flood and Water Management Act 2010**

The aim of the Flood and Water Management Act is to help improve flood risk management and ensure the security of water supplies in England and Wales. The Act updates legislation to ensure better protection from flooding, manage water more sustainably, improve public services and secure water resources during periods of drought. The Flood and Water Management Act helps to reduce flood risk by:

- clarifying who is responsible for managing all sources of flood risk
- encourage more sustainable forms of drainage in new developments
- makes it easier to resolve misconnections to sewers

The Flood and Water Management Act imparts significant new roles and responsibilities on local authorities. County or unitary authorities are now classed as lead local flood authorities (LLFAs) who have responsibilities for managing local flood risk. The responsibilities of a LLFA include:

- prepare and maintain a strategy for local flood risk management in their areas, co-ordinating views and activity with other local bodies and communities through public consultation and scrutiny, and delivery planning.
- maintain a register of assets – these are physical features that have a significant effect on flooding in their area
- investigate significant local flooding incidents and publish the results of such investigations

- establish SuDS approval bodies (SABs) that will be responsible for the approval of design, build and adoption of SuDS
- issue consents for altering, removing or replacing certain structures or features on ordinary watercourses
- play a lead role in emergency planning and recovery after a flood event

The Flood and Water Management Act 2010 amends the **Reservoirs Act 1975**. It introduces new arrangements for reservoir safety based on risk rather than the size of the reservoir:

- reservoir flood mapping: on-site and off-site reservoir flood plans

- undertakers of the highest consequence reservoirs are requested to prepare an on-site plan to support off-site emergency planning

- flood (inundation) maps of every reservoir under the Reservoirs Act 1975 in England and Wales have been made available to LRFs and to reservoir undertakers to assist in the preparation of off-site and on-site emergency plans

- on-site emergency plans: prepared by reservoir owners

**The Duty of Care**

Common law has resulted in the concept of a duty of care upon local authorities. This concept has been applied to emergency situations resulting in substantial damages against the local authorities involved.

**APPENDIX 8**

# VULNERABLE PEOPLE

*Detail removed from public document*

**APPENDIX 9**

# CRITICAL INFRASTRUCTURE

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# GLOSSARY OF TERMS

**Although these may not all be mentioned within this plan, they are terms you may hear during a major incident**

| | |
|---|---|
| **The Act** | The Civil Contingencies Act 2004. This Act sets the framework for civil protection at the local level in the UK. |
| **ACPO** | Association of Chief Police Officers |
| **Aircraft Post Crash Management (APCM)** | APCM is defined as those activities carried out at an aircraft accident site that encompass the preservation of evidence, Health and Safety precautions, communications and the restoration of the accident site to a satisfactory condition.  APCM does not include the activation of emergency services nor accident investigation. |
| **Ambulance Control** | The main mobilising control of the Ambulance Service. |
| **Ambulance Control Point** | An Emergency control vehicle is identified by a green flashing light providing an on site communication facility which may be at a distance from the incident scene and provides a focal point for NHS/medical resources attending the incident. Ideally, the point should be in close proximity to the police and fire service control point vehicles (subject to radio interference constraints). |
| **Ambulance Incident Officer** | The officer of the ambulance service with overall responsibility for the work of that service at the scene of a major incident. |
| **Ambulance Loading Point** | An Area, preferably hard standing, in close proximity to the Casualty Clearing Station, where ambulances can be manoeuvred and patients loaded. Helicopter landing provision may also be needed. |
| **Business Continuity Plan** | The Council's documented set of procedures and information to ensure priority services and critical functions are maintained in a disruption |
| **CAA** | Civil Aviation Authority |
| **CBRN** | Chemical, Biological, Radiological, Nuclear. Material that has the potential to be adapted for use in a terrorist incident. |
| **Cabinet Office** | The Cabinet Office – Civil Contingencies Secretariat is the Government Department responsible for emergency planning. |
| **CFOA** | Chief Fire Officers Association |
| **Call Out** | The mobilisation, by the duty officer, of resources to respond to an incident. |
| **Cascade System** | System whereby one person or organisation calls out others who turn initiate further call-outs as necessary. |
| **Casualty** | Any person who is directly involved in, or affected by, the incident (i.e survivors, deceased and evacuees) |
| **Casualty Bureau** | Central police controlled contact and information point for all record and data relating to casualties. |
| **Casualty Clearing Station** | An area set up at a major incident by the ambulance service in liaison with the Medical Incident Officer to triage, assess and treat casualties and direct their evacuation. |
| **Category 1 Responder** | Defined under part 1 of schedule 1 to the Civil Contingencies Act. Agencies, which act as the core of the response in most emergencies, and as such, governed by a full range of civil protection duties. BGCBC is a Category 1 responder. |
| **Category 2 Responder** | A local responder organisation (although it may not be locally based) listed in Schedule 1 Part 3 of the Civil Contingencies Act and are likely to be involved in some emergencies or in preparedness for them. |
| **CHEMET** | A scheme administered by the Meteorological Office, providing information on weather conditions as they affect an incident involving hazardous chemicals |

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| **CHEMSAFE** | Chemical Industry Scheme for Assistance in Freight Emergencies. This is a scheme to provide advice and guidance to transport operators at any stage of distribution of hazardous freight. It is run by the Chemical Industries Association. |
| **Civil Contingencies Act 2004** | Act of Parliament concerning the provision of the Civil Contingencies amongst category 1 and 2 responders. |
| **Command** | The authority to direct actions of its own resources (both personnel and equipment) |
| **Community Risk Register** | An assessment of the risks within a local resilience area agreed by the Local Resilience Forum as a basis for supporting preparation of emergency plans. |
| **Control** | The authority to direct strategic and tactical operations in order to complete an assigned function and includes the ability to direct the activities of other agencies engaged in the completion of that function. The control of the assigned function also carries with it a responsibility for the health and safety of those involved. |
| **COMAH sites TOP TIER** | Industrial sites which are subject to the Control of Major Accident Hazards Regulations. Top tier sites are required to have both onsite and offsite plans |
| **COMAH sites LOWER TIER** | Industrial sites, which are, subject to the Regulations and must notify certain basic details to the Local Authority. Such sites are only required to have an on-site emergency plan. |
| **Control of Major Accident Hazards (COMAH) Regs 1999** | Regulations applying to the chemical industry and to some storage sites where threshold quantities of dangerous substances, as identified in the Regulations, are kept used. |
| **Control Room** | Centre for the control of the movements and activities of each emergency service's personnel and equipment. Liaise with the other services control rooms. |
| **Controlled Area** | Secure area where access and exit is controlled by Police and the Fire Service depending upon who leads on the incident. |
| **Co-ordination** | The harmonious integration of the expertise of all the agencies involved with the object of effectively and efficiently bringing the incident to a successful conclusion. The police will establish a site Co-ordination group o co-ordinate all the activities of all those responding to an incident at and around the scene. |
| **Cordon-Inner** | Surrounds the immediate scene and provides security for it |
| **Cordon Outer** | Seals off the controlled area to which unauthorised persons are not allowed access |
| **Crisis Support Worker** | Local Authority Officers (usually Social Services employees) specially trained to work alongside Police Family Liaison Officers following a major incident to support families affected. |
| **DEFRA** | Department of Environment, food and Rural Affairs is the Government Department which regulates the normal and emergency use and conduct of agriculture, fisheries and food business |
| **Duty Emergency Management Officer** | A Blaenau Gwent Council employee trained to assess, coordinate and manage the LA response to emergencies. Available 24/7. |
| **Emergency** | An event or situation that threatens serious damage to human welfare in a place in the UK or to the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK. (Ref CCA 2004 Sct 1 Para 1) May Also be referred to as a major incident. |
| **Emergency Centre** | Local Authority operations centre from which the management and coordination incident support is carried out. |

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| **Emergency Mortuary** | The mortuary facilities provides in the aftermath of a major incident that has resulted in a large number of fatalities when existing mortuary facilities are likely to prove inadequate |
| **Emergency Response Team** | The coordinating team comprising of senior managers coordinating BGCBC's response to the emergency |
| **Emergency Reception Centre** | Building or area to which evacuees are directed for transportation to a rest centre |
| **Evacuation Assembly Point** | Building or area to which evacuees are directed for transportation to a rest centre |
| **Forward Control Point** | The control point nearest the scene of the incident responsible for immediate, deployment and security |
| **Friends & Relatives / Family Reception Centre** | Secure area set aside for use and interview of friends and relatives arriving at the scene |
| **Gwent Major Emergency Response Arrangements (GMERA)** | A document which aims to: Co-ordinate effective and efficient integrated emergency management arrangements within the Gwent Local Resilience Forum (GLRF) that dovetail into the emergency response arrangements for neighbouring LRF's and into the wider strategic response capability arrangements within Wales and the UK. |
| **Health & Safety Executive (HSE)** | A Government department with responsibility for enforcing the control of major accident hazards (COMAH) Regulations 1999 and pipeline Safety Regulations (PSR) planning requirements |
| **Incident Log** | A Legal document that details events, decisions and outcomes during an incident |
| **Inner Cordon** | Provides immediate security of the hazard area and potential crime scene. At a majority of incidents the Fire & Rescue Service will also have an important contribution to the placement of this area, and will advise on safety issues within |
| **JESIP** | Joint Emergency Services Interoperability Principles – guidance and a standard approach to multi agency working during an emergency. |
| **JDM (Joint decision model)** | The decision model adopted for use during an emergency (JESIP) |
| **Liaison Officer** | A representative from an organisation which is deployed to convey information between one organisation to another |
| **Local Resilience Forum (LRF)** | A process for bringing together all category 1 and 2 responders within a local police area for the purpose of facilitating co-operation in fulfilment of their duties under the Act. |
| **MTPAS** | The Mobile Telecommunication Privileges Access Scheme gives call preference to registered essential users on the main mobile networks in the UK if the scheme is invoked during a major incident |
| **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.<br>• 'emergency responder agencies' - all Cat 1 & 2 responders<br>• beyond the scope of business-as-usual operations, likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security;<br>• 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;<br>• severity of consequences are likely to constrain or complicate the ability of responders to resource and manage the incident, although unlikely to affect all responders equally; |
| **Mass Fatalities Incident** | The scale and nature of the emergency or major incident is such that fatalities arising cannot, or should not, be dealt with by normal arrangements or procedures. |

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| **Operational (Bronze) Control** | Operational level. Usually located at the scene of the incident, from which on-scene management is coordinated. |
| **Outer Cordon** | seals off an extensive area around the inner cordon |
| **RAYNET** | The Radio Amateurs Network – Voluntary radio operators who offer communications support in an emergency |
| **RIMNET** | Radiation Incident Monitoring Network is a government network of monitoring posts extending across the UK which would enable a full understanding of radiation arising from an incident |
| **Recovery** | The process initiated to Recover from the effects of a Major Incident |
| **Recovery Coordinating Group (RCG)** | The group, chaired by the Local Authority, coordinating the multi agency recovery process. |
| **Rendezvous Point (RVP)** | Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment |
| **Rest Centre** | Building taken over by council for the temporary accommodation of evacuees. Normally established for less than 24 hours, although this may be extended in a protracted incident. |
| **Standard Operating Procedures** | Established and approved procedures, owned by service areas with designated emergency responsibilities. Sets out roles and responsibilities, actions, considerations and guidance. |
| **Statutory Services** | Those services whose responsibilities are laid down in law, for example, place, fire and ambulance services HM Coastguard and local authorities |
| **Survivor Reception Centre** | Secure area to which uninjured survivors can be taken for shelter, first aid, interview and documentation. |
| **Strategic Coordinating Group (SCG)** | Multi-agency group which sets the policy and strategic framework for emergency response and recovery work at the local level in England and Wales |
| **Strategic Coordinating Centre (SCC)** | The location from which the strategic management of the incident is coordinated and where policy frameworks are established within which the tactical response will be delivered. |
| **Strategic Holding Area (SHA)** | Space to accommodate large number of resources, welfare facilities, can be single or multi-agency |
| **Tactical Coordinating Group (TCG / Silver)** | The tactical level management of the incident is coordinated through a multi agency Tactical Coordinating Group, usually located away from, but close to, the scene of the incident. The point from which resources and additional assets are acquired, prioritised and deployed to support the emergency response |
| **Tactical Holding Area (THA)** | Space to accommodate resources, can be single or multi-agency. |
| **Traffic Cordon** | set up at or beyond the outer cordon to prevent unauthorised vehicle access to the area surrounding the scene |
| **Utilities** | Companies providing essential services e.g. gas, water, electricity, telephones and public transport |
| **Voluntary Sector** | The collective word used to describe self governing organisations, some being a registered as charities that will deploy their resources to assist in the management of a major incident |

**APPENDIX 10**

# ABBREVIATIONS

**Although these may not all be mentioned within this plan, they are terms you may hear during a major incident**

| | | | | |
|---|---|---|---|---|
| **ABUHB** Aneurin Bevan University Health Board | **COBR** – Cabinet Office Briefing Room | **HSC** Health and Safety Commission | **OFMDFM** Office of the First Minister and Deputy First Minister | **SAR** Search and Rescue |
| **ABI** Association of British Insurers | **CSIA** Central Sponsor for Information Assurance | **HSE** Health and Safety Executive | **OFWAT** Office of Water Services | **RSPCA** Royal Society Prevention of Cruelty to Animals |
| **ACPO** Association of Chief Police Officers | **ECC (W)** – Emergency Control Centre (Wales) (WAG) | **MCA** Maritime and Coastguard Agency | **RAYNET** Radio Amateurs Emergency Network | **SWFRS** South Wales Fire and Rescue Service |
| **ASA** Ambulance Service Association | **EHO** Environment Health Officer | **MRCC** Maritime Rescue Co-ordination Centre | **IRC** International Rescue Corps | **SOLACE** Society of Local Authority Chief Executives |
| **ATOC** Association of Train Operating Companies | **GAVO** – Gwent Association of Voluntary Organisations | **MRSC** Maritime Rescue Sub-Centre | **LA** Local Authority | **VAS** Voluntary Aid Societies |
| **BASICS** British Association for Immediate Care | **FCO** Foreign and Commonwealth Office | **NAW** National Assembly for Wales | **LHB** Local Health Board | **WAG** Welsh Assembly Government |
| **BCI** Business Continuity Institute | **FSA** Food Standards Agency or Financial Services Authority | **NCIS** National Criminal Intelligence Service | **MACA** Military Aid to the Civil Authorities | **WCCC** Wales Civil Contingencies Committee |
| **BCRC** British Cave Rescue Council | **GNN** Government News Network | **NHS** National Health Service | **MCA** Maritime and Coastguard Agency | **WEWG** Wales Emergencies Working Group |
| **BTP** British Transport Police | **HA** Health Authority | **NRW** – Natural Resources Wales | **Met Office** Meteorological Office | **WG** Welsh Government |
| **CBRNE** Chemical, Biological Radiological Nuclear Electronic | **HMIC** Her Majesty's Inspectorate | **PHW** Public Health Wales | **MOD** Ministry of Defence | **WLGA** Welsh Local Government Association |
| **CCS** Civil Contingencies Secretariat | **HMT** Her Majesty's Treasury | **ODPM** Office of the Deputy Prime Minister | **MoU** Memorandum of Understanding | **WMEF** Welsh Media Emergency Forum |
| **CCT** Civil Contingencies Team | **HO** Home Office | **OFCOM** Office of Communications | **MRC** Mountain Rescue Council | |
| **CFOA** Chief Fire Officers Association | **HPA** Health Protection Agency | **OFGEM** Office of Gas and Electricity Markets | **RNLI** Royal National Lifeboat Institution | |

# SECTION 7
# ACTION CARDS

## Action Cards

ACTION CARD 1

## ACTIVATION OF EMERGENCY MANAGEMENT STAFF

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**Civil Contingencies Team / Emergency Management Duty Officer**

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**Contact numbers for staff are within the Emergency Contacts Directory.**

Any officer alerted to an emergency must:

a.    Activate relevant officers and service areas to ensure that steps are taken to provide any immediate services requested, with appropriate allocation of staff and resources for the incident response;

b.    Liaise with other Category 1 and 2 responders to confirm details and assess any further required response and potential risk;

c.    Activate and coordinate Voluntary Services response to an incident where support to Council Services is required;

d.    Give consideration to Safety and Welfare of staff sent to the incident scene;

e.    Consider the criteria for establishment of the ERT in consultation with the Lead Corporate Director, or another member of CMT (Action Card 2);

f.    Support activation and operation of an ERT, acting as a member of the Council's Emergency Response Team.

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**See Emergency Management Duty Officer - Emergency Response Procedures**

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ACTION CARD 2

## CORPORATE MANAGEMENT TEAM

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a. On receipt of call from the Civil Contingencies Team / Duty Emergency Management Officer confirm:

- **Major Incident Declared?**
- **Exact Location**
- **Type of Incident**
- **Hazards**
- **Community Impact**
- **Requests from Emergency Services?**
- **Have we hit any triggers to activate the Emergency Response Team?**

If one or more of the criteria for implementation of the Emergency Management Plan applies, ensure appropriate emergency management arrangements are established.

b. If the incident has implications for more than one local Authority area, liaise with appropriate neighbouring Chief Executives to agree the establishment of joint local Authority arrangements where appropriate.

c. Confirm that the Authority's ERT has been established in the Emergency Centre or other appropriate location and identify an ERT Leader, (see **Appendix 2 and Action Card 4**).

d. Ensure that all members of the Authority's CMT are aware of the situation and ensure they meet regularly.

e. Consult as necessary to agree initial key messages for the public and the media, to be agreed on a multi agency basis

f. Ensure that liaison with Chief Officers of appropriate services, e.g. Police, Fire, Health agencies, Utilities, etc., has been established (possibly through the Strategic Coordinating Group)

g. Ensure that the Authority is represented at Strategic Coordinating Group (SCG / Gold) and Tactical Coordinating Group (TCG / Silver), if appropriate.

h. Ensure that the Leader and Deputy Leader of the Authority are fully informed of developments.

i. Where appropriate give, or elect someone to give, media interviews on behalf of the Authority.

k. Brief VIP visitors, as necessary, on current situation.

l.  Coordinate and approve, when deemed appropriate, requests for mutual aid by or to Blaenau Gwent.

m. Liaise with all other members of the team to identify the corporate implications of the actual or potential emergency.  This must include the medium and longer-term consequences of the incident, as well as effective management of the immediate emergency.

n.  Ensure that the team meets regularly to consider the strategic management of the incident, and that effective methods of communication are in place to discuss sudden developments between meetings.

o.  When information, guidance or particular decisions are requested by the Emergency Response Team, ensure that these are answered as soon as is reasonably practical.

p.  Where available resources are over stretched, prioritise their allocation on a corporate, cross-directorate, basis to best meet the needs of the emergency.

ACTION CARD 3

## HEAD OF EMERGENCY RESPONSE TEAM

**Corporate Management Team / Heads of Service**

**ONGOING ESSENTIALS**

- Establish a logging procedure - for the making and receiving of telephone calls and recording all actions taken, and decisions made. (see loggist action card)

- Establish an information cell, for validation of incoming information

- Ensure all essential information is recorded on a central whiteboard/flip chart.

- Hold regular briefing meetings and ensure all decisions are recorded.

- Undertake a continual assessment of requirements and priorities & subsequent delegation of tasks

a. Confirm Emergency Centre or alternative as an operational base for the Team, (see Action Card 5). If a neighbouring authority is affected, liaise with the Lead Corporate Director to agree establishment of individual or joint emergency management arrangements;

b. Inform the SRS of the establishment of the ERT and its location. (It is highly probable that IT support will be required at some point).

c. Ensure all relevant Directorates are represented in the ERT and that all members of the team are briefed on the situation and what is required of them;

d. Ensure that arrangements for liaison with all relevant organisations have been established and that, when required, the Authority is appropriately represented at multi agency controls, and / or at the scene;

e. Consider the need for representation from other organisations on the Team;

f. For a long running incident, convene the Team periodically to ensure co-ordination, provide updates on the situation and establish priorities;

g. Confirm that all necessary steps have been taken to ensure that staff, the public and the media are kept informed of the situation

h. Confirm that all necessary steps have been taken to provide for the care of the public and welfare of staff.

i. In the event of fatalities, see BGCBC Emergency Mortuary plan. The decision to establish an emergency mortuary will be made in the Strategic level multi agency mass fatalities group.

j. Consider the need for emergency financial arrangements and ensure Directorates keep a record of expenditure incurred. Refer to 1.4 and liaise with the Resources Directorate for guidance on financial policy;

k. Establish from the Police and/or CMT whether VIP visits are expected;

l. Whenever necessary, refer strategic issues to CMT;

**LOG ALL ACTIONS TAKEN, AND RATIONALE FOR DECISIONS MADE and ensure that all information relating to the incident is adequately recorded and filed - you will need to account for the actions you have taken in the event of a public inquiry, (see 5.2 of the Corporate Emergency Management Plan).**

**A loggist should be activated as part of the Emergency Response Team (see Action Card 10) to record actions taken and decisions made, in addition to the personal incident logs.**

**On Standing Down**

m. Ensure that ALL agencies, bodies, companies etc. with whom the ERT has dealt during the response are aware of the Authority's ERT Stand Down and are able to contact the Civil Contingencies Team / Duty Officer if necessary.

n. Ensure that any employees working on site, or who have been placed on standby, are aware of the stand down of the ERT, and have contact information for the Civil Contingencies Team / Duty Officer if necessary.

o. In the event of night-time stand down or severe weather, practical matters such as lifts home should be considered.

p. If the emergency situation ends outside normal hours, ensure, via security staff, that the Emergency Centre and other parts of the building is clear of personnel and secured.

q. Following stand down, all log books, messages and emails must be collected and secured ready for reference for post incident reports. No original information or logs should be altered or destroyed. The Civil Contingencies Team is responsible for the safe storage of these records.

r. Evaluate, as far as possible, that team members are not traumatised. Employees who are distressed, or feel that they need support as a result of duties undertaken during emergency response should be attended by Organisational Development or Social Services staff.

s. Once the emergency centre is stood down a hot debrief should be undertaken (this is an initial debrief and general resume of preceding events) to ensure there are no obvious loose ends to be addressed, and in order to identify learning points. The debrief process is not about blame. Rather the process should help to improve training, procedures and equipment available to staff when responding to major incidents.

t. If there are concerns about the role that staff are being asked to undertake, consideration should be given to working with the Civil Contingencies Team to address any training needs **(this should be identified within the debrief process – see 5.2)**.

u. The continued involvement of Blaenau Gwent CBC in any recovery and restoration phases should also be indicated at this time, noting that many of the staff involved in the incident so far will no longer be required to participate **(see Recovery Section 5).**

ACTION CARD 4

## EMERGENCY RESPONSE TEAM MEMBER

**Heads of Service / Service Managers / Civil Contingencies Team / Duty Emergency Management Officers / Specialists as required**

a.   Upon activation, confirm whether the Team will operate from the Emergency Centre or an alternative location (see checklist for Establishment of Emergency Centre if appropriate);

b.   Ensure that your line manager and others in the Directorate are aware of your role, your location and how to contact you;

c.   Establish liaison with essential contacts and make sure they understand your role and how to contact you;

d.   Make sure that you know who is heading the ERT, (see **Action Card 3**), and that you are kept fully informed of the situation and the involvement of all aspects of the Authority's involvement;

e.   Ascertain the response required from your Directorate to problems/ requests notified to you by other Emergency Centre staff and make arrangements as necessary. Activate staff and resources from your Directorate to meet needs as they arise;

f.   Inform the Head of the ERT and other essential contacts of any significant problems or developments;

g.   If your Directorate's resources are inadequate to meet essential needs, request that CMT arrange for additional support from neighbouring Authorities or contracted services and make any necessary provision regarding costs incurred;

h.   If you consider that the assistance of one or more of the voluntary agencies would enhance the response, arrange activation via the Head of the ERT.

i.   Inform the Head of the ERT of any additional Directorate, Service Area or organisation you think should be asked to join the Team.

**LOG ALL ACTIONS TAKEN and ensure that all information relating to the incident is adequately recorded and filed - you will need to account for the actions you have taken in the event of a public inquiry.**

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ACTION CARD 5

## ESTABLISHING THE EMERGENCY CENTRE

**Emergency Response Team Members**

a. The Emergency Centre is located in the Executive Room, Civic Centre.

b. Secure access to the Emergency Centre by contacting the Civil Contingencies Team (during office hours), or the Civic Centre Caretaker (via Duty Emergency Management Officer out of hours)

c. As far as is practicable, clear the room of any items not related to the response, re-arrange chairs and furniture, and source any additional tables, flip charts etc. that may be needed.

d. The keys for the emergency cupboards in this room are taped behind the left corner of the cupboards.

e. If additional phones or other IT equipment is required, contact the IT Division at the earliest opportunity.

f. The Emergency cupboards also hold other items of use including pens, paper, current emergency plans, maps, contacts directories, satellite phone etc.

g. When appropriate, liaise with contact centre to identify which telephone numbers are being used by which ERT members.

h. Estimate duration of response and if necessary activate support, additional staff for handover, welfare facilities (via Catering),

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ACTION CARD 6

# STRATEGIC COORDINATING GROUP (SCG) REPRESENTATIVE

**Trained Corporate Management Team members plus strategic adviser (Civil Contingencies)**

An SCG is established where an incident or situation has an actual or potential:

- Significant Impact
- Substantial Resource Implications
- Likely to Involve a Large Number of Responders
- Likely to last for an Extended Duration

**UPON ACTIVATION:**

1. Obtain as much information on the incident as possible and confirm whether SCG will be established at Police HQ or Cardiff Gate 101 House;

2. Confirm that a second officer is being activated to support you, (if possible Civil Contingencies Manager);

3. Start and maintain an incident log;

4. Before leaving home ensure that you:

   - are wearing/carrying identification (preferably photo ID)
   - have a contact number for liaison with the ERT / Civil Contingencies / Duty Officer
   - have communications or other equipment/documents you may need
   - have refreshments/appropriate clothing.

**ON ARRIVAL AT SCG:**

5. Report to the Police Officer in charge. If the main entrance to Police HQ is locked speak into the intercom to gain access;

6. Assess the situation and report back to the ERT. Ensure they have details of how to contact you, and you have an up to date briefing on the LA situation / actions.

**ROLE OF SCG:**

7. The purpose of an SCG is to take overall responsibility for the multi-agency management of the emergency and establish the policy and strategic framework within which lower levels of command and co-ordinating groups will work.

8. The SCG is formed in order to take strategic decisions in relation to the response. Each organisation retains its own responsibilities but coordinated senior level discussions take

place to ensure the links between the strategic decisions are identified and multi agency policies agreed. Each must be able to make executive decisions about their own organisations resources and have the authority to seek the aid of others in support of their role. The co-ordinated direction and instructions that the SCG produce will be transmitted directly to all subordinate Tactical Co-ordinating Groups, and must also be passed to the Emergency Response Team.

9.  The SCG will liaise with other SCG's and Welsh Government where appropriate.

**DURING THE EMERGENCY:**

10. Attend all joint agency meetings and situational updates on the Authority's response and any issues (provided by the Emergency Response Team);

11. Ensure that the ERT are aware of:

- the agreed strategic aims of the response
- the needs of the situation
- priorities
- any joint policy or statements agreed by SCG

12. Liaise with the ERT and the Tactical Coordination Group representative to establish areas of concern for the Authority;

**IF HANDING OVER TO A REPLACEMENT:**

13. Fully brief replacement on current situation and hand over incident log;

14. Introduce replacement to the SCG Chair.

**ON RECEIPT OF A STAND-DOWN:**

15. Complete incident log and ensure the ERT is informed.

**ACTION CARD 7**

## TACTICAL COORDINATING GROUP (TCG) REPRESENTATIVE

**Trained Heads of Service / Civil Contingencies Manager**

**UPON ACTIVATION:**

1. Obtain as much information on the incident as possible and ensure you have precise details of where you should go and who you should report to;

2. Confirm that a second officer is being activated to support you, if possible;

3. Start and maintain an incident log;

4. Before leaving home ensure that you:

   - are wearing/carrying identification (preferably photo ID)
   - have a contact number for liaison with the ERT / Civil Contingencies / Duty Officer
   - have communications or other equipment/documents you may need
   - have refreshments/appropriate clothing.

**ON ARRIVAL AT TCG:**

5. Report to the designated rendezvous point and to the chair of the Tactical Coordinating Group;

6. Assess the situation and report back to the ERT or your line manager. Ensure they have details of how to contact you;

**ROLE OF THE TACTICAL COORDINATING GROUP**

7. **The main purpose of this group is to ensure that the actions taken by operational groups are prioritised, coordinated, resourced adequately and monitored for effectiveness – within the guidelines (strategy) issued by the SCG (if formed).**

8. Construct and agree the overall joint intent, objectives and concept of operations for the achievement within a joint plan. At regular intervals assess and disseminate, through the appropriate communication links, the available information and intelligence to properly evaluate threats, hazards, vulnerabilities and own actions in order to establish and maintain multi-agency shared situational awareness and promote effective decision making;

9. Provide updates from the Emergency Response Team regarding progress on actions assigned and ensure adequate resources are in place, or make requests for mutual aid;

10. Provide accurate and timely information to inform and protect communities, working with the media and utilising social media through a multi-agency approach;

11. Understand how continually changing threats and hazards affect each organisation and work with multi-agency colleagues to conduct joint dynamic risk assessments, putting in place appropriate mitigation and management arrangements to continually monitor and respond to the changing nature of emergencies for your organisation.

12. Ensure the Council's legal and statutory responsibilities are met and doctrine considered in relation to the health, safety, human rights, data protection and welfare of staff during the response;

**TACTICAL Reps should:**

13. Be **aware** of the Council's roles and responsibilities in an emergency or major incident;

14. Be the **link** between the multi-agency tactical level and the Emergency Response Team (ERT);

15. **Attend** regular TCG update meetings, request support from the ERT if required;

16. Be aware of the latest position and what other organisations are doing, pass this information to the ERT;

**17.** If joint agency media statements are produced through the team, seek Council approval from the ERT (incl Comms team) or the Council SCG representative;

18. Ensure all **actions** for the Council are logged and progressed by ERT and/or any issues raised.

**COUNCIL EMERGENCY RESPONSIBILITIES AND CAPABILITIES ARE AT THE FRONT OF THE EMERGENCY RESPONSE PLAN, AND WILL BE ACTIVATED VIA ERT.**

**IF HANDING OVER TO A REPLACEMENT:**

19. Fully brief replacement on current situation and hand over incident log;

20. Introduce replacement to the Chair of the Tactical Coordinating Group.

**ON RECEIPT OF A STAND-DOWN:**

21. Complete incident log and ensure the ERT is informed.

ACTION CARD 8

## OPERATIONAL REPRESENTATIVE

**Representatives from Service Areas**

**UPON ACTIVATION**

a. Obtain as much information on the incident as possible and ensure you have precise details of where you should go and whom to report to.

b. Check if other Council representatives are being mobilised to the scene.

c. Start and maintain an incident log.

d. Before leaving home ensure that you:

- Have identification - and if you have a Gwent Police "E" card display it in your car,

- Establish a contact for liaison with the Civil Contingencies Team, Emergency Response Team (if established) or a senior officer of your Directorate / division

- Have communications or other equipment / documents you may need,

- Have refreshments / appropriate clothing.

**UPON ARRIVAL**

e. If directed to a rendezvous point (RVP) or stopped at a cordon, report to the Police Incident Officer or Fire Service Incident Commander who will brief you on the situation and what is required.

f. Make yourself known to any other Council representatives at the scene.

g. Report back to the Council via the Civil Contingencies Team / Emergency Management Duty Officer or Emergency Response Team (if established). Provide an assessment of the implications, risks and any additional resource requirements. Ensure they have details of how to contact you.

**DURING THE EMERGENCY**

h. Carry out the tasks required, taking account of safety information provided by the emergency services;

i. Liaise with other services and ensure you are represented at any joint agency discussions at the incident scene;

j.   Seek advice and assistance from the Civil Contingencies Team or Emergency Response Team (if established) or a senior officer.

k.   Refer media enquiries to the Corporate Communications Team (via Civil Contingencies, Emergency Management Duty Officer, or Emergency Response Team), or a senior Emergency Services representative at the scene.  Do not give media statements unless authorised by the Emergency Response Team or a senior officer of the Council.


**IF HANDING OVER TO A REPLACEMENT**

l.   Fully brief replacement on current situation and hand over incident log.

m.   Introduce replacement to the Police Incident Officer and / or Fire Incident Commander and others with whom you are working.

n.   Provide your Council contact with current situation report and name / contact number for replacement officer. If appropriate, make arrangements to discuss any matters of immediate concern to you with a senior officer.


**ON STAND-DOWN**

o.   Complete the incident log and ensure your Council contact is informed.   All incident logs are to go to the Civil Contingencies Team.  If appropriate, make arrangements to discuss any matters of concern to you with a senior officer.

**ACTION CARD 9**

# LOGGIST

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| **Trained loggists – Business Support** |

**Role:**

**To manage all logging requirements during the emergency. The role is a key member of the Emergency Response Team. The person will be based in the Emergency Centre, or at a multi agency response group (Strategic Coordinating Group / Tactical Coordinating Group) if BGCBC is the lead organisation.**

- **This is a hands on role**

- **Use any available administrative staff to assist with answering telephones, photocopying ect, and only FOCUS ON YOUR ALLOCATED ROLE**

- **Do not leave the Emergency Centre unless you have been relieved of post**

- **Blank Strategic Incident Log sheets and guidance are kept in the box marked Loggist Information in Emergency Centre cupboard.**

**Log Keeping Guidance**

1. The Head of ERT (being the person who the log is being kept for) should appoint a **suitably qualified** and experienced person to complete this log on their behalf.

2. This log may be admissible evidence for any future legal processes.

3. The log should be completed in permanent (black), in chronological sequence (where possible), and be neat and legible.

4. Decisions should be recorded accurately by the loggist as soon as possible once a decision is mad, and all entries signed as soon as practicably possible by the Head of ERT.

5. Each decision is accompanied by an entry in the appropriate box, detailing the rationale behind the decision and the options considered by the Head of ERT.

6. These entries will focus on the information known by the Head of ERT at the time at the strategic decision was made.

7. Great care should be exercised as regards the appropriateness of the language and terms recorded in the log, avoiding any opportunity for the wrong conclusions to be drawn from written statements at a later date.

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8.      Remember **ELBOWS**

- No **E**rasures

- No **L**eaves (pages) to be left out

- No **B**lank spaces to be left

- No **O**verwriting

- No **W**riting between lines

- No **S**eparate Pieces of paper (if so, keep)


9.      Amendments

- Initial any crossings out or mistakes

- Strike through the mistake with a single line, initial it and insert the correct word

- Make the Head of ERT aware of any errors and correct them at the end of the log

- Both the loggist and Head of ERT endorse any records and amendments necessary

**ACTION CARD 10**

## ELECTED MEMBERS

**Planning for Emergencies – Pre Incident**

In the planning and preparation period, prior to an emergency occurring, Elected Members have a number of vital roles. These include

- being aware of the Council's responsibilities under the Civil Contingencies Act 2004 and other legislation
- maintaining an awareness of the hazards and risks in their own local area
- providing advice to members of the public and signposting them to sources of expertise provided by the local authority
- passing on local knowledge to the local authority regarding risks and hazards in the community
- gaining an understanding of the emergency planning arrangements that enable a successful multi-agency response
- contributing to raising the awareness of planning for emergencies amongst the community
- ensuring that the local authority is meeting its statutory duties.

The Civil Contingencies Team (CCT) has developed plans, which have been validated through exercises and for which key staff have been trained. Elected members can, pre-emergency, acquaint themselves with the key emergency plans, seek briefings on salient elements of the arrangements, be prepared for dealing with media interest in the event of an emergency, and participate in multi-agency training and exercises if requested. Annual briefings are undertaken with Elected Members.

**Role of Elected Members during an emergency**

Emergencies, by their nature, tend to be chaotic. In the early stages, there may be a degree of confusion and apparent disarray. This should pass quickly. In times of emergency the community looks to their elected representatives for assurance and leadership. In this role, the Elected Member is well placed to pass important safety information and other advice from emergency managers directly into affected communities.

For the areas affected by an emergency, Members can contribute to the response in a number of important ways. The Leader or Deputy Leader will be briefed by CMT or nominated deputy in conjunction with the media group. Members will then be briefed by the Leader or Deputy Leader. This will ensure that everyone is working with accurate up-to-date information on the response and on the concerns of affected communities.

Members for the areas affected by an emergency can contribute to their Council's response in the following ways:

- Provide support and encouragement for the efforts of officers of all services
- Attend identified locations (such as a Care Centre) as a familiar "face" of the Council
- Participate as a member of any emergency committee which may be established
- Be prepared to meet to authorise exceptional expenditure to meet the requirements of the emergency response.
- Focus on lifting morale both amongst staff and the affected community
- Acquire information and relay the perspectives and priorities of local people
- Keep a record of significant actions for use in subsequent debriefings and any official inquiries related to the emergency
- Maintain close links with local communities and ensure their views are fed back to the Civil Contingencies Team.
- Undertake roles in community response, e.g. by being a trustee for a disaster fund
- Greet VIPs such as Members of the Royal Family or government ministers
- Receive delegations of representatives from other areas
- Meet representatives of the victims of the emergency
- Represent the local community at memorial services and other events

Members **must not issue press statements or undertake interviews without being cleared by the Leader or Corporate Communications to do so,** in order to ensure consistent and clear messages.


**Arrangements for the safety of Elected Members**

The scene of an emergency can of course be a dangerous place.  For safety, Elected Members must observe the following instructions:

- do not approach the scene of an emergency without the advice and support of the emergency services which may be obtained through the local authority Civil Contingencies Team;
- respect cordons established by the emergency services;
- maintain continuous surveillance for possible dangers, seeking advice as necessary from the emergency services personnel, from the Emergency Response Team, from Civil Contingencies;
- ensure all incident related movements or site visits are communicated to the appropriate officer;
- consider seeking advice on debriefing and emotional support services.

**Role of Elected Members after an emergency**

The coordination of the incident will be handed to the local authority once the incident moves from emergency to recovery phase. Elected Members can make a significant difference to the lives of their community during the long-term recovery after an emergency and assist the local authority to return the community to normality quickly.

They can do this by:

- being a source of strength, inspiration and leadership for the local community in the return to normality
- participating in the administration of funds from any disaster appeal
- participating in community self-help groups set up to support those affected by the emergency
- meeting MPs, MEPs and AMs to lobby for financial aid
- approving regeneration issues and helping in the repair and reconstruction of the affected community
- participating in any public meetings about the emergency
- attending any memorial/remembrance service as appropriate
- ensuring that the lessons learnt from the response to the emergency are incorporated into emergency plans
- assisting in civil litigation and criminal proceedings


**Media**

Media relations in an emergency incident are crucial and can often be an important factor in determining how well (or otherwise) the local authority and all responder agencies are dealing with the situation.

Elected Members may be approached to give media statements and interviews. They should be aware that the media may be looking for back-door access to information that is not being made available to them. It is essential that councillors do not make specific comments about the incident itself or how it is being handled.

Therefore, all enquiries from the media asking for information about an incident should be dealt with by the Corporate Communications Team who will co-ordinate suitable responses from the Chief Executive/Leader of the Council and Local Member.  The Communications Team will also ensure that a consistent an accurate message is given in accordance with agreed multi agency procedures and messages.

It may, however, be of considerable benefit for councillors to give messages of reassurance, sympathy and support directly to the public following guidance from the Communications Team.

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|---|---|---|---|---|---|---|
| | | | | **INCIDENT LOG** | | |
| **Incident:** | | | | **Date:** | **Page Number:** | |
| **Time 24hr** | **Contact** | | | **Log (include rationale for any decisions)** | **Actioned by:** | **Completed (Tick)** |
| | **To** | **From** | **Number** | | | |
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**PLEASE LEAVE A BLANK LINE IN BETWEEN ENTRIES**
**COMPLETED LOGS MUST BE SENT TO THE CIVIL CONTINGENCIES TEAM, CIVIC CENTRE, EBBW VALE**