

Wiltshire Council Major Incident Plan

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Immediate Action

All senior managers and all staff with a role in the plan are required to be familiar with this plan.

Please read this document carefully and retain it for future reference.

In the event of an incident

If you are required to take action in relation to an incident, refer to the relevant role and action cards.

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Version control and administration

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Distribution list

Organisation	Copies
Wiltshire Council	

Glossary

AIO	Ambulance Incident Officer
BA	Breathing Apparatus
BCM	Business Continuity Management
CBRN	Chemical, Biological, Radiological, Nuclear
CBRNe	Chemical, Biological, Radiological, Nuclear, explosive
CCA	Civil Contingencies Act 2004
CCRF	Civil Contingencies Reaction Force
CEV	Community Emergency Volunteer
CGC	Council Gold Commander
CHALETS	Casualties, Hazards, Access, Location, Emergency, Type and Safety
CIR	Council Incident Room
CLT	Corporate Leadership Team
COBR	Cabinet Office Briefing Rooms
COMAH	Control of Major Accident Hazard Regulations
CRIP	Common Recognised Information Picture
DEFRA	Department of Food and Rural Affairs
ELT	Extended Leadership Team
EMS	Emergency Management System
EMT	Emergency Management Team
EPU	Emergency Planning Unit, part of the Wiltshire Council Environmental Control and Protection North West Team
Evac	Evacuation
DCLG	Department for Communities and Local Government
Duty EPO	Duty Emergency Planning Officer
FCP	Forward Control Point
FM	Facilities Management
FRS	Fire and Rescue Service
GNN	Government News Network
HAC	Humanitarian Assistance Centre
HAZMAT	Hazardous material
HF	High Frequency
HSE	Health and Safety Executive
ICEP	Inner Cordon Entry Point
JESCC	Joint Emergency Services Control Centre
JIC	Joint Intelligence Cell
JICP	Joint Incident Control Post
JRLO	Joint Regional Liaison Officer
LAIO	Local Authority Incident Officer
LALO	Local Authority Liaison Officer
LGD	Lead Government Department
LRF	Local Resilience Forum
LRF MIJPG	LRF Major Incident Joint Procedures Guide
MACA	Military Aid to the Civil Authority
MACC	Military Aid to the Civil Community
MACP	Military Aid to Civil Power
MACR	Major Accident Control Regulations
MAH PSR	Major Accident Hazard Pipeline Safety Regulations

MIO	Medical Incident Officer
MOD	Ministry of Defence
MTPAS	Mobile Telecommunication Privileged Access Scheme
NHS	National Health Service
NOS	National Occupational Standard
OCG	Operational Co-ordinating Group
ODPM	Office of the Deputy Prime Minister
PA	Personal Assistance
PACE	Police and Criminal Evidence Act 1984
PSD	Purton Petroleum Storage Depot
PSR	Pipeline Safety Regulations
RAF	Royal Air Force
RAYNET	Radio Amateur Network
REPPIR	Radiation Emergency Preparedness and Public Information Regulations
RVP	Rendezvous Point
SAD CHALETS	Survey – Assess – Declare – Casualties – Hazards – Access – Location – Emergency – Type – Safety
SatCom	Satellite Communication
SCG	Strategic Co-ordinating Group
Sitrep	Situation report
SOP	Standard Operating Procedure
SPOC	Single Point of Contact
STAC	Scientific Tactical Advice Cell
TCG	Tactical Co-ordinating Group
TESS	BT Emergency Control Centre
TETRA	Terrestrial Trunked Radio Standard
UHF	Ultra High Frequency
VHF	Very High Frequency

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Section 1 Background to major incident planning

1 Introduction

- 1.1 This Major Incident Plan for Wiltshire Council sets out arrangements for the council's response to emergencies within or affecting Wiltshire to meet the requirements of the Civil Contingencies Act 2004 (CCA). This plan has been written by the Emergency Planning Unit, part of the Wiltshire Council Environmental Control and Protection North West Team (hereafter referred to as EPU).
- 1.2 An emergency (or disruptive challenge) as defined in the CCA 2004 is a situation or series of events that threatens or causes serious damage to human welfare, the environment or security of the United Kingdom. This definition covers a wide range of scenarios including adverse weather, severe flooding, animal diseases, terrorist incidents and their impact on essential services and critical infrastructure.
- 1.3 Wiltshire Council is a category 1 responder under the CCA 2004, meaning it is one of those organisations at the core of the response to most emergencies and subject to the full set of civil protection duties.
- 1.4 This is a generic plan, the core plan for mobilising staff and resources in response to an emergency and for performing council functions in relation to a wide range of possible scenarios. While it is council plan, it has been designed to fit with the multi-agency arrangements of the Wiltshire and Swindon Local Resilience Forum (LRF).
- 1.5 Response encompasses the decisions and actions taken to deal with the immediate effects of an emergency. This plan focuses primarily on the response to no-notice or short notice emergencies. Rapid implementation of arrangements for collaboration, co-ordination and communication are, therefore vital.
- 1.6 Response includes both the effort to deal with the direct effects of the emergency itself (e.g. fighting fires, rescuing individuals) and the indirect effects (e.g. disruption to day to day life, media interest).
- 1.7 The emergencies covered in this plan are likely to test, to the limits, the professional experience of Wiltshire Council's staff and the competence of the council.
- 1.8 The long term consequences will be addressed as part of recovery. The recovery effort will start as soon as possible after the initial response. The recovery phase is covered in the Wiltshire Council Recovery Plan.

2 Aim and objectives

2.1 The aim of this plan is to detail Wiltshire Council's co-ordinated response in support of the emergency and health services in a situation which is, or could become, a major incident.

2.2 The objectives of the Wiltshire Council Major Incident Plan are:

- to outline Wiltshire Council's response in line with the Wiltshire and Swindon LRF Major Incident Joint Procedures Guide (LRF MIJPG) and national plans and guidance¹
- to establish a common set of processes and procedures for Wiltshire Council to deal with incidents
- to establish emergency management principles
- to outline Wiltshire Council's alerting and call out procedures
- to define Wiltshire Councils' command and control arrangements
- to identify roles and responsibilities for key staff and for service areas
- to provide guidance on the formal handover process from the response phase to the recovery phase.

3 Wiltshire Council's responsibilities

3.1 As local authority Wiltshire Council responsibilities are:

- to support the emergency services and those agencies engaged in the response to an incident
- to be prepared to lead in certain major incidents
- to provide a co-ordinated response for all council resources
- to lead in community reassurance and the provision of information and advice
- to activate and co-ordinate the response of the voluntary agencies, utilities and other supporting agencies
- to provide transportation and suitable temporary accommodation for survivors, evacuees, friends and relatives etc
- to provide and equip suitable premises for use as emergency mortuaries and body holding facilities
- to provide, on request, a media centre
- to provide emergency catering
- to provide, on request, engineering, highways, environmental health, communications and appropriate specialist support services

¹ Key national guidance documents includes:
HM Government (2005, revised 2011.)Emergency Preparedness;
HM Government (2010): Emergency Response and Recovery;
Cabinet Office (2010): Responding to Emergencies. The UK Central Government Response Concept of Operations

- to maintain service delivery in line with Business Continuity Management procedures and ensure a return to normality as soon as possible
- to lead the recovery operation to restore the community, its facilities and infrastructure.

4 Planning principles

4.1 Wiltshire Council is subject to different statutory requirements regarding the production of emergency plans The Civil Contingencies Act 2004 (CCA 2004) places a generic responsibility on the council while other statutory requirements require the production of site specific plans. The arrangements outlined in this plan will be employed in response to site specific emergencies as well.

4.2 The Civil Contingencies Act 2004 requires Wiltshire Council to:

- make, keep under review and revise Major Incident plans for its area
- be prepared to carry out these plans
- arrange training for the staff involved
- exercise such plans.

Individual service areas are required to:

- assist in maintaining and reviewing plans
- provide staff for appropriate training and exercises
- assist in the implementation of any plan.

4.3 The council is required to make arrangements under the following legislation:

- Control of Major Accident Hazard (COMAH)
- Major Accident Control Regulations (MACR)
- Radiation Emergency Preparedness and Public Information Regulations (REPPIR)
- Pipeline Safety Regulations

5 Link to other plans

5.1 This plan forms part of the agreed integrated response arrangements for the Wiltshire and Swindon Local Resilience Forum. This plan must be read in conjunction with the Wiltshire and Swindon LRF Major Incident Joint Procedures Guide.

5.1 It also links with other Wiltshire Council and LRF plans and in order to fully understand their role, council staff are urged to ensure that they are familiar with these documents. For more information on the main current plans see section eight.

6 Risk assessment

- 6.1 The fundamental principle behind emergency planning is the process of hazard identification and risk assessment. As a member of the LRF Risk Assessment Sub Group Wiltshire Council is fully engaged and signed up to the Local Community Risk Register.
- 6.2 Hazard and Risk assessment not only have a place in the planning prior to an incident event, but also need to be carried out during an incident as the situation changes.

7 Plan maintenance

- 7.1 The EPU are responsible for all amendments and updates.
- 7.2 This plan will be revised on an annual basis as part of the regular plan maintenance cycle.
- 7.3 Additional revisions will be conducted following:
- the occurrence of new risks which require a change or current arrangements
 - lessons identified after an emergency
 - lessons identified after an exercise
 - lessons identified after an emergency outside Wiltshire which highlights issues which may concern Wiltshire Council procedures
 - restructuring and other changes to Wiltshire Council
 - changes in key staff.
- 7.4 Revised versions and subsequent changes and amendments will be disseminated at the earliest opportunity.

8 Plan validation

Awareness

- 8.1 Plan validation is more than exercising a plan, although exercising is an important part of it. For a plan to be valid it must be accepted as the stated policy of Wiltshire Council. The Corporate Leadership Team (CLT) has awareness of this plan and through sign-off has accepted part ownership of it.

Exercising

- 8.2 This plan and its procedures will be validated by regular exercises, as stipulated within the CCA and by discussion between all services with a vested interest.
- 8.3 The purpose of exercises is to test procedures, not people. This can only be achieved if staff participating in exercises have an awareness of their roles and are reasonable comfortable with them. They will need to be trained before hand, so that they know what is expected of them. Under such circumstances exercising is to make people more comfortable with their roles and build morale.

- 8.4 It is especially important that senior staff are involved in exercising as they will need to be practiced in their role and up to date with changes to council procedures in order to effectively lead the council in a major incident.
- 8.5 This plan is to be tested within one year of being issued. Following this the plan will be tested at intervals not exceeding three years.
- 8.6 There are three main types of exercises:
- discussion-based
 - table-top
 - live.
- 8.7 The choice of which one to adopt depends on the purpose of the exercise, the lead-in time and the available resources.
- 8.8 Wiltshire Council engages in in-house exercises, multi-agency exercises and national exercises. All exercise opportunities are used to test elements of this plans and its link to the multi-agency response.
- 8.9 Council staff may act as role players (e.g. evacuees, casualties, contaminated members of the public) in exercises of other agencies or neighbouring authorities. While this does not test or exercise council plans, it provides an opportunity for peer review, exchange of ideas and an occasion to adopt the customer perspective.

9 Training

- 9.1 Training and exercising forms a key part of the continuing development of emergency plans and Wiltshire Council maintain a rolling programme of plan development, training, exercise and plan review.
- 9.2 Training is distinctly different from exercising. Its purpose is to raise participants' awareness about the potential emergencies that they may face, to give them confidence in the council procedures and their ability to carry them out successful. It is particularly important that staff understand the objectives of this plan their part in delivering it.
- 9.3 All staff with responsibilities within this plan will receive appropriate training in integrated emergency management principles, processes and procedures and also in their specific role and/or area of responsibility within the council emergency management system.
- 9.4 Appropriate staff will be released for training purposes.
- 9.5 Training needs analyses are undertaken on an annual basis to guide the programme of training within the council. Responsibility for maintaining this programme lies with the EPU who hold records of all completed exercises and training events NHS Wiltshire have participated or hosted. Training is delivered in house by the EPU and individual service areas and externally by the LRF, the Emergency Planning College, the voluntary sector and other partners.

- 9.6 The LRF has a sub-group responsible for the development of a combined agency training and exercise programme. The council is a committed member of this training and exercising subgroup and actively contributes to and participates in LRF multi-agency training and exercises.

Section 2 Major incident characteristics

10 Emergency and major incident definitions

10.1 The term 'major incident' has been retained for planning purposes. The CCA 2004 refers to 'emergencies, but the two terms are interchangeable for planning purposes.

10.2 **Major incident** - any emergency (including known or suspected acts of terrorism) that requires the implementation of special arrangements by one or all of the emergency services, the NHS or the local authorities and will generally include some or all of the following features:

- the involvement either directly or indirectly of large numbers of people
- the handling of a large number of enquiries likely to be generated both from the public and the news media, usually made to police
- the initial treatment, rescue and transportation of a large number of casualties
- the need for a large scale combined resources of the police, fire and rescue service and ambulance service
- the mobilisation and organisation of the emergency services and supporting agencies, for example the Local Authority, to cater for the threat of death, serious injury or homelessness to a large number of people.

10.3 **Critical incident** – term used by some agencies as an incident where the effectiveness of the agency's response will have a potential impact on the confidence of the victim, their family or the community. Many critical incidents stay below the threshold of a major incident will fall into this category.

10.4 Some Wiltshire Council services also use the term 'incident' in situations which are usually not considered an incident from an emergency planning perspective, but more likely to be a Business Continuity issue. (There is a separate Business Continuity plan for Wiltshire Council). Similar terminology is frequently used by various stakeholders to describe very different situations and needs to be taken into consideration when communicating with others. Wiltshire Council ICT services use the term 'major incident' to describe an ICT problem which affects a certain number of service users. They may also refer to critical incidents in relation to information security. Also Wiltshire Council schools and learning services use the term 'critical incident' for situations where a school child has been harmed or is at the risk of harm. There may be situations where a school critical incident is also a major incident for Wiltshire Council and its partner agencies, yet most of the time this will not be the case.

10.5 While the local level is the basic building block to the response to any incident and the majority of incidents are managed at this level, there are incidents when direct central government involvement is likely. These are:

- **Significant emergency (Level 1):** has a wider focus and requires central government involvement or support, primarily from a lead government department (LGD) alongside the work of the emergency services, local authorities and other organisations. There might be value in using the Cabinet Office Briefing Rooms (COBR) complex to facilitate the briefing of senior officials and ministers on the emergency and its management. Examples of this level include most severe weather related incidents and consular emergencies overseas.

- **Serious emergency** (Level 2): has, or threatens, a wider and/or prolonged impact requiring sustained central government co-ordination and support from a number of departments and agencies, usually including the regional tier in England. The central government response to such an emergency would be co-ordinated from COBR, under the leadership of the LGD. Examples of this level include terrorist attacks, widespread urban flooding, widespread and prolonged loss of essential services, a serious outbreak of animal disease, or a major emergency overseas with a significant effect on UK nationals or interests.
- **Catastrophic Emergency** (Level 3): has an exceptionally high and potentially widespread impact and requires immediate central government direction and support. This might include a top-down response in circumstances where the local response had been overwhelmed, or where the use of emergency powers are required to direct the response or requisition of assets and resources. The Prime Minister would lead the national response. Examples include a major natural disaster or a Chernobyl-scale industrial accident.

11 Types of emergencies

11.1 Various different approaches exist to categories types of emergencies.

11.2 Examples of types of emergencies are (non exhaustive list)

Type of major incident	Definition
Major accident/ incident (Big Bang)	Serious transport accident, explosion or series of smaller incidents e.g. Buncefield fuel depot fire Dec 2004
Slowly developing event (Rising Tide)	A problem that occurs gradually, e.g. infectious disease outbreak. There is no clear starting point for a major incident to be declared.
Incidents evolving elsewhere (Cloud on the Horizon)	An incident in one place that later affects (or may affect) other geographical areas. Examples of such events are: major chemical or nuclear release and influenza pandemic.
Headline News	A wave of public or media alarm as a reaction to a perceived threat e.g. civil unrest, foot and mouth disease. The council may need to respond quickly to manage information that has the potential to create a 'major incident'.
Chemical, Biological, Radiological, Nuclear or Explosive Material (CBRNe)	This includes incidents (either actual or threatened) involving the deliberate release of Chemical, Biological, Radiological or Nuclear materials (CBRN) and conventional bombs or explosive devices.
Hazardous material release (HAZMAT)	An incident involving the accidental release of hazardous material such as a chemical agent e.g. chlorine.
Mass casualties	Incidents resulting in a large number of casualties, with numbers into the hundreds.
Public health incident	An outbreak of a communicable disease or environmental incident that threatens public health and requires special procedures to be initiated.
Extreme weather	Any extreme weather event impacting upon the health, wellbeing and safety of the population - e.g. heat wave, flooding, snow - that requires special procedures to be initiated.

11.3 Emergencies can also be categories by geographic impact.

Single location	
Fixed site	Industrial plant, schools, airport, train station, sports stadium, town or city centre.
Corridor	Railway, motorway, air corridor, fuel pipeline
Unpredictable	Bomb, chemical tanker, random shooting.
Multiple locations	
Multiple locations	Linked, possibly simultaneous, explosions at different sites
Wide areas	
Large area	Toxic cloud; loss of electricity, gas, water, telephone supply; river flooding; dam or reservoir failure
Whole area	Severe weather; health emergencies, including influenza pandemic; foot- and -mouth
Outside area	
External emergency	Residents local to Wiltshire are involved in an emergency elsewhere, e.g. coach or plane crash; passenger ship sinking; incident at football stadium. Evacuees into Wiltshire from another UK area or refugees from an emergency overseas.

Section 3 Activation, call out and stand down procedures

12 Trigger for activation of the plan

12.1 Wiltshire Council's EPU needs to be informed of the following incidents and situations with a potential to escalate:

- major incident declared by an emergency service
- request for assistance by an emergency service or other local authority
- reports of oil, chemical or other environmental pollution or the threat of such pollution
- incidents where evacuated people need emergency accommodation and/or welfare
- incidents **likely** to cause evacuation of more than 10 members of the public
- incidents requiring the public to take shelter (close doors and windows, turn off air conditioning, etc)
- incidents requiring emergency feeding of the public, including long-term power cuts
- incidents involving more than 10 deaths in one location
- widespread damage to property
- aircraft crash, fixed wing or rotary
- threat of terrorist action
- fire, explosion or release to atmosphere of any toxic/flammable/explosive substance from any site, particularly those registered with the Health and Safety Executive (HSE) under the following regulations:
 - Control of Major Accident Hazards Regulations (COMAH)
 - BP LPG UK Purton
 - Purton Petroleum Storage Depot (PSD)
 - Chemring Chemicals, Highpost
 - TNT Fireworks UK, Dinton
 - Major Accident Hazard Pipeline Safety Regulations (MAH PSR's)
 - 140 km of natural gas pipeline
 - Major Accident Control Regulations (MACR)
 - RAF Lyneham

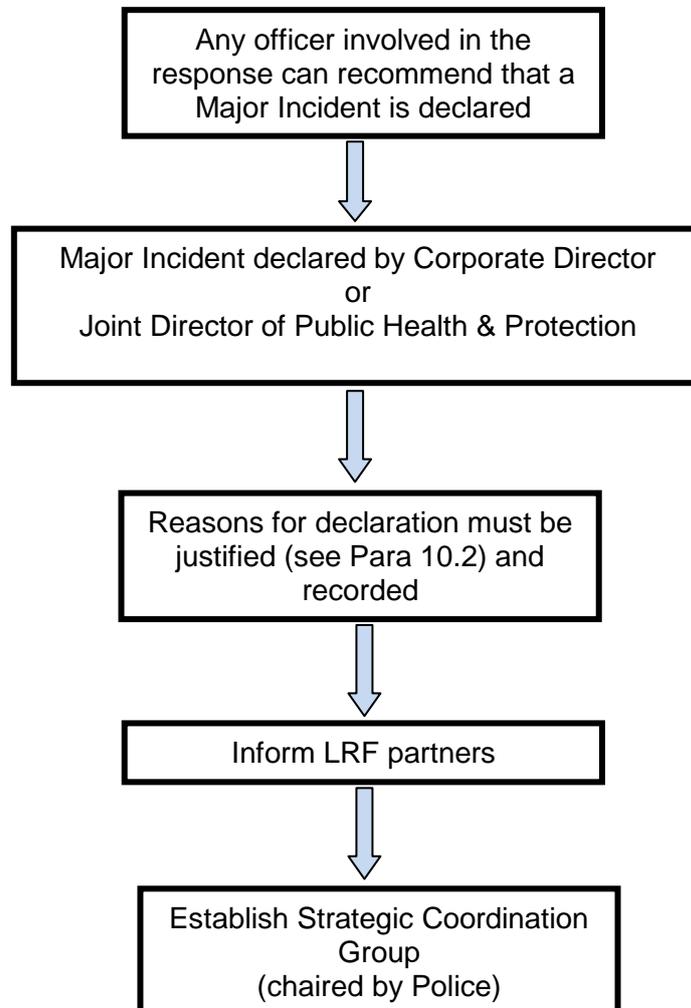
12.2 The list of incidents is not exhaustive; rather it gives examples of the most likely cases to involve Wiltshire Council.

12.3 For alerting procedures see paragraph 14.

13 Major incident declaration by Wiltshire Council

13.1 **NOTE: The activation of this plan does not in itself constitute the declaration of a Major Incident.**

13.2 All steps in the declaration process must be taken as quickly as possible to avoid delays



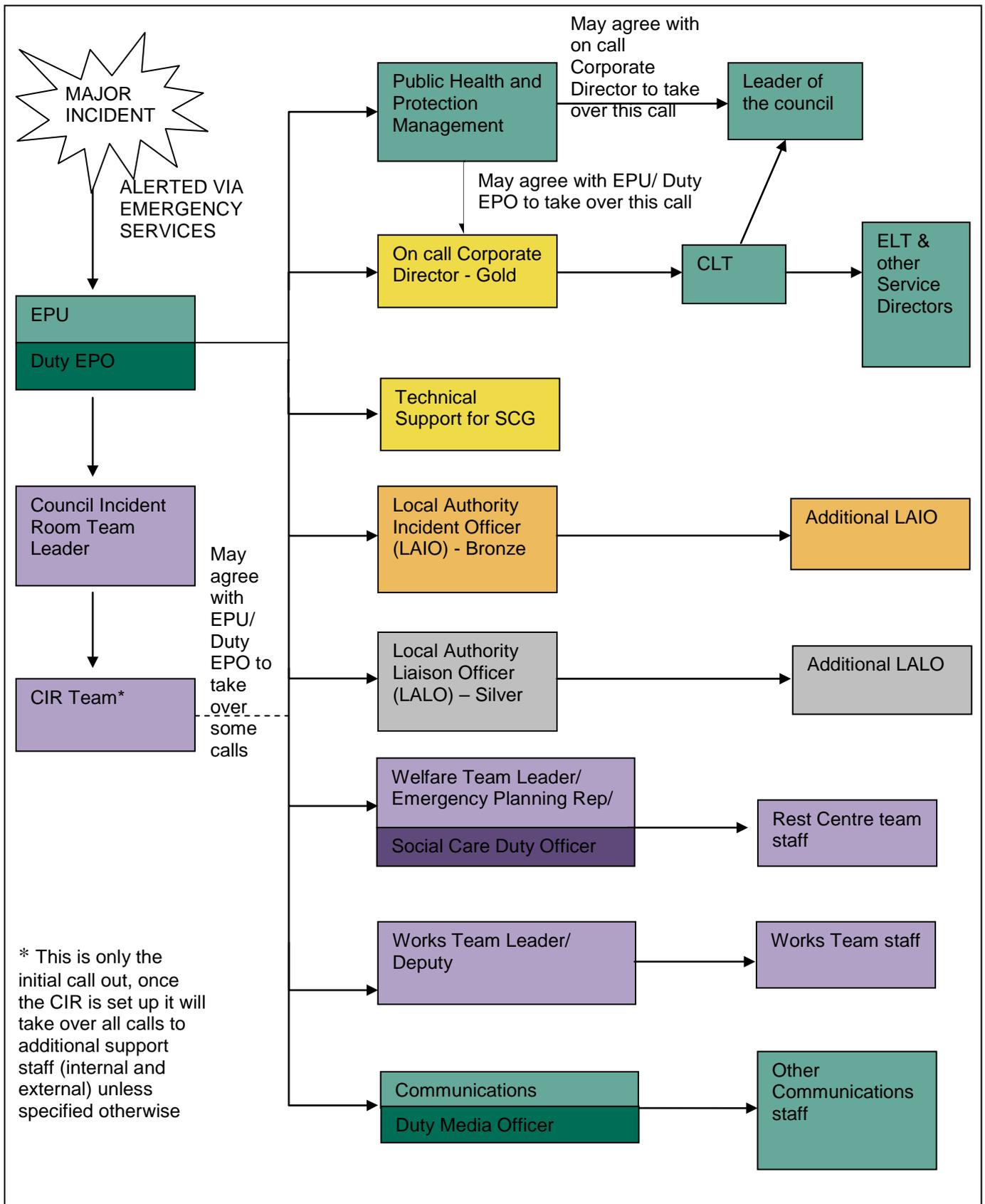
14 Alerting procedures

- 14.1 There is a difference between notification, alerting and call out:
- Notification is providing information about a situation which does not require an active response and is unlikely to escalate.
 - Alerting is providing information about a situation which is likely to require an active response. Council staff and external agencies are likely to be put on standby.
 - Call out is activating the response.
- 14.2 It is the responsibility of all staff with a role in this plan to be fully conversant with the alert and call out procedures for their own services.
- 14.3 Once alerted or called out, it is of vital importance that the response of Wiltshire Council is swift, appropriate and effective.
- 14.4 Contact details for all services and external agencies with a defined role in this plan can be found in the Wiltshire Council Emergency Contact Directory.
- 14.5 One of the main roles of the EPU is to act as the initial link between the emergency services and Wiltshire Council during the initial stages of an incident.
- 14.6 Generally, the initial notification of an incident will be received by the Joint Emergency Services Control Centre (JESCC) at Devizes via the 999 system.
- 14.7 During office hours information will be passed to the EPU by another Category 1 responder and outside office hours to the duty Emergency Planning Officer (duty EPO) as part of the 24-hour emergency planning call out scheme. The duty EPO can be paged at all times via the JESCC.
- 14.8 Any council services which have been notified or alerted about any of the incidents listed in paragraph must ensure that the EPU or the duty EPO out of hours has been informed.

15 Call out of council services

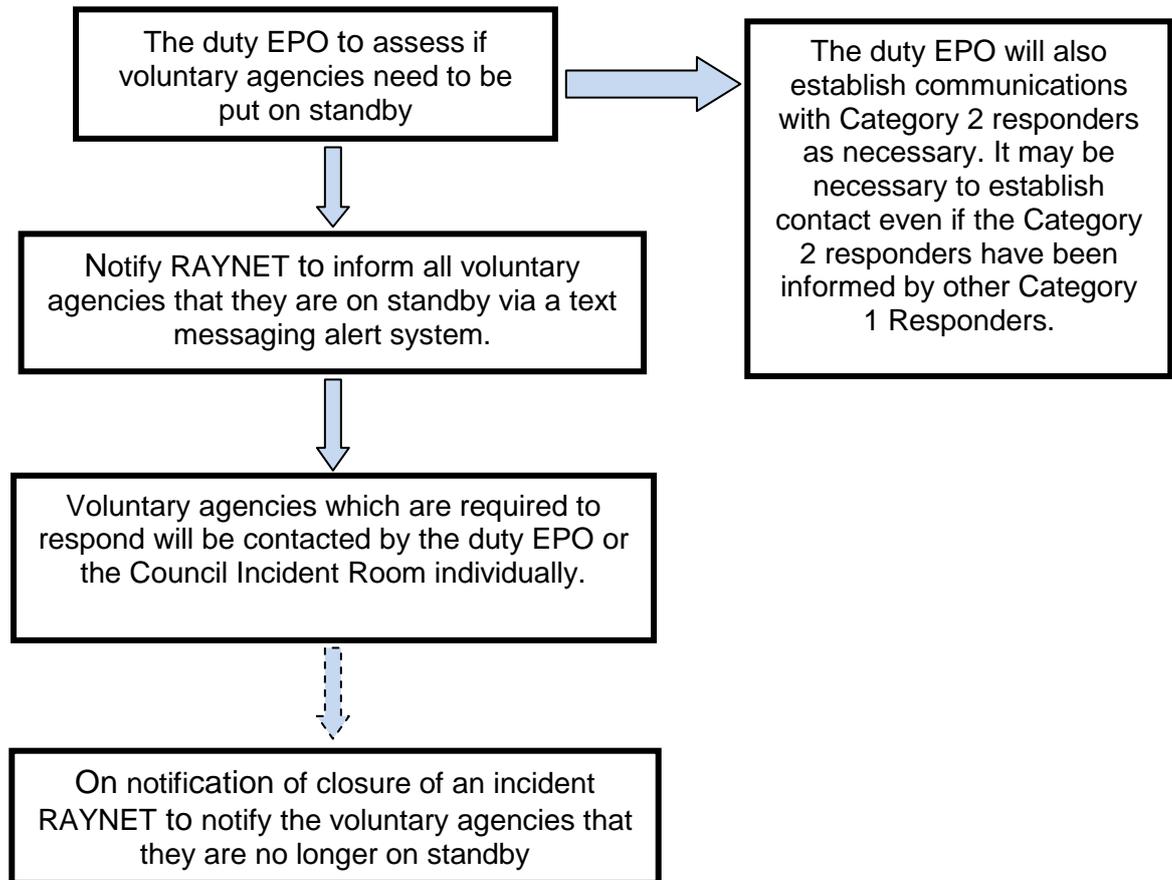
- 15.1 Once the EPU or the duty EPO out of hours have been alerted they will start putting council staff on standby.
- 15.2 The EPU staff/duty EPO will make contact with the different levels of the emergency management system and emergency support staff (see Section 6 for details on council's roles and responsibilities) for the initial call out.
- 15.3 Where necessary, out of hours call out arrangements, including the use of pager services will be used.
- 15.4 Once the Council Incident Room (CIR) is set up, the CIR will take over call outs.
- 15.5 Each element of the emergency management system will then continue to call out its own staff as needed, using their own call out mechanism.
- 15.6 Individual services may use the same call out mechanism to support incident response and for business continuity management (BCM).
- 15.7 An overview of the call out structure can be found on the next page

15.8 Wiltshire Council major incident call out procedure – Figure 1



16 Activation of voluntary agencies and Category 2 responders

16.1

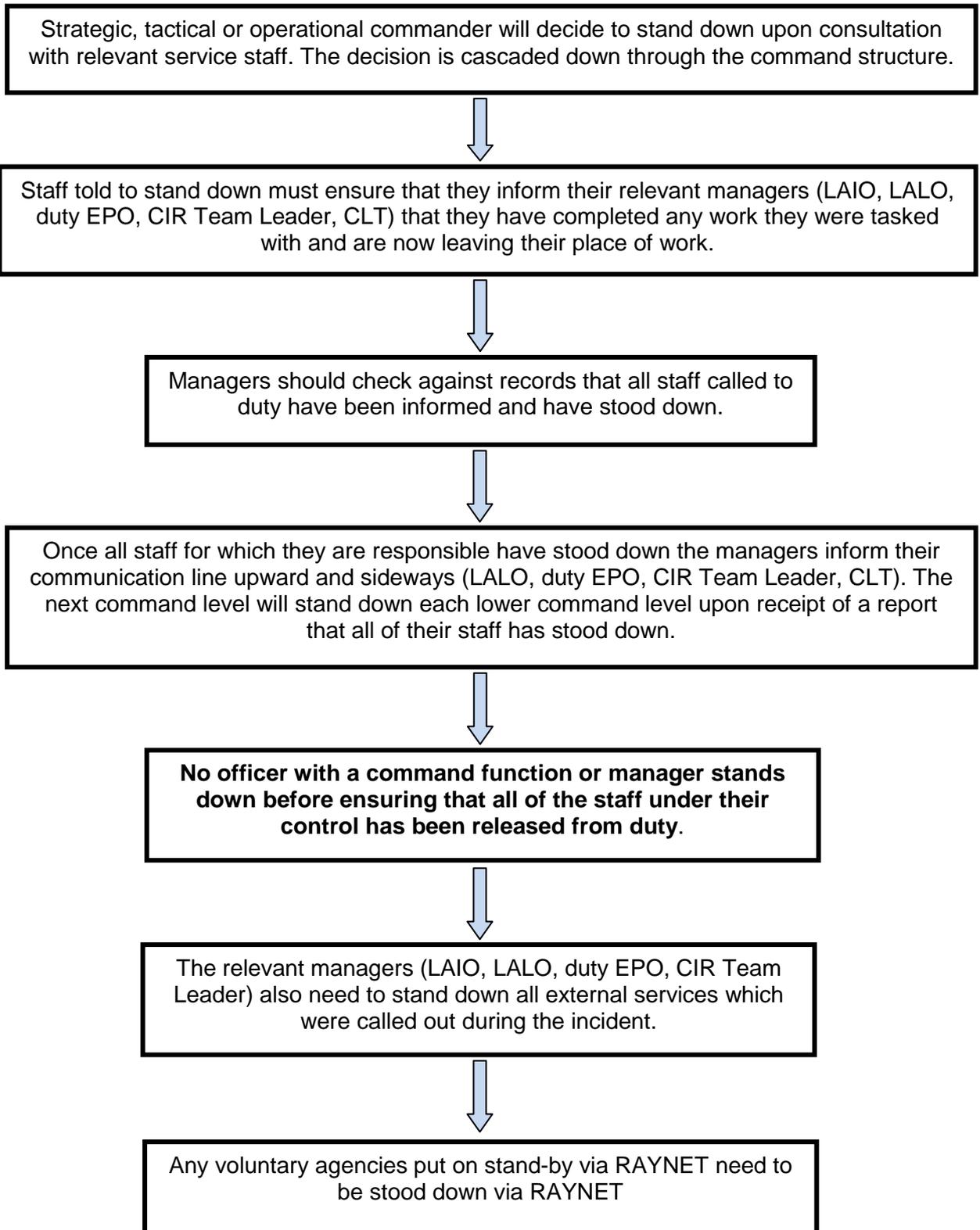


17 Operation Link

- 17.1 If an emergency or potential emergency affects one or more LRF responder agencies Operation Link may be activated. This protocol is designed to set out a standard operating procedure for alerting members of the LRF for incidents which may require enhanced co-ordination.
- 17.2 It should not be necessary to invoke this protocol in the event of a formally declared major incident because of the command and control structures for dealing with this kind of incident. In the absence of any site specific or pre arranged response the Operation Link procedures may be used.
- 17.3 When Operation Link is activated, the EPU will notify Category 2 responders if the incident is of relevance to them or as requested by the initiating agency.

18 Stand down

18.1



19 Briefings and debriefings

Briefings

- 19.1 Whether the incident is pre-planned, slow onset or sudden onset, all staff, whether managing or supporting, must be briefed effectively. This is essential to ensure that the incident is brought to a successful conclusion. An inadequate briefing can result in inappropriate response and subsequent criticism.
- 19.2 The purpose of the briefing for a pre-planned operation is to:
- communicate strategic and tactical plans
 - delegate tasks to individual staff
 - encourage and inspire confidence
 - stimulate interest and commitment
 - bring the operation to a successful conclusion
 - answer questions and clarify any issues.

Debriefings

- 19.3 Following either an exercise or a real incident, the process of debriefing is important. This enables each agency to learn any lessons from the incident to see what can be improved for the future. These lessons should be incorporated into future plans and shared as best practice. Debriefing may take the form of a proforma or a meeting as appropriate.
- 19.4 Informal 'hot' debriefs immediately following a major incident are an essential part of the debriefing process in order to maximise recall and disseminate useful information quickly. It also provides the opportunity to ensure that staff are safe to continue duty, drive home etc.
- 19.5 It is important that any debriefing process includes staff from all levels of the command and control chain. The process should identify negative and positive aspects of the incident and identify recommendations to be included in the final report.
- 19.6 The EPU will co-ordinate the council's response to any multi-agency debrief of an incident.
- 19.7 At conclusion of the incident, the EPU will prepare a report on the major incident, to include the debriefing process, together with an action plan to address the issues raised and promote organisational learning. The report and action plan will be submitted to Corporate Leadership Team.

Section 4 Multi-agency response

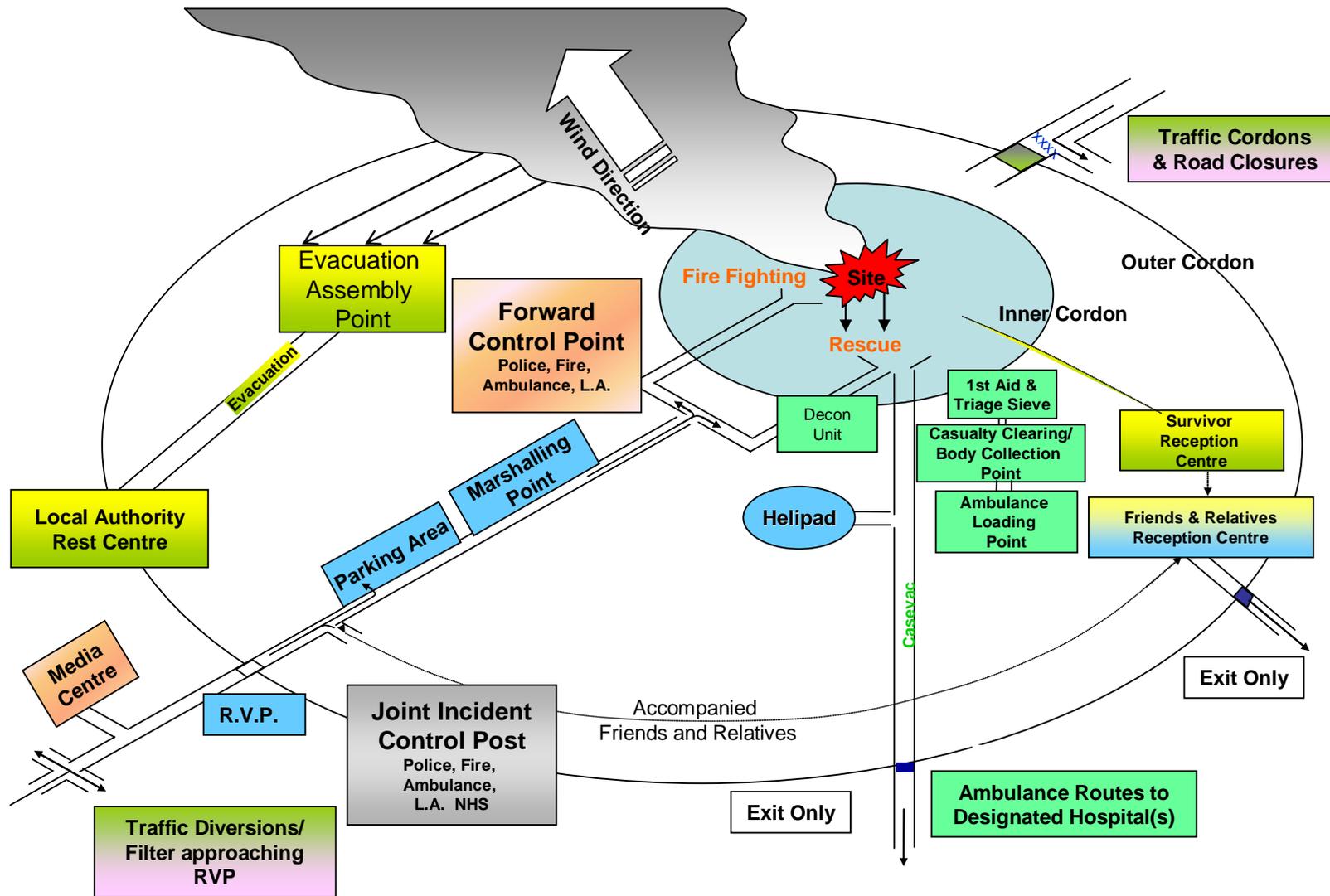
20 Incident management procedures

Efficient scene management can only be achieved through liaison. Therefore, exchange of information from the onset of the incident is vital. Ongoing joint assessments and briefings must be held periodically to ensure a response to new developments, escalation or changes to operational requirements.

- 20.1 All Wiltshire Council staff involved in the council's response to a major incident need to have an understanding of the overall multi-agency response and how the council will co-operate with other agencies.
- 20.2 The entire multi-agency response is detailed in the Swindon and Wiltshire LRF Major Incident Joint Procedures Guide. For ease of reference, an overview of the most regularly used elements of multi-agency response is provided in this section.
- 20.3 A **schematic demonstration** of the incident scene management can be found in Figure 2 on the next page.
- 20.4 During the first hour of an incident it is particularly important to establish a firm system of command, control and co-ordination. Known as the 'Golden hour', the effectiveness of the response during this time will establish the pattern for the remainder of the incident. It is better to overestimate in the first instance rather than have to play 'catch up' later on.
- 20.5 **A major incident should be formally declared as soon as the criteria (defined in Section 2) are satisfied.**

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20.6 Schematic demonstrating incident scene management Figure 2



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Command, control and co-ordination definitions

- 20.7 **Command** is the exercise of vested authority that is associated with a role or rank within an organisation, to give direction in order to achieve defined objectives.
- 20.8 **Control** is the application of authority, combined with the capability to manage resources, in order to achieve defined objectives.
- 20.9 **Co-ordination** is the integration of multi-agency efforts and available capabilities, which may be interdependent, in order to achieve defined objectives. The co-ordination function will be exercised through control arrangements, and requires that command of individual organisations' staff and assets is appropriately exercised in pursuit of the defined objectives.

Initial response

- 20.10 At the outset and before a formal structure is established, it is important that the senior officers of each service on scene liaise with each other. This will be the foundation upon which all later meetings will be based.
- 20.11 It is possible that initially one responding agency will spontaneously carry out tasks normally the responsibility of another until the other agency is on site with sufficient staff to establish unequivocal command and control of the functions for which it is normally responsible.

Command and control structure

- 20.12 Fundamental to successful control and co-ordination of a major incident will be liaison of all emergency and rescue/support services. This will require a recognised and easily understood structure, based on three levels of command, which can be applied to each emergency/agency service. These are known as strategic, tactical and operational. They are sometimes internally also referred to as Gold, Silver and Bronze. It should be understood that the titles do not convey seniority of service or rank, but depict the function. As senior managers arrive, they will be assigned functions within this structure. The roles of each can be described as follows:
- 20.13 As the incident progresses and more resources attend the rendezvous point, the level of supervision will increase in proportion. As senior managers arrive they will be assigned functions within the tactical and operational structure. The incident commanders should wear identifiable tabards and pass them on to their successors.

Operational command

- 20.14 The **operational commander** (Bronze or bronze commander) will control and deploy the resources of their respective service within a geographical sector or specific role and implement the tactics defined by the tactical commander.
- 20.15 The emergency services will appoint a number of 'operational' (bronze) officers who will perform various supervisory functions depending on the areas of operation designated by 'tactical' (silver).
- 20.16 The local authority incident officer (LAIO) is Wiltshire Council's operational commander.
- 20.17 The LAIO will be responsible for whichever local authority resources are sent to the scene e.g. gel sacks, sweepers, skips, contractors, buses etc.
- 20.18 For a detailed description of LAIO roles and responsibilities see paragraph 29.

20.19 The LAIO needs to be aware of the bronze officers deployed by other organisations. For further information about operational officers from emergency services see paragraph 32.

Tactical command

20.20 The **tactical commanders** (silver or silver commander) will attend the scene or nearby, take charge and be responsible for formulating the tactics to be adopted by their service to achieve the strategy set by the Strategic Co-ordinating Group (SCG).

20.21 The tactical commander attends the tactical co-ordinating group meetings as the service representative. The police tactical commander will normally chair meetings although depending on the situation, for example, the FRS tactical commander is in charge in a fire situation.

20.22 The tactical commander should not become personally involved with activities close to the incident but remain detached.

20.23 The local authority liaison officer is Wiltshire Council's tactical commander.

20.24 For a detailed description of LALO roles and responsibilities see paragraph 30.

Strategic command

20.25 The **strategic commander** (gold or gold commander) is in overall charge of their respective service, responsible for formulating the strategy for the incident. Each strategic commander has overall command of the resources of their own organisation but will delegate tactical decisions to their respective tactical commanders.

20.26 The **Strategic Co-ordinating Group (SCG)** will be formed at Wiltshire Police HQ, in the Joint Services Communications Centre, in accommodation already identified for this purpose.

20.27 Location of the SCG, for location maps see Annex B:

Address	Room
Wiltshire Police HQ London Road Devizes SN10 2DN	Joint Emergencies Control Centre <ul style="list-style-type: none">• Gold Room,• Dedicated LA office room
Alternate location Gablecross Police Station Shrivenham Road South Marston Swindon Wiltshire SN3 4RB	Major Incident Facilities

20.28 Once established the SCG will determine the strategy and record a strategy statement. This will need to be monitored and subjected to ongoing review. All such decisions should be recorded in a policy document. The target time for establishing the SCG is two hours.

- 20.29 The SCG, which will normally be chaired by the police strategic commander, will consider strategic issues relevant to the incident. However strategic and tactical commanders will need to be in frequent contact throughout the incident.
- 20.30 It is important that at an early stage the strategic co-ordinating group determines membership, operating protocol and fixed agenda items.
- 20.31 In addition the SCG will ensure that sufficient support and resources are available at the incident scene and maintain a strategic overview. It may provide liaison with central government and other bodies as appropriate.
- 20.32 The Corporate Leadership Team will send a corporate director or service director as Council Gold Commander (CGC) with the appropriate delegated executive powers to deploy resources and incur expenditure to the SCG.

21 Mutual aid and assistance

Temporary assistance to other responding services

- 21.1 Any service may request the **temporary assistance of staff and equipment of another**. In these circumstances, while the supporting service will relinquish operational control of those resources to the other service for the duration of the task, it will nevertheless keep overall command of its staff and equipment at all times.
- 21.2 Command cannot be exercised by one organisation over another, the authority to exercise control of an organisation's staff or assets, for a specified time period to attain defined objectives, can be granted or delegated to another organisation. The responsibility for those resources that have been transferred remains with the commanding organisation.
- 21.3 Where one agency uses staff from another, health and safety of those staff become the responsibility of the agency receiving those services. Staff from one service, who help another in this way, should only be given tasks for which they are not only trained but also competent to carry out. They must not be used to supplement the other service in a potentially dangerous situation.
- 21.4 Under no circumstances should staff be allowed to carry out functions for another service to the detriment of the primary role and responsibilities of that individual.

Mutual aid arrangements

- 21.5 Wiltshire Council is able to request assistance under **mutual aid arrangements** from neighbouring authorities.
- 21.6 Mutual aid from neighbouring authorities can include equipment, staff or services from one or more neighbouring authorities. Requests need to be made formally between a Wiltshire Council corporate director and the chief executives of the other local authorities involved and agreements need to be reached on terms and conditions applicable to the support measures prior to their deployment.

22 Incident site cordons and control points

Cordons

- 22.1 **Inner, outer and traffic cordons** will be established by the emergency services in accordance with their own references, acting in consultation. The site of the cordons may change during the course of the event
- 22.2 The **inner cordon** denotes the area of immediate operational activity. This cordon is controlled by the Wiltshire Fire and Rescue Service most of the time. Alternatively Wiltshire Police may take operational control.
- 22.3 All staff working within the inner cordon will have to pass through the fire service or police entry control point. This point is referred to as **Forward Control Point (FCP)** or as **Inner Cordon Entry Point (ICEP)**.
- 22.4 Whilst working in the inner cordon area they will be suitably identified and anyone without this identification will be removed. It is essential on leaving the inner cordon that the necessary documentation procedures are carried out.
- 22.5 The **outer cordon** seals off an extensive controlled area surrounding the inner cordon in which the responding agencies are able to work unhindered. The police will control all access using access control procedures, similar to the fire service.
- 22.6 Persons requesting access will be vetted to ensure unauthorised persons do not have access to the danger area and crime scene. Persons called to the scene must be able to identify themselves and those who have requested their attendance. Contact should then be made with the appropriate agency control vehicle (see below).
- 22.7 A **traffic cordon** is deployed at or beyond the outer cordon to prevent vehicle access to the area surrounding the scene. Cordons will be placed according to circumstances and may change during the course of the event. This is particularly the case where a toxic plume exists.
- 22.8 Wiltshire Council will assist in permanent cordon deployment.
- 22.9 Further details of the cordon arrangements can be found in the Wiltshire and Swindon LRF Joint Procedure Guidelines.

Posts, points and areas

- 22.10 The **Joint Incident Control Post (JICP)** is formed by the command and control vehicles of the emergency services and other responding vehicles, from which the Major Incident will be managed. The command and control vehicles should be positioned between the inner and outer cordons.
- 22.11 The Police Incident Officer, together with the incident officers of the other agencies, will be responsible for confirming or amending the sitting of the command and control vehicles and will establish liaison between them.
- 22.12 The tactical commanders, including the LALO, will jointly exercise their authority from this point in a co-ordinated manner.
- 22.13 The importance of this joint control function should not be underestimated. The experience of other disasters has shown that close contact between the emergency services and other agencies involved in the management of the incident is very beneficial.

- 22.14 To avoid confusion where a service mobilises more than one control or command vehicle to the scene, only one of these will perform the control function at the JICP and it will be the only reference point from which the tactical commander of that service operates.
- 22.15 To aid identification, the blue, red or green identifying lights on each of the main control vehicles will be switched on.
- 22.16 **Wiltshire Council's incident support vehicle** may be deployed either to form part of the JICP or for operational command and control purposes. For additional advice on the use of the council's Incident Support Vehicle see paragraph 42.10.
- 22.17 Tactical co-ordination group meetings may also take place indoors if suitable accommodation is available.
- 22.18 A **Rendezvous Point (RVP)** under the control of a Police Officer identified by a reflective tabard bearing the words 'Rendezvous Point Officer' will be established in suitable proximity to the scene on the outer cordon. All emergency, support, specialist and voluntary services attending the incident should be directed to this RVP in the first instance.
- 22.19 The site of an RVP may need to be moved during the course of the incident. Any changes in the position of the RVP must be made known to all agencies at the JICP
- 22.20 The LAIO or if deployed LALO has to inform the duty EPO or if in operation the CIR of the changed RVP position.
- 22.21 A **scene access control centre** must be established outside the outer cordon and as far as possible in an area adjacent to the rendezvous point (RVP). The centre, which will be under the command of a Police Cordons Officer, must be clearly identifiable to those wishing to gain entry past the outer cordon and if necessary an approach route must be established and sign posted.
- 22.22 The Police Cordon Officer will be responsible for checking the authenticity of non-emergency service staff whose presence is required within the outer cordon and beyond and will be issuing passes to them. Such persons should be directed to the Cordons Officer in the first instance. Once satisfied as to their credentials the Cordon Officer will issue the appropriate pass and escort them to the Joint Incident Control Post (JICP).
- 22.23 Scene security is importance for all agencies involved. Unauthorised access to the site of a major incident could jeopardise both the rescue and investigation. Police and Fire and Rescue Officers must facilitate attendance of essential staff from non-emergencies agencies such as Wiltshire council and agencies and services requested by the council. Police officers must make the appropriate identification checks. Any difficulties with identification should be referred immediately to the appropriate control vehicle at the JICP.
- 22.24 **Vehicle parking and marshalling areas**, which may be the same area but separately defined and under the control of the police. An officer from each service wearing suitable reflective tabards will be available in the marshalling area. These areas should be established between the RVP and the scene. Vehicles requiring access to the scene should be initially held in the marshalling area.

- 22.25 The marshalling area officers should inform their respective controls of the arrival of any resources so that their controllers may deploy them.
- 22.26 Vehicles placed in the parking area should be left with keys in the ignition and all ancillary functions switched off, for example lights, radios and lamps. The marshalling area will be for vehicles that will subsequently be called forward by the respective incident officers.
- 22.27 Marshalling areas may also be used to provide briefing/debriefing areas and recuperation for staff involved in arduous work at the scene.
- 22.28 As the event is scaled down the utilities and other contractors will need to maintain the marshalling area for the duration of the recovery phase.

23 Roles of other agencies at the scene

23.1 Numerous roles are performed by officers from the emergency services and other agencies. The list below provides an overview of the most likely roles to be present during a major incident. Further information on these roles can be found in the Wiltshire and Swindon LRF Joint Incident Procedures.

23.2 Wiltshire Police roles

- Police Incident Officer – Tactical Command
- Police Cordon Officer – access control for outer cordon
- Rendezvous Point Officer – Officer to be approached at RVP
- Marshalling Area Officer – Officer in charge of the marshalling area

23.3 Wiltshire Fire and Rescue Service roles

- Fire Incident Commander – Tactical Command
- Fire Operations Commander – Operational Command
- Sector Commander (may include Water/Decontamination Officers etc. where necessary)
- Command Support
- Safety Officer
- BA (Breathing Apparatus) Entry Control Officer
- BA (Breathing Apparatus) Main Control Officer
- Marshalling Officer – Fire officer at Marshalling Point to direct fire vehicles

23.4 Ambulance (Great Western Ambulance Services) roles

- Ambulance Incident Officer (AIO) - Senior ambulance officer, tactical command for ambulance services
- Medical Incident Officer (MIO) - managerial responsibility for the deployment of medical and nursing staff at the scene
- Parking Point Officer
- Triage Officer
- Casualty Clearing Officer

23.5 Emergency services and non-emergency agencies may appoint liaison officers as required to attend either or both strategic command (SCG) or and tactical command (TCG). Great care must be taken to avoid duplication of liaison officers and the confusion it can cause.

23.6 All agencies involved may involve their press officers to provide a joint response to the media.

Section 5 National arrangements

24 Military Aid to the Civil Authority (MACA)

24.1 The civil authority is the local LRF or SCG chaired by the Police. During a major incident the SCG may request 'Military Aid to the Civil Authority' (MACA), which may be able to assist with staff and machinery (heavy lifting gear etc). If there is threat to life, no charges are made to the requesting authority.

Military aid to the Civil Community (MACC)

24.2 The military might be asked to provide MACC aid to the civil community to assist in alleviating hardship to the victims e.g. flooding. There are three categories of MACC:

- **Category A:** Assistance to the civil authorities in dealing with an emergency such as a natural disaster.
- **Category B:** Short-term, routine assistance on special projects of significant social value to the civil community, which are also deemed to have training value to the MOD units involved.
- **Category C:** The full-time attachment of volunteers to social service (or similar) organisations for specific periods.

24.3 Category A MACC is applicable following severe weather conditions such as snow, floods, storms and landslides, or other unpredictable and catastrophic events.

24.4 Resources permitting, assistance will be provided from local resources as quickly as possible. It should be recognised that ongoing international commitments involving the military or deployments may preclude their involvement.

24.5 MACC is one of three strands of Military Aid to Civil Authorities, the others are:

Military Aid to Civil Power (MACP)

24.6 This is providing aid to the government in order to maintain the Queen's Peace.

Military Aid to other government departments

24.7 This is used for work of national importance and in maintaining services essential to the life, health and safety of the community.

24.8 Service personnel and material are not earmarked or put on standby to meet any civil emergency or other task. Consequently, although civil authorities may produce contingency plans in conjunction with service headquarters and unit (e.g. temporary mortuary plans); such plans do not guarantee that a service response will be available when required.

24.9 Whatever strand of military aid is provided, service personnel will work in organised bodies and will always remain under service command. The following are some ways in which they can help:

- **Obtaining Information:** Helicopters and land based liaison/reconnaissance parties with an all weather, rough terrain transport and communications capability, can provide civil central control organisations with an accurate overall picture of a disaster area enabling medical services to be deployed.

- **Medical Support:** The Defence Medical Service comprises the services of the Royal Navy, Army and Air Force. Their services can assist local health services by providing extra doctors and medically trained staff.
- **Engineering:** The military may be able to provide bridging, boats or amphibious vehicles to ferry medical equipment over and through flood water, plant vehicles for earth moving and specialised equipment for emergency water supply or pumping out flood water. The military may also be able to supply diving and salvage teams.
- **Extra Personnel:** The military can provide well-organised and disciplined bodies to undertake specialist or labour intensive activities. Examples are searching for the dead and injured, assisting with cordons, helping to control movement of people or evacuees or assist with immediate flood prevention.
- **Search & Rescue:** This function is funded separately by the Ministry of Defence (MOD) as a core activity. Information can be obtained from the Aeronautical Rescue Co-ordination Centre at RAF Kinloss.

Reservists

24.10 The volunteer reserves will provide reaction forces at short notice to assist Police and Civil Authorities in the context of a terrorist incident and or a major incident. These troops will be part of a formed body called the Civil Contingencies Reaction Force (CCRF) and are trained to assist in accordance with the CCA 2004.

24.11 **Though it is recognised that due to ongoing international commitments of the military, there may be a need for a negotiated response. Access to the CCRF can be made via the JRLO.**

Financial implications

24.12 The Ministry of Defence requires indemnity against any claim or loss arising from activities that do not fall directly under its defence remit. When urgent attempts to save life preclude a prior written indemnity, the individual or organisation requesting the assistance will be required to give a verbal undertaking to sign an acceptance of liability as soon as possible. The person giving such an undertaking must possess the appropriate executive authority to do so. There are two forms of indemnity, one for use when aircraft are involved and a second for all other types of assistance.

24.13 If military aid is requested, Wiltshire Council may be charged for the military support provided, particularly during the recovery phase, unless life and limb are at risk will. For Category A MACC assistance, the MOD has discretion to waive all charges when immediate assistance is required to save human life. Once a decision has been made that a danger to human life exists by the overall Incident Commander (normally the SCG Chair), costs may be waived for the duration of the response phase. When an incident moves into the recovery phase however, and danger to human life is no longer present, continued military assistance would be seen as routine and charges may be levied. The SCG may wish to consider the disengagement of military assistance at this point. The charges for military aid are generally levied either as 'no-loss costs' or as 'full costs'. These may be in excess of those charged by civilian contractors for the same service.

24.14 Further information about military assistance is published by the Ministry of Defence in 'Operations in the UK: The Defence Contribution to Resilience, Joint Doctrine Publication 02 (2nd Edition)'.

25 Bellwin scheme of emergency financial assistance to Local Authorities

- 25.1 The Local Government and Housing Act 1989 defines the terms under which the Office of the Deputy Prime Minister (ODPM) is prepared to make emergency financial assistance available to local authorities. The procedure is known as the Bellwin Scheme. The Bellwin Scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants. There is no automatic entitlement to financial assistance; ministers will decide whether or not to activate a scheme after considering the circumstances of each individual case.
- 25.2 The Bellwin Scheme has traditionally been seen as a response to incidents in which bad weather caused threats to life and property beyond all previous local experience. Although the law does not rule out other types of incident the department expects that the scheme will continue to apply predominantly as a response to bad weather incidents that occur within the area that the scheme covers. It is unlikely to set up a scheme in response to events in areas where the government makes specific provision. In these cases authorities are expected to deal with some rise and fall in expenditure demands within the money allocated to the spending programme concerned.
- 25.3 The ODPM would normally pay grant at a rate of 85 per cent of eligible expenditure above the council threshold. Before being eligible for grant, a local authority is required to have spent 0.2 per cent of its annual budget on works that have been reported to the ODPM as eligible for grant. This amount is the 'threshold' and applies to the whole financial year, not to each incident within the financial year. The council's head of finance will lead on any application for funding under the Bellwin Scheme and should be informed at the earliest opportunity during any major incident.
- 25.4 Further information about the Bellwin Scheme is published by the Department for Communities and Local Government (DCLG) in 'Bellwin Scheme of Emergency Financial Assistance to Local Authorities. Guidance notes for claims 2011-12'.

Section 6 Wiltshire Council response

26 Emergency management system

- 26.1 Wiltshire Council will be required to operate in a multi-agency environment with three levels of command, which need to be reflected internally. An overview of the multi-agency arrangements can be found in section four with further detailed information in the Swindon and Wiltshire LRF Major Incident Joint Procedures Guide.
- 26.2 Since Wiltshire Council does not normally work in a command and control environment, an Emergency Management System (EMS) will be established to provide the necessary level of command and control during emergency response activities of Wiltshire Council.
- 26.3 The EMS will be led by the Corporate Leadership Team (CLT) who act as Emergency Management Team (EMT) and who provide direction for the three emergency functional teams and the communication team.
- 26.4 The three emergency functional teams are:
- Council Incident Room Team – supported by the duty EPO
 - Welfare Team – headed by the service director for adult care and housing operations
 - Works Team – headed by the service director for neighbourhood services
- 26.5 In addition to the three emergency functional teams, the communication team will also be an important part of the council response. The communication team is an existing team which, unlike the emergency functional teams, does not need to be composed especially for incident response. It will work with the emergency management team and all emergency functional teams.
- 26.6 Other council services, which are not directed via an emergency functional team, can be drawn upon to provide support to the emergency management system.
- 26.7 For all services involved, the emergency response process relies on operating a normal service based on the day to day service provision of the council as 'effective emergency management is dealing with the unusual in the usual way'.
- 26.8 Figure 3 outlines the emergency management system with its lines of communication and its link to the multi-agency response.
- 26.9 Council staff who work alongside a multi-agency response in different roles will link back into the council's emergency management system via the Council Incident Room, with the exception of the communication staff.
- 26.10 Once the initial response is drawing to a close, the emergency functional teams may be transformed into other tactical and operational teams in line with the Wiltshire Council recovery plan. Additional council services are likely to be drawn upon in such circumstances.
- 26.11 A request to initiate the recovery plan will be made by the chairman of the strategic co-ordinating group to the council Corporate Director on duty. This will be cascaded to the tactical recovery group managers through the council's incident room using

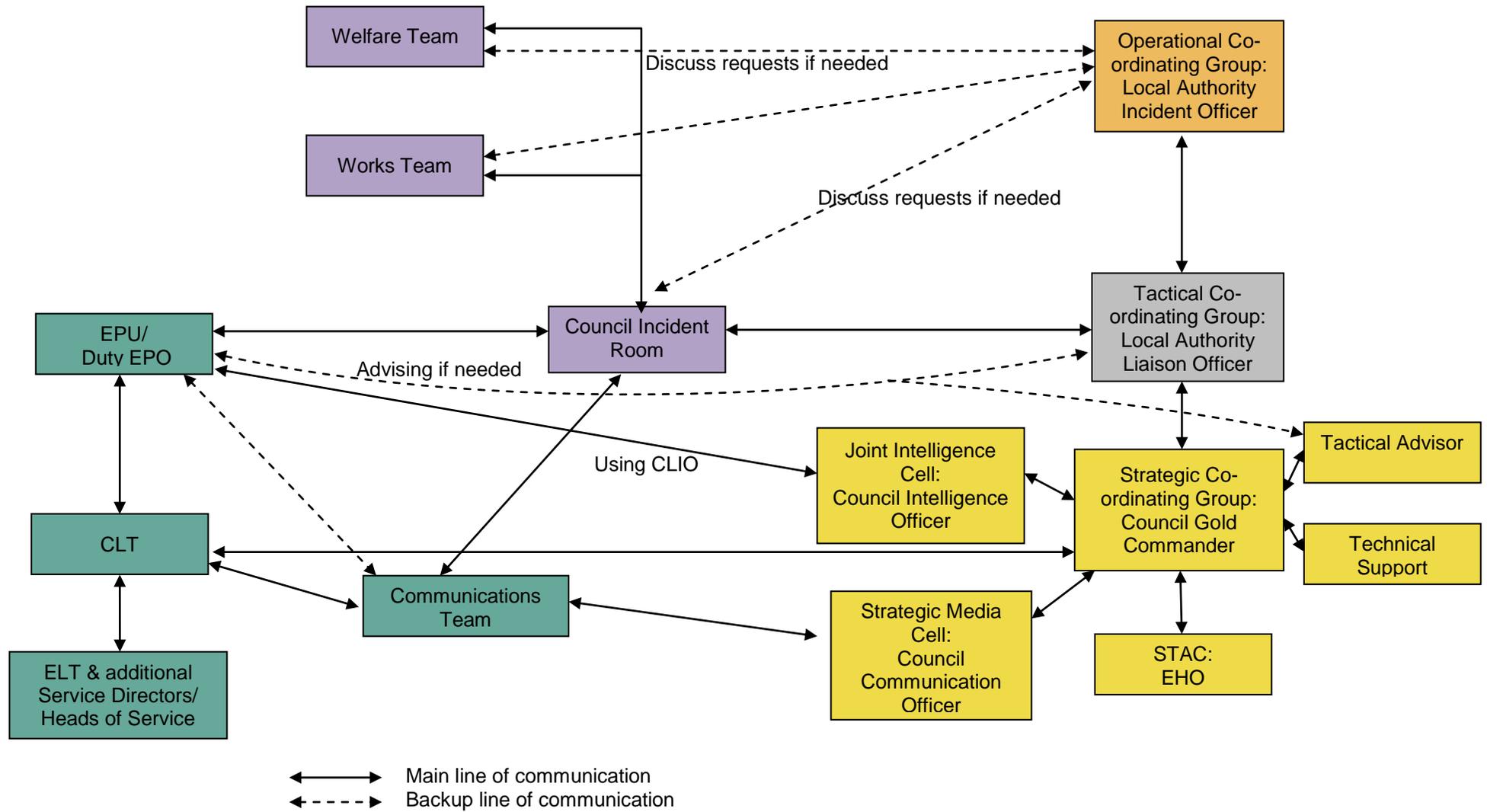
normal alert and call out mechanisms in line with the emergency contact directory. It is a legal requirement that a formal handover document is signed as responsibility passes from a multi-agency body to the council.

26.12 Further information can be found in the Wiltshire Council Recovery Plan.

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26.13 Outline of emergency management system

Figure 3



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27 Corporate Leadership Team acting as emergency management team

27.1 The CLT in its function as the Emergency Management Team (EMT) convenes to:

- manage the response to the incident
- establish policy guidelines
- oversee the authority's response.

27.2 As soon as possible after the call out the CLT will need to meet to assess the impact of the incident on the community and the ability of the council to deliver its services. If it is decided that there are risks involved for some aspects of service provision, business continuity management arrangements should be activated.

27.3 The CLT will form the EMT, with additional officers in attendance as required. It is likely that the heads of the Welfare and Works Teams and representation for emergency planning and communications will be present as well as democratic services for liaison with councillors.

27.4 The term 'Corporate Leadership Team' or 'CLT' will be maintained as all members of staff are familiar with this term and it is within the day to day remit of the CLT to call on officers to attend meetings as appropriate.

27.5 The CLT with the assistance of the service director for public protection is responsible for ensuring that appropriate principles and emergency procedures are fully developed, and that functional teams are selected, prepared, trained and rehearsed through appropriate exercises. For details of the functional teams see below paragraph 36 onwards.

27.6 The CLT as EMT will send a delegate with the appropriate delegated executive power as council gold commander (CGC) to the Strategic Co-ordinating Group. Ideally this individual will be a corporate director, but it may be a service director. He/she will be given the authority to deploy resources and incur expenditure. For more details on the role of council gold commander see paragraph 28.

27.7 The National Occupational Standard (NOS) SFJCCAG1 'Respond to emergencies at the strategic (gold) level' outlines performance indicators and the knowledge and understanding required from corporate directors and service directors representing the council at the SCG. The same NOS applies to corporate directors and service directors forming the EMT.

27.8 The joint director for public health and protection is not part of the council's rota for on call corporate directors as he/she is participating in the NHS rota.

27.9 Administrative support to the CLT as EMT will be provided by the Personal Assistant (PA) to corporate directors and service directors.

27.10 The CLT should consider to audio record EMT meetings for evidence keeping in addition to written minutes and logs.

27.11 Meeting location for the CLT

Name and address of building	Room name and number
County Hall Bythesea Road Trowbridge BA14 8JN	MECH First Floor Meeting Room
Alternative site if County Hall unavailable Not currently specified	Not currently specified

27.12 If it is not possible or practical to get all CLT members and other staff together, then the CLT may meet via a teleconference which can be arranged by the EPU or the duty EPO.

27.13 In its function as EMT the CLT is responsible for:

- determining future strategy
- establishing and maintaining close liaison with the Strategic Co-ordinating Group via the council gold commander
- monitoring Wiltshire Council's response and support
- leading community reassurance
- issuing strategic directions
- monitoring the tactical and operational response
- making informed decisions about the status of regular services which will be maintained
- requesting mutual aid from neighbouring authorities
- authorising media releases
- briefing councillors and VIPs
- co-ordinating visits by VIP/MPs etc
- legal matters
- emergency budget management, the CLT will co-opt a finance staff in the recording of unbudgeted spending
- liaison with Central Government (Bellwin Scheme, see paragraph 24)
- disaster appeals.

27.14 On-call corporate director /council gold commander's (CGC) responsibilities are detailed in the action card in Annex A-1.

27.15 Chair of the CLT's responsibilities are detailed in the action card in Annex A-2- 2.

27.16 For details of the specific areas of responsibility of individual departments see section seven.

27.17 Insurance for volunteers: Volunteers formally on duty on behalf of the council are insured under the council arrangements. Should a volunteer be injured, lose or damage personal property or cause injury to a third party or property no admission of liability should be made or acknowledged. Full details should be recorded and reported to the council's business services finance team.

28 Emergency support staff

28.1 The roles of the emergency support staff can be broadly distinguished into two groups. Individual roles and responsibilities are detailed in the action cards in Annex A.

28.2 Those staff who are part of the command and control structure and/or will attend settings, e.g. multi-agency groups and cells, usually chaired by other agencies. These roles include

Role	Action Card
Local Authority Incident Officer (LAIO)	Annex A-5
Local Authority Liaison Officer (LALO)	Annex A-3
Technical support officer - for the council gold commander (may also be asked to act as council intelligence officer)	Annex A-6
Council intelligence officer - for the Joint Intelligence Cell	Annex A-7
Scientific and Tactical Advisory Cell Officer	Annex A-9

28.3 Those staff who are part of council led settings and predominantly implement actions and work with other council staff, even so they may have to co-ordinate with other agencies. These roles include:

Role	Action Card
Duty Emergency Planning Officer	Annex A-8
Council Incident Room	Council Incident Room Handbook
Welfare Team	Wiltshire Council Welfare Plan
Works Team	Works Team own plan
Communication Team	
Duty communications officer	Annex A-10
Council communication officer	Annex A-11
CLT communications officer	Annex A-12
Media handling centre manger	Annex A-13
Council media officer	Annex A-14

29 Council Incident Room

29.1 The Council Incident Room (CIR) is Wiltshire Council's emergency management centre.

29.2 The CIR is located at:

Name and address of Building	Room location
County Hall Bythesea Road Trowbridge BA14 8JN	First floor MECH : Emergency Planning Room
Alternative site if County Hall unavailable Not currently specified	Not currently specified

For location maps see Annex B.

29.3 The CIR provides the co-ordination and overview of Wiltshire Council's emergency response and supports the works and welfare teams.

29.4 The CIR Team is formed the CIR volunteers who run the CIR with support from the duty EPO.

29.5 The CIR is activated by the EPU during working hours and the duty EPO out of hours.

29.6 The CIR Team provides staff officers, communications, information, administration. It is also responsible for co-ordinating liaison with other authorities, in particular Swindon Borough Council.

29.7 The CIR Team will liaise with the council's communication team on warning and informing issues.

CIR Team functions

29.8 The CIR Team's functions are

Task	Description
1. Wiltshire Council Incident Room (CIR)	Opening CIR, setting up communications, furniture, stationery, maps.
2. Administration	Administration of the Incident Room to include staffing, refreshments.
3. Co-ordination	Monitoring of response activities and co-ordination if required. Maintenance of displays in the CIR . Maintain a log of the contact details and whereabouts of corporate directors, service directors and heads of service during the incident.
4. Communications	Co-ordination and operation of communication systems, message processing and distribution, RAYNET liaison, staffing.
5. Information	Provision of council communications team

(In liaison with Communications Unit)	<p>with information for the public.</p> <p>Circulation of information within Wiltshire Council via the duty EPO.</p> <p>Maintenance of links with media for dissemination of information.</p>
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29.9 The CIR is staffed by trained volunteering council staff. Up to six members of staff form a regular CIR shift. Additional staff maybe drafted in to provide support.

29.10 Details of the roles and responsibilities and the operation of the CIR can be found in the CIR Handbook

30 Welfare team

- 30.1 The welfare team provides for the physical and psychological wellbeing of all those who have been affected by the incident; including support workers.
- 30.2 The team deals with evacuation, accommodation and shelter requirements, including the provision of rest centres, support for the bereaved, counselling and comfort, and advice on social security matters. It co-ordinates the work of welfare volunteers. It co-ordinates emergency feeding.
- 30.3 Rest centre staff is called out via the duty social care manager who will contact the appropriate staff to open a rest centre.
- 30.4 Other welfare staff will be called out by the EPU or duty EPO or, once established by the CIR.
- 30.5 The welfare team's functions are:

TASK	DESCRIPTION
1. Accommodation	Provision of support by providing accommodation for relatives visiting the area (hotels and boarding houses); those made homeless (but not in sufficient numbers to justify opening a rest centre)
2. Rest/Reception Centres/Family Assistance Centres	Identification in advance of rest centres and arrangements to open when needed. Co-ordination of staffing arrangements. If requested by police, similar arrangements for Survivor Reception Centre, Friends & Families Reception Centre, and Humanitarian Assistance Centre.
3. Catering (contractor)	Arrangements at rest/reception centres.
4. Affected populations/Staff Support (in conjunction with Wiltshire NHS)	Arrangements for provision of counselling teams at rest/reception/assistance centres and for Wiltshire Council and emergency services staff involved.
5. Housing	Liaison with housing over re-housing those made homeless as a result of the emergency.
6. Public Health (in conjunction with Wiltshire NHS)	Advice to the public: Liaison with joint director of public health and NHS Wiltshire.
7. Welfare volunteers (in conjunction with Wiltshire NHS)	Co-ordination of deployment and activities of welfare volunteers from Voluntary Aid Societies (Salvation Army, Red Cross, St John) and other volunteer welfare organisations (RSPCA, CRUSE, 4X4 etc).
8. Evacuation	Provision of teams as requested by police at evacuation assembly points to assist with evacuation. Closure and evacuation of schools.
9. Resources	Provision of resources as required for all

TASK	DESCRIPTION
	welfare team tasks.
10. Education	Emergency closure of schools. Use of schools and facilities as rest centres. Psychological support.

30.6 Details on the operation of a rest centre can be found in the Wiltshire Council Welfare Plan.

31 Works team

- 31.1 The works team is responsible for the maintenance of essential services and infrastructure. It is responsible for delivering a wide range of services such as environmental protection/recovery; sanitation; pollution control; design, repair and construction services and may co-ordinate the work of contractors and direct labour, and liaise with the utilities. It is also responsible for ensuring the efficient transfer from emergency works procedures to routine restoration action.
- 31.2 The works team responds to requests for assistance from the incident site and co-ordinates the response of the various services involved.
- 31.3 The works team will be called out via the Works Team Manager or one of the Work Team Managers deputies.

Works Team functions

31.4 The team's functions are

TASK	DESCRIPTION
1. Civil Engineering	Design of permanent/temporary structures; inspections (roads, structures, land drainage) etc.
2. Building	Design of permanent/temporary structures; inspections (buildings, drains) etc
3. Public Health	Environmental pollution, public health, hazardous materials, liaison EA etc
4. Site Management	Control of contractors, building work, site clearance, traffic management, site construction; site supervision etc
5. Fleet	All fleet issues including fuel supplies
6. Procurement	Procurement of contractors, materials, specialist services, plant, liaison with utilities etc
7. Logistics	Call out system, secretariat, HR, on site rest and food facilities, rotas, communications, office space etc

- 31.5 Works Team tasks are delivered by co-operations of different services. The lead services will depend on the exact requirements of the situation and may change as needs arise.

31.6 Services will engage in the following tasks

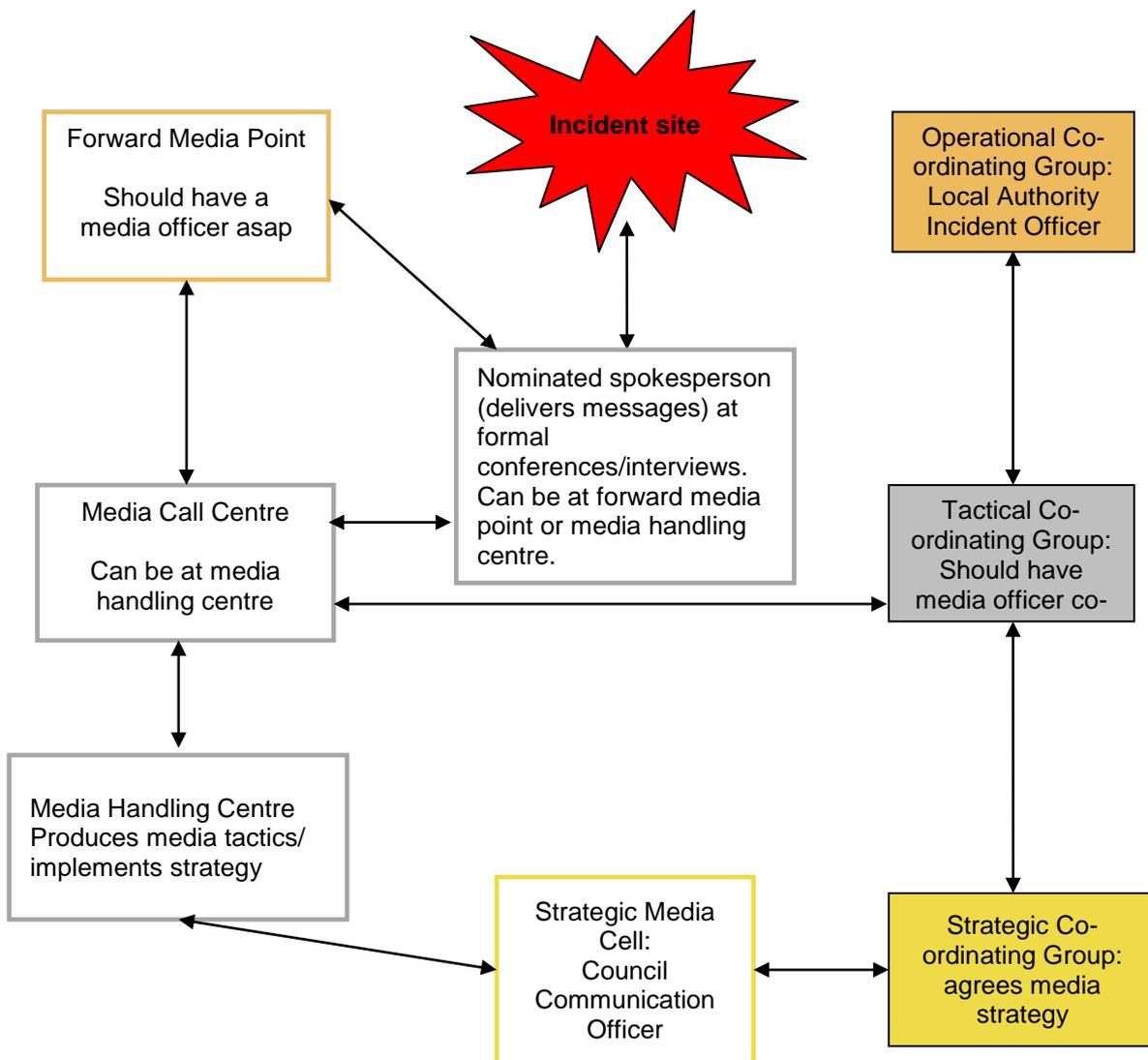
Corporate Director	Sue Redmond	Carlton Brand				Maggie Rae	Carolyn Godfrey
Tasks \ Service	Neighbourhood	Highways and Transport	Strategic Property	Waste Mgt	Planning	Public Protection	Procurement
Civil Engineering advice		X					
Building advice			X		X		
Public Health advice						X	
Waste advice				X			
Planning advice					X		
Technical advice on burial issues	X						
Technical advice on contamination, pollution and environment issues						X	
Technical advice re trapped casualties	X	X	X				
Technical advice re damaged buildings			X				
Maintenance and repair of buildings	X		X				
Maintenance and repair of Highway structures Including Drains	X	X					
Maintenance and repair of other structures	X	X	X				
Design of emergency buildings			X				
Design of emergency highway structures including drains		X					
Design of emergency other structures	X	X	X				
Construction of emergency structures	Y	Y	Y				
Deploy a site manager to manage site based work team and to liaise with LAIO and emergency services	X						
Deploy specialist construction advice	X	X	X				
Management of Waste generated by the incident				X			
Restore refuse collections				X			

Corporate Director	Sue Redmond	Carlton Brand				Maggie Rae	Carolyn Godfrey
Service Tasks	Neighbourhood	Highways and Transport	Strategic Property	Waste Mgt	Planning	Public Protection	Procurement
Road and car park Closures	X	X					
Making car parks available for other uses.	X						
Clear and emergency repairs to roads	X	X					
Road diversions	X	X					
Emergency Pumping and drainage specialists	X	X					
Transport of evacuees to rest centres		X					
Transport for evacuated schools		X					
Transport for the elderly, sick and infirm		X					
provide rest centres in Leisure centres	X						
Liaise with utilities							X
Procurement of specialist advice	X	X	X	X		X	X
Procurement of specialist equipment and plant	X	X	X	X		X	X
Procurement of Materials and contractors.	X	X	X	X		X	X
Fuel and repair of vehicles	X						
Four by Four vehicles	X	X					
Skilled operators	X	X					
Construction Plant, vehicles and Equipment	X	X					
General vehicles and Equipment	X						
Refuse Plant, vehicles, labour and equipments				X			
Communications equipment	?						?

32 Communications team

- 32.1 Communication with the media and the public is crucial during any incidents. The requirements of the media for fast, early and accurate information will cause pressure on all agencies involved, including Wiltshire Council. The council communication team will work closely with media and communication officers from all other agencies involved in the incident response.
- 32.2 Media management is driven, as far as possible and appropriate, by a philosophy of the open, honest, accurate and timely support of information to the public. The prime objective is the protection of life and the provision of support to victims and their families.
- 32.3 It is important from the outset to establish an open and workable relationship with the media especially during the golden hour when agencies, including Wiltshire Council should demonstrate to the media how they can assist them in meeting their needs.
- 32.4 The Wiltshire and Swindon LRF Major Incident Guide provides detailed information about the media response from all agencies. This includes ensuring that:
- appropriate communication takes place with local communities and key stakeholders in accordance with needs identified with community impact assessments.
 - appropriate internal communication takes place complete with delivery of 'key messages' to enable agency staff to act as ambassadors by also informing and reassuring the public.
- 32.5 The council, like the other agencies with statutory duties, may issue statements directly to the media, in accordance with its statutory responsibilities; however they should keep the lead authority and the senior media centre officer informed of the statements that they intend to issue prior to issue to ensure compliance with the agreed strategic co-ordinating group strategy.
- 32.6 The council communication team will support the dissemination of information to the public as part of the multi-agency effort. For this purpose the communication team will take on different roles at both council and multi-agency settings.
- 32.7 The council communication team will at least provide the following officers:
- communication officer to attend CLT
 - senior communication officer to attend the strategic media group
 - press officers to act as media handling centre officer if a media handling centre is opened
 - press officers to act as media officers at the media handling centre and the rest centre
 - administrative support officer for the media handling centre.
- 32.8 The multi-agency effort to encourage positive media reporting and the dissemination of important information to members of the public will follow a pre-agreed structure. This media control of major incident structure is picture in figure 4 below.

32.9 Media control of a major incident – Figure 4



32.10 There will be a multi-agency decision when co-ordination of the response to media is no longer required at the scene. The council's media response may increase when the emphasis switches to the recovery phase as the responsibility for dealing with the media will devolve to the council. It is important that the council will closely co-operate with the lead agency for a seamless handover, including the communication and media teams from both agencies.

32.11 Internal circulation of information within the council is of great importance in assisting with public information and dispelling inaccurate information that may be being rapidly circulated especially within social media outlets. The council communication team will share all press releases with the following:

- CLT
- Council Incident Room
- duty EPO
- Tactical commander

- welfare team – in particular rest centre managers
- works team
- technical support to CGC.

33 Communications means available to council staff

33.1 Wiltshire council staff have different communication means available during an incident:

- telephones, both mobile phones and landlines
- radio communication on site using TETRA via Emergency Services
- radio communication on site and between sites, using the Radio Amateur Network - RAYNET
- incident support vehicle
- Mobile Telecommunication Privileged Access Scheme - MTPAS
- satellite phones - SatCom
- BT assistance – Emergency Control Centre

33.2 Because of the risk of ignition from electrical sources only intrinsically safe communications systems will be employed within the inner cordon. The Fire Incident Officer may decide to increase the zone where only intrinsically safe communications systems can be used. This will be communicated to all agencies via the JICP

33.3 Note: With the exception of the TETRA system no communications system is secure from eavesdroppers. Radio scanners capable of receiving radio transmissions are readily available. Similarly, fax scanners can be quickly brought to the scene to intercept information transmitted between the services and agencies. This should be borne in mind when wording any transmission, including mobile phone conversations that may contain sensitive information.

Telephones

33.4 Telephones, including mobile phones will be used if possible to communicate with the Council Incident Room and services requested to attend on behalf of Wiltshire Council.

TETRA

33.5 The **emergency services** have migrated to the Terrestrial Trunked Radio Standard (TETRA), using Airwave. Wiltshire Police can loan TETRA radios under the Bronze Interoperability Protocol to Wiltshire Council and other agencies. Multi-agency talk groups can be utilised for the duration of the incident at tactical and operational command level.

RAYNET

33.6 **RAYNET** is the Radio Amateur Network, a nation-wide voluntary group of United Kingdom government licensed radio operators who are able to provide emergency radio communications to the emergency services, local authorities and central government departments. Their radio communications equipment is specifically designated for use in emergencies.

33.7 Wiltshire RAYNET can provide specialist HF, VHF and UHF radio communications assistance across Wiltshire and beyond into neighbouring counties. National and international radio communications can also be provided if requested.

33.8 RAYNET can also be used to communicate with the Council Incident Room via a RAYNET volunteers deployed at County Hall.

33.9 RAYNET are deployed through Wiltshire Council. Other agencies may approach Wiltshire Council for RAYNET assistance.

33.10 RAYNET is the main point of contact to put other voluntary agencies on standby.

Incident Support Vehicle

33.11 The Wiltshire Council Incident Support Vehicle is equipped with

- VHF radio for Wiltshire Council
- desks
- space for RAYNET Operators
- sockets for use of mobile devices

33.12 The council's Incident Support Vehicle should be positioned close enough to ensure efficient liaison and co-ordination, their proximity must not impair good radio communications (about 10 metres separation is ideal) or emergency vehicle access/egress routes.

33.13 To aid identification, the council's Incident Support Vehicle's orange identifying lights will be switched on. The re-circulating lights of all other vehicles deployed on behalf of the council must be switched off, except during incidents on **open** motorways or unless they are necessary elsewhere to avoid accidents and for safety purposes.

MTPAS

33.14 MTPAS (Mobil Telecommunication Privileged Access Scheme) is a government authorised scheme whereby the major mobile telephone companies can reserve priority use of available channels for the emergency services and local authorities at the scene of a major incident. It increases the likelihood of calls to being placed and received when mobile phone networks are overloaded.

33.15 This facility is expensive to implement and can cause inconvenience to normal subscribers. Therefore it should only be initiated after careful consideration and on the authority of the Police Strategic Commander who has raised the matter with the Strategic Co-ordinating Group. Calls should be as brief as possible.

33.16 All agencies should ensure that mobile telephones are correctly configured at all times to ensure a full working capability at the time of a Major Incident.

Satellite phones

33.17 In the event that satellite communication (SatCom) is requested, the duty EPO will deploy satellite phones to where they are needed. Four TT-3705A Explorer 300 Began satellite phones are held by EPU, two of which are active, the remaining two can be reactivated within 24 hours.

BT assistance

33.18 **BT assistance** is a chargeable service which can be arranged by Wiltshire Council. BT is able to offer the emergency services certain specialist communication equipment for use in a major incident.

33.19 This includes an Emergency Control Centre (TESS) an on-site command and control facilities, which includes:

- staffed by an Emergency Planning Team from BT

- broadband by satellite
- mobile phones
- satellite phone
- PC with UK Connect
- between two and six additional pre-wired lines at strategically placed exchanges
- payphone trailers for use by the press or at a survivor reception centre
- equipment such as fax machines and small switchboards.
- office equipment and documentation

33.20 A 'Super Tess' is also available for larger scale incidents which is a step frame semi trailer and provides:

- full office
- welfare/lobby area
- conference room

34 Additional rules for communication at known or suspected terrorist incidents

- 34.1 At known or suspected terrorist incidents radio transmitted devices may be kept on. The obvious benefits in being able to communicate at a major incident far outweigh the remote risk of activating a device through radio transmission. Only when a suspect device has been located should staff withdraw to at least 50 metres from the device before transmitting. It should be borne in mind that GSM digital telephones and some trunk radio systems permanently transmit as part of their normal operating procedure. When a device is discovered these items should be disconnected and not activated until they are outside the 50 metre zone mentioned above. In this regard extreme care must be taken with pagers and mobile telephones.
- 34.2 All staff should be aware of the possibility of secondary devices. The police will be responsible for checking the rendezvous point (RVP), marshalling areas, the JICP and cordon points for suspicious objects.
- 34.3 Any officer from any of the responding agencies who has any suspicions about any object, location, incident or person must bring this to the attention of a police officer immediately.

Section 7 Responsibilities for service areas

35 Responsibilities for all service areas

35.1 All service areas share some general roles and responsibilities in pre-incident phase, during the incident response and in the post-incident phase.

35.2 **Before an incident** occurs it is essential that corporate directors, service directors and heads of service carry out sufficient planning to enable their services:

- to respond effectively
- to maintain services at an appropriate level as agreed by CLT
- to support other critical service areas
- to carry out a structured stand down of services
- to work within the council's emergency management system.

35.3 They have to

- nominate deputies and essential staff and record their out of hours contact details.
- ensure all managers and staff are aware of their roles and responsibilities within the council's, emergency response, business continuity management and recovery management arrangements
- ensure appropriate health and safety measures are in place for all staff involved in the response to and recovery from an incident, including:
 - lone working arrangements
 - personal protective equipment
 - terms and conditions of redeployed staff
 - additional training
- acknowledge the potential need to contribute to the overall incident response even if it is outside their core area of work.

35.4 **Upon being called out to an incident** corporate directors, service directors and heads of service and those staff directly involved in the response to the incident will:

- establish and maintain a log of all actions taken, communications sent/received and decisions made, including the rationale for actions and decisions
- attend place of work or alternate location in accordance with appropriate emergency response or business continuity arrangements
- establish and maintain contact with the Council Incident Room and keep them informed of their movements at all times whilst the emergency is in progress
- initiate alert and call out actions where necessary
- work accordingly as part of the works team, welfare team or any of the recovery teams and follow team leader commands

- attend CLT and report implications for own service area
- request regular reports from those involved in the response
- ensure staff engaged on response and recovery operations are given regular briefings
- monitor impact of actions taken
- monitor staffing levels and rota arrangements
- ensure deputy is fully briefed on the situation
- authorise service areas/teams to adopt 24 hours/extended hours working where necessary
- ensure managers are able to establish shift rosters
- ensure that during extended hours working formal handover/takeover procedures are observed
- assess impact on the ability of service areas to deliver its services and take appropriate actions to ensure maintenance of critical service delivery and implement business continuity management arrangements if necessary
- in particular where there are shortages of staff, resources and/or finance ensure CLT is informed and implement remedial action as decided by CLT
- ensure that adequate stand down procedures are adopted so that that staff are not left at their posts when not required
- provide staff and physical support to frontline response teams and critical service areas when requested
- request mutual aid from other service areas through CLT

35.5 **Following the incident**, in order to ensure that the CLT has sufficient information available to compile any necessary reports, corporate director, service directors and heads of service:

- collect all relevant notes and logs
- request post incident reports from service directors and heads of service
- compile a report detailing all relevant information for submission to CLT
- support long term community recovery

36 Service areas led by Corporate Director Carlton Brand

36.1 Some service areas led by Corporate Director Carlton Brand have specific responsibilities during an incident.

36.2 **Business services and information services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Providing support to all:

- ICT
 - provision of extra IT and communications equipment and service where required
 - liaison with IT contractor
 - ensuring web site is maintained and content updated
 - access to GIS support
- Shared Services
 - monitoring and recording staff hours, overtime and TOIL costs and feed in to the accounting system
 - monitoring and managing health and safety arrangements for responding and redeployed staff
 - ensure that all work carried out in dealing with the incident is correctly recorded and logged
 - health and safety information and advice to responding team managers
 - establish post incident trauma counselling where necessary
- Customer Services
 - dealing with large numbers of call from members of the public

Works Team responsibilities

- Properties
 - out of hours access to council premises
 - provision of storage space
 - management of council property affected by the incident
 - engineering, technical and safety advice regarding damaged buildings and structures
 - design of emergency buildings

36.3 **Strategic services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Works team responsibilities

- maintenance and repair of bridges
- technical advice with regard to rescue of trapped casualties
- obtain resources and commission works for recovery of buildings

- design of emergency engineering work
- establishing temporary diversion routes
- manage traffic planning arrangements in conjunction with the police and Highways Agency where appropriate
- liaise with LAIO and Emergency Service Commanders to establish resource requirements at the scene
- liaise with the utilities for the recovery of the infrastructure
- availability of transport for evacuation operations
- arrange transport for schools which have been closed where necessary
- other issues relating to school transport particularly where it is adversely affected by the incident
- provision of specialised transport for the elderly and infirm

36.4 **Waste management services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Works team responsibilities:

- management of waste generated by the incident to include disposal of contaminated waste
- guidance on land contamination issues, subject to involvement of the Environment Agency and environmental health
- maintenance or restoration of refuse collection services in affected areas.
- provision of skilled operators, plant, equipment, transport and fuel for emergency operations
- liaise with LAIO and emergency services' commanders to establish resource requirements at the scene

36.5 **Economy and regeneration services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Recovery team responsibilities:

- the economic impact of the incident on the community
- advice on the recovery and redevelopment of the community

36.6 **Development services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Works team responsibilities:

- deploy manager to scene if requested to make a detailed assessment
- authorise and effect repair of damaged buildings
- engineering and technical safety advice with regard to building and other damaged structures
- technical advice on rescue of trapped casualties
- obtain resources and commission works for the recovery of buildings

- liaise with the utilities for the recovery of the infrastructure
- securing unstable structures which pose a risk to the public

37 Service areas led by Corporate Director Carolyn Godfrey

37.1 Some of the service areas under the Corporate Director Carolyn Godfrey have specific responsibilities during an incident.

37.2 **Schools and learning services** will provide support, information and advice to all responding service areas and teams with regard to:

Welfare team responsibilities:

- effects on schools resulting from the incident
- school closures
- availability of schools premises for alternate uses during an incident
- school site managers to liaise closely with DCS Rest Centre managers
- ensure maintained schools affected by an incident are kept fully briefed
- co-ordinate information to parents where schools have been closed via website or radio via local authority communications team
- provide psychological support

37.3 **Children and families services** will provide support, information and advice to all responding service areas and teams with regard to:

Welfare team responsibilities:

- providing staff to support DCS teams in opening, managing and staffing emergency rest centre and other appropriate welfare facilities
- advice to responding service areas and external agencies with regard to issues relating to children's and family's welfare issues such as
 - children in need of psychological support/ traumatised children
 - children without legal guardian on site, in Rest Centre or any other Welfare centre
- personal information and advice to evacuated persons

37.4 **Commissioning and performance services** will provide support, information and advice to all responding service areas and teams with regard to:

Support to all:

- maintaining an overview of the incident and assess emerging risk, reporting findings and recommendations for control measures to CLT
- emergency information for schools – decision made by police/ FRS/ Health/ LA, this could affect the need to keep pupils indoors or the restricted access to school premises. Might affect several schools in one area.

37.5 Examples of requests which will be directed at schools and learning; children and families and commissioning and performance are - (this is a non exhaustive list)

- taking on lead of the Strategic Co-ordinating Group in schools related incident

- advice from children's services needed for Rest Centre or any other Welfare centre
- need to identify vulnerable children in community
- evacuated children with special needs which cannot be met at rest centre
- assistance for overnight accommodation for evacuated children with special needs
- rest centre staff

37.6 **Finance services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Support to all:

- finance
 - establishing emergency accounting codes
 - recording and controlling expenditure and general financial matters
 - approval for expenditure outside budgets
 - administering Bellwin scheme if required
 - administering disaster appeal fund where necessary

Welfare team responsibilities:

- information and advice to evacuated persons regarding benefit entitlements

Support to all:

- procurement
 - identifying alternate and/or new suppliers and assess contractual implications
 - establish a resource control centre
 - identify suppliers of emergency resources requested through the Council Incident Room
 - identifying contractors for the commission of works in the recovery effort

37.7 **Legal and democratic services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Support to all

- establishing the councils liabilities within the response and recovery framework
- establishing possibility of recovery of expenditure
- investigate liability with statutory investigative agencies (Police, HM Coroner, and HSE for example)
- ensure that the requirements of the Data Protection and Freedom of Information Acts are met

- arrange meetings and briefings for members

37.8 **Communications** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to communication issues and contribute to the multi-agency response:

Communication team responsibilities:

- liaise with the media/ communications teams from partner agencies via the strategic media handling group
- ensure that the Council Incident Room is kept informed of all media related issues
- ensure regular briefs are received to enable media releases to be produced when necessary
- co-ordinate all media releases through the police media team
- set up, equipment and RUN a Media Handling Centre
- assist with communication officers to other places
- provide information to the public in line with joint LRF media guide
- monitor media including social media to correct inaccuracies which could be misleading
- implement specific REPPIR arrangements to ensure provision of information to the public in a radiological incident.

38 Service areas led by Corporate Director Sue Redmond

38.1 Some of the service areas under the Corporate Director Sue Redmond have specific responsibilities during an incident.

38.2 Resources will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Welfare team responsibilities

- collation of financial information

38.3 **Adult care and housing operations** will take relevant action and provide support information and advice to all responding service areas and teams with regard to:

- leads the welfare team

Welfare team responsibilities

- providing teams for opening, managing and staffing emergency rest centre and other appropriate welfare facilities supported by staff from DCE
- identification of vulnerable people within the community
- liaison with Wiltshire NHS in the provision of mental health services
- implications of the incident for the physically disabled or those with learning difficulties
- liaison with voluntary agencies for the provision of practical assistance such as clothing, furniture and grants
- comforting services and follow up checks for the distressed and bereaved
- liaison with appropriate agencies for the relocation of elderly/infirm occupants of residential care homes
- call out of voluntary aid services through the EPU and the Incident Room
- care of the homeless
- personal advice and information to evacuated persons
- provision of specialised transport for people with special transport requirements
- care of the homeless
- obtain information on all empty properties
- housing officer to attend the Rest Centre
- establish criteria to prioritise re-housing policy
- re-house where necessary and identify alternate solutions such as temporary homes, mobile homes, etc

38.4 **Communities services** will take relevant action and provide support information and advice to all responding service areas and teams with regard to:

Welfare team responsibilities

- liaison with community groups
- community issues with a direct impact upon the provision of welfare support services

Communication team responsibilities:

- using library facilities to provide information, advice and warnings to the community
- using library vehicles to disseminate information to isolated community areas

Works team responsibilities:

- effects of an incident on areas and/or buildings of particular historic or heritage value
- liaison with appropriate agencies in the restoration and recovery of historic or heritage sites and buildings

38.5 **Neighbourhood services** will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

- Lead the Works Team

Works Team responsibilities

- deploy officer to scene to make a detailed assessment
- obtain resources and commission works for the recovery of buildings
- authorise and effect repairs to roads, drains and sewers
- clearance and clean up of roads
- establishing temporary diversion routes
- manage traffic planning arrangements in conjunction with the police and Highways Agency where appropriate
- closure of public car parks to assign a different purpose to them
- provision of skilled operators, plant, equipment, transport and fuel for emergency operations
- liaise with LAIO and emergency services commanders to establish resource requirements at the scene
- liaise with the utilities for the recovery of the infrastructure
- provide information about burial services
- provide access to 4x4 vehicles
- maintenance and repairs of bridges
- construction of emergency structures
- securing unstable structures which pose a risk to the public
- deployment of incident support vehicle

Welfare team responsibilities

- provision of leisure centres for use as rest centres and other appropriate welfare facility.

39 Department of Public Health and Protection

39.1 Some of the department of public health and protection service areas have specific responsibilities during an incident, such as duty EPO or LAIOs.

39.2 Public protection will take relevant action and provide support, information and advice to all responding service areas and teams with regard to:

Support to all

- Duty Emergency Planning Officer
- Liaise with Wiltshire NHS and provide officer to the Scientific and Technical Advisory Cell (STAC)

Works team responsibilities

- managing all issues with regard to animal health and welfare
- monitor potential pollution problems resulting from the incident and the response
- assess impact on community safety, health and environmental issues
- advise on evacuation of pets and livestock
- information on cleansing, sanitation, burial and emergency mortuaries
- interpret environmental monitoring results and provide technical advice
- threats posed by chemical, biological and radiological substances
- appropriate actions to take to safeguard the public
- advice on food safety and quarantine of crops and foodstuffs
- arrange emergency sanitation and hygiene measures
- liaise with the Environment Agency and water companies
- provide liaison officers at Rest Centres and emergency mortuaries when requested
- access to database of hazardous materials and register of manufacturing processes locally
- pets require rescue from homes

Welfare team responsibilities

- identify population at risk
- community issues with a direct impact upon the provision of welfare support services
- pet's area and supervision for rest centre required.

Section 8 Additional information

40 Wiltshire Council and Wiltshire and Swindon LRF plans and guides

- 40.1 To focus Wiltshire Council's resources in the most efficient manner, supporting plans have been written which detail the way in which the response will be mounted. If any of these plans are required a request must be made through the EPU.
- 40.2 There are also times when minor incidents have the potential to escalate into Major Incidents if they are not dealt with effectively and the category 1 responders within Wiltshire have an agreed process with which to deal with this type of incident. The Minor Incident flow chart outlining the process can be found in Annex E.
- 40.3 **Wiltshire Council Evacuation Procedures:** Wiltshire Council's contribution to the organisation of evacuations can be found in Annex D.
- 40.4 **Wiltshire Council Welfare Plan:** This plan details the arrangements for establishing rest centres, Humanitarian Assistance Centres (HAC) and multi-faith support. The rest centre specific plan annex details the establishment of rest centre whereby the council can provide welfare arrangements for people directly involved in an incident, particularly those made homeless or unable to travel to their place of residence. The HAC plan annex details the arrangements for establishing a HAC where members of the public who have been either directly or indirectly involved in an incident can obtain health and welfare assistance as well as information and advice on such topics as finance; insurance; accommodation; and benefits for example.
- 40.5 **Wiltshire Council Excess Deaths Plan:** In the event that an incident involves dealing with large numbers of deceased exceeding the average seasonal mortality rates over a period of time.
- 40.6 **Wiltshire Council Flood Plan:** A number of areas throughout Wiltshire are within designated flood plains for major rivers. Additionally there are areas which are known to be particularly susceptible to surface water and flash flooding. This plan details the response arrangements necessary to deal with such incidents.
- 40.7 **Wiltshire Council Weather Emergencies Guide:** Whether problems are caused through strong winds, torrential rain or snow blizzards it is essential that Wiltshire Council does all it can to ensure that services are maintained. In the event that Wiltshire has been badly affected it is important that the business continuity arrangements of the council are implemented to ensure maintenance of critical services.
- 40.8 **Wiltshire Council Control Of Major Accident Hazards Regulations (COMAH) Plans:** There are currently four sites within Wiltshire which fall under these regulations. The council is responsible for establishing liaison between the responding agencies and producing an off-site emergency plan which brings together the combined multi- agency response to any incident which may originate from one of these sites.

- 40.9 **Wiltshire Council Major Accident Control Regulations (MARC) Plans:** The military equivalent of COMAH regulations requiring the provision of offsite emergency plans.
- 40.10 **Wiltshire Council Major Accident Hazard Pipeline Safety Regulations (PSR) Plans:** Similar to the COMAH plans these plans deal with pipelines which carry hazardous substances. Currently within Wiltshire we have approximately 140 km of pipeline which carries natural gas. The council is responsible for producing a response document should an incident originate from any of these pipelines.
- 40.11 **Wiltshire Council Animal Disease Plan:** This plan details the measures which must be implemented should an animal disease breakout within Wiltshire. The plan covers the most serious exotic animal diseases such as foot-and-mouth and avian influenza. It is maintained in close cooperation with the divisional veterinary manager for the Department of Food and Rural Affairs (DEFRA).
- 40.12 **Wiltshire Council Recovery Plan:** Whereas most plans detail the response to an incident, the recovery plan establishes the measures which are necessary for the community to recover. It deals with three key areas community recovery, site clearance, and infrastructure recovery. It involves a greater input from community leaders, such as councillors and community reassurance and resilience are integral aspects of the plan.
- 40.13 **LRF Major Incident Joint Procedures Guide:** This document co-ordinates the arrangements of all Category 1 responders and outlines the procedures which have been agreed by the LRF for the multi-agency response to an incident. It deals with all aspects of the response from the initial alert and call out, through the declaration of a major incident to the scaling down of the response. It establishes the combined command structure differentiating between the strategic, tactical and operational levels.
- 40.14 **LRF Mass Fatalities Plan:** In the event of an incident involves dealing with large numbers of suddenly deceased where it is essential that an emergency mortuary facility can be established on behalf of HM Coroner.
- 40.15 **LRF Mass Casualties Plan**
- 40.16 **LRF Hazardous Materials Incidents Guide:** Any incident which involves hazardous materials is extremely serious and therefore a separate set of arrangements are vital to ensure a co-ordinated and comprehensive response. Mainly lead by the Fire and Rescue Service (FRS) this plan outlines the various strategies for dealing with this type of incident and covers stabilisation, decontamination and the removal and disposal of hazardous waste.
- 40.17 **LRF Joint Media Guide:** An essential part of any response is to ensure that the media are engaged with as soon as possible, not only to feed their need for stories but also in order to broadcast any public safety and information messages. The importance of maintaining a good relationship with the media cannot be stressed too much. An effective incident response can be made to look particularly poor by a media that is starved of information and opportunity.
- 40.18 **LRF Public Warning and Informing Process:** Similar to the media management effort outlined above, ensuring that the public are kept as fully informed and aware as possible is a critical aspect of the response. Every means available must be used to ensure that co-ordinated multi-agency messages are available in a timely manner and in a format that suits all members of the public.

41 Emergency facilities

- 41.1 There may be a requirement for the council to activate certain emergency facilities which are not usually operated in the day to day business of the council such as emergency mortuary' rest centres, and humanitarian assistance centre.
- 41.2 **Rest Centres:** These facilities are primarily for delivering the welfare services required by people who have been evacuated or made homeless as a direct result of an incident. The use of leisure centres has been accepted as the best possible option for accommodating this type of facility. Schools have in the past been used as the first option, but this can cause knock on effects, however they remain the first fall back option. For small incidents where there aren't many people involved smaller premises such as community centres can be used.
- 41.3 The length of time a rest centre can remain open is limited, dependent upon the scope and scale of the incident. As a rule the rest centre should plan to operate for 48 hours maximum. After this time evacuees or the homeless should be found more suitable accommodation such as guest houses, hotels or in the case of the elderly or infirm, suitable care home accommodation.
- 41.4 **Humanitarian Assistance Centres (HAC):** The facilities are necessary where there has been a large scale incident particularly when there has been loss of life. They are a follow on from friends and families reception centres and rest centres and have been designed as a 'one stop shop' for all of the needs of those directly or indirectly affected by an incident. They operate on a multi-agency basis and the public can drop in to seek advice on many issues such as counselling and psychological support; insurance and finance issues; and general information and advice regarding the incident for example. The most favourable premises for establishing this type of facility are large sports/leisure centres or large hotels.
- 41.5 **Emergency mortuaries:** In the event that an incident results in a substantial number of fatalities, the normal mortuary capacity may be exceeded requiring the establishment of an emergency mortuary. Similarly if the incident is thought to be caused by criminal or terrorist activity the police or HM Coroner may request the establishment of such a facility to ensure continuity and preserve evidence. This plan details the way in which an emergency mortuary will be established within Wiltshire area.
- 41.6 **Body holding facilities:** Should Wiltshire suffer the effects of an epidemic or pandemic such as influenza where there is a high clinical attack rate coupled with a moderate fatality rate the undertaker and mortuary capacity available would be quickly overwhelmed. In this event; and where post mortem examination is not required the bodies will be stored in body holding facilities. This will enable the co-ordination of disposal measures whilst at the same time maintaining the dignity of the deceased.

Annex to the Wiltshire Council Major Incident Plan

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Annex A Major Incident Plan Action Cards

Action cards are provided for the following roles:

- On-call corporate director/ council gold commander (CGC)
- CLT chair
- Local Authority Liaison Officer (LALO)
- Tactical advisor to CGC
- Local Authority Incident Officer (LAIO)
- Technical support officer
- Council intelligence officer
- Scientific and Tactical Advisory Cell Officer
- Duty Emergency Planning Officer (Duty EPO)
- Duty communications officer
- Council communication officer
- CLT communications officer
- Media handling centre manger
- Council media officer

No action cards are provided for the following roles/ teams since detailed information is provided in their specific plans and guidance:

- Welfare team (aide memoires in Welfare plan)
- Works team
- CIR volunteers (action lists in CIR Handbook)

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Annex A-1

Major Incident Plan Action Card: On-call corporate director/ Council Gold Commander

Main responsibility

Council Gold Commander (CGC) at Strategic Co-ordinating Group (SCG) with overall command of Wiltshire Council resources

Call out via

Duty Emergency Planning Officer (Duty EPO)

Upon call out

- Start record (log) of all actions taken, communications and decisions made including the rationale for actions and decisions.
- Receive briefing from Duty EPO
- Assess the information received to determine the level of response necessary to meet the situation
- Declare a Major Incident if the situation has the potential to or is overstressing the normal resources of Wiltshire Council
- Record contact details for Local Authority Liaison Officer (LALO) and Duty EPO
- Establish with Duty EPO which members of the emergency management team need to be called out
- Nominate a chair of Emergency Management Team (EMT)
- Agree with CLT chair which members of the EMT will be called out by the CLT chair and which ones by the on-call corporate director
- Call out and brief other corporate directors
- Call out and brief leader of the council
- Call out and brief service directors and heads of services as established
- Collect work laptop, mobile phone, power cord and charger
- Clear diary for the day (if working day) and inform family if necessary
- Relocate to Strategic Co-ordinating Group (SCG) location (Joint Emergency Services Control Centre, Police HQ Devizes or Gablecross Police Station, Swindon)

Upon arrival

- Report to main reception
- Follow direction to SCG location and allocated local authority office
- Set up in designated local authority office
- Introduce him/herself to the other council staff and brief them about the situation:
 - Technical Support to CGC
 - Tactical Advisor
 - Council communication officer at strategic media group
 - STAC officer (if STAC established)
 - Council intelligence officer (if joint intelligence cell established)
- Hand over log to technical support officer
- Introduce yourself to other SCG members

- Once set up report status to
 - CLT
 - Local Authority Liaison Officer at Tactical Co-ordinating Group (TCG)
 - Duty EPO

Operation of Strategic Co-ordinating Group

- Attend all Strategic Co-ordinating Group meetings as council representative
- If the incident warrants a local authority lead, chair SCG (SCG is normally chaired by Police Gold Commander)
- If possible take tactical advisor to SCG meetings (number of attendees may preclude this)
- Consult with tactical advisor
- Contribute to the SCG determination of membership, operating protocol, strategic objectives and fixed agenda items
- Determine together with the Gold Commanders from all other agencies the strategy and records a strategy statement
- Authorise that sufficient council support and resources are available at the incident scene
- Establish and maintains frequent contact with the LALO: report back after each SCG meeting with latest strategic guidance and actions for LALO
- Delegate tactical decisions to LALO
- After each SCG meeting report back to CLT and Duty EPO
- Maintain a strategic overview
- Monitor and review the strategy
- Ensure that all actions, communications and decisions are recorded, including the rationale for them
- Liaise with central and regional government and other bodies as appropriate.
- Liaise with the Council Communication Officer attending the Strategic Media Group and the Intelligence Officer attending the Joint Intelligence Cell (if established).
- Ensure close liaison with the emergency services and other involved agencies as necessary
- When officially starting the recovery phase accept hand over from the Police Gold Commander
- If the SCG is likely to operate for more than eight hours, agree a rota for the Council Gold Commander and the CLT with the CLT
- Give a full briefing to the subsequent CGC when handing over.

Standing down

- Stand down all council staff attending the SCG location
- Inform the LALO that the SCG is standing down
- Inform the CLT and Duty EPO that the SCG is standing down
- Consider a hot debrief meeting with CLT and Duty EPO before going off duty

Debrief

- Write a full report from the log sheets and ensure that the report is filed along with the log sheets to the EPU
- Ensure that all council services involved engage in council internal debriefs

- Participate in council internal debriefs
- Participate in multi-agency debrief for the strategic level

Advice is provided by

- Tactical adviser at SCG (primary advisor)
- CLT
- Council Communications Officer at Strategic Media Group
- Council Intelligence Officer
- Duty EPO

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire Council Welfare Plan
- Wiltshire Council Corporate Business Continuity Plan
- Wiltshire Council Recovery Plan
- Wiltshire and Swindon LRF Major Incident Joint Procedures Guide
- Wiltshire and Swindon LRF Media Plan
- Wiltshire and Swindon LRF Joint Intelligence Cell Protocol
- Wiltshire and Swindon LRF Mass Fatalities and Emergency Mortuary Guide
- Civil Contingencies Act 2004

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Annex A – 2

Major Incident Plan Action Card: CLT Chair

Main responsibility

Chairs the Corporate Leadership Team while the CLT acts as Emergency Management Team (EMT)

Call out via

On-call corporate director

Upon call out

- Start record (log) of all actions taken, communications and decisions made including the rationale for actions and decisions.
- Receive briefing from on-call corporate director
- Record contact details for Duty EPO
- Establish with on-call corporate director which members of the emergency management team will be called out by the CLT chair
- Call out and brief other corporate directors as agreed with on-call corporate director
- Call out and brief service directors and heads of services if agreed with on-call corporate director
- Call out PA to provide support to CLT
- Collect work laptop, mobile phone, power cord and charger
- Relocate to County Hall Governance Meeting Room or alternate location for CLT if County Hall unavailable
- If unable to physically relocate arrange teleconference with all agreed CLT attendees via the Duty EPO
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

- If building still locked wait for arrival of Keyline security
- Report to Duty EPO
- Meet with other CLT/ ELT members
- Receive an update from the Council Gold Commander (CGC) and the Duty EPO

Operation of CLT as Emergency Management Team

- Chair CLT meetings
- Ensure minutes of meetings are taken and circulated
- Consider audio recording of CLT meetings for evidence keeping in addition to minutes and log keeping
- Discuss the implications of the emergency with the CLT
- Decide upon the appropriate response
- Determine the future strategy and issue strategic directions

- Check with services who operate in the affected area that all staff are safe
- Decide about any changes to services delivery required to release resources for incident response and inform relevant services about remedial actions they are to take
- Hold regular CLT meetings and briefing sessions.
- Establishing and maintaining close liaison with the Strategic Co-ordinating Group (SCG) via the CGC who will brief the CLT after each SCG meeting
- Liaise frequently with the communication team via the CLT communication officer regarding the content of any statements and/or public information that is to be released to the public and/or media
- Monitor the Wiltshire Council's tactical and operational response and support.
- Make assessments on the success or otherwise of all actions taken
- Ask for regular reports in order to remain fully aware of the situation and take appropriate actions when necessary
- Maintain financial control of the council's operation and make decisions about the emergency budget management ensuring that records are kept
- Request mutual aid from neighbouring authorities if required
- Consider need for military aid (as last resort – see para 24)
- Lead on community reassurance
- Liaise with central government
- Ensure councillors are informed of the situation and actions taken
- Co-ordinate visits by VIP/MPs etc
- Establish and chair any disaster appeal fund committee and liaise with legal and financial officers and British Red Cross Society
- Give a full briefing to the subsequent CLT chair when handing over

Standing down

- Stand down all council staff attending the CLT location
- Inform the CGC and the Duty EPO that the CLT is standing down
- Consider a hot debrief meeting with all of the CLT, CGC and Duty EPO before going off duty

Debrief

- Write a full report from the log sheets and ensure that the report is filed along with the log sheets to the EPU
- Prepare detailed reports for councillors and submission to subsequent enquiries.
- Request post incident reports from all Corporate Directors and Team Managers who were involved
- Participate in council internal debriefs
- Participate in multi-agency debrief for the strategic level

Advice is provided by

- CLT
- CGC
- Service directors and heads of services
- Duty EPO
- Lead government departments

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire Council Welfare Plan
- Wiltshire Council Corporate Business Continuity Plan
- Wiltshire Council Recovery Plan
- Wiltshire and Swindon LRF Major Incident Joint Procedures Guide
- Wiltshire and Swindon LRF Media Plan
- Wiltshire and Swindon LRF Joint Intelligence Cell Protocol
- Wiltshire and Swindon LRF Mass Fatalities and Emergency Mortuary Guide
- Civil Contingencies Act 2004

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Annex A-3

Major Incident Plan Action Card: Local Authority Liaison Officer

Main responsibility

Tactical commander (silver) for the council at the Tactical Co-ordinating Group (TCG) responsible for passing on requests for council services and assistance, and coordinating the council's participation at the incident.

Call out via

Duty Emergency Planning Officer (Duty EPO) or the Council Incident Room (CIR)

Upon call out

- Start record (log) of all actions taken, communications and decisions made including the rationale for actions and decisions.
- Receive briefing from Duty EPO, using CHALETS
- Record contact details for Rendezvous Point (RVP), Local Authority Incident Officer (LAIO), Council Gold Commander (CGC), Duty EPO and CIR
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Appropriate protective clothing, fluorescent jacket, and a sign for display be displayed at the office/vehicle
 - Emergency Contact Directory, log sheets or PACE notebook, stationery
- Consider own welfare, time of day and location of incident and take appropriate snacks and drinks to maintain energy levels
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

- Proceed to the rendezvous point (RVP)
- Allow police officers at the cordon to carry out the appropriate identification checks
- Follow directions to the Joint Incident Control Post (JICP)
- Introduce yourself to the Police Tactical Commander as chair of the TCG
- Ensure that the emergency services record the LALO presence
- Receive sitrep
- Report back to Duty EPO or CIR (if established)
- Establish contact with LAIO and CGC
- Check if RAYNET assistance is required

Operation of Tactical Co-ordinating Group

- Continue the log of activities, conversations and decisions and the rationale behind them
- Represent Wiltshire Council at the tactical command level
- Attend tactical command briefings

- Liaise with the emergency services at tactical command and advise them on the support available from the council
- Establish and agree what is required of the council
- Be in regular contact with the LAIO to receive sit reps reports about actions taken and resources required
- Be in regular contact with the Duty EPO or, if operating, the CIR to inform them of LAIO requests and sit reps
- When contacting the CIR provide the following information
 - name/ role/ contact details of caller
 - whether the call is providing information or requesting an action and if this action is to be prioritized over other actions
 - a short summary of the information/ request with sufficient information for the CIR to process the message
 - answers to further questions by CIR staff to ascertain further details about the message
- Be in regular contact with the CGC for sit reps and strategic advice.
- Respond to requests and information from operational (bronze) and strategic (gold)
- Pass on sit reps and ensure that all council command levels share a Common Recognised Information Picture (CRIP)
- Establish contact with council officers and support staff arriving at the JICP or TCG
- Look after the welfare of all staff deployed on behalf of Wiltshire Council, including one's own
- Give a full briefing to the subsequent LALO when handing over
- Notification of change of tactical command can be formally carried out at the TCG meeting

Standing down

- Stand down all council officers and support staff attending the TCG or JICP location
- Inform the LAIO, CIR and CGC that the LALO is standing down
- Consider a hot debrief meeting with the Duty EPO, CIR and LAIO

Debrief

- Write a full report from his/her log sheets and ensures that the report is filed along with those sheets.
- Participate in council internal debriefs
- Participate in multi-agency debrief for the tactical level

Advice is provided by

- Duty EPO
- Council Gold Commander (CGC)
- CIR
- Works and Welfare Team leaders

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire Council Welfare Plan
- Wiltshire and Swindon LRF Major Incident Joint Procedures Guide
- Wiltshire and Swindon LRF Media Plan
- Wiltshire and Swindon LRF Mass Casualties Guide
- Wiltshire and Swindon LRF Mass Fatalities and Emergency Mortuary Guide

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Annex A-4

Major Incident Plan Action Card: Tactical advisor to Council Gold Commander

Main responsibility

Tactical advisor for the Council Gold Commander (CGC) at the Strategic Co-ordinating Group (SCG).

Call out via

Duty Emergency Planning Officer (Duty EPO) or the Council Incident Room (CIR)

Upon call out

- Start record (log) of all actions taken, communications and decisions made including the rationale for actions and decisions.
- Receive briefing from Duty EPO, using CHALETS
- Check which SCG location to go to and record details of council gold commander (CGC) and technical support (if already known)
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Appropriate protective clothing,
 - Emergency Contact Directory, log sheets or PACE notebook, stationery
- Clear diary for the day (if working day) and inform family if necessary
- Relocate to Strategic Co-ordinating Group (SCG) location (Police HQ Devizes or Gablecross Police Station, Swindon)

Upon arrival

- Report to main reception
- Follow direction to SCG location and allocated local authority office
- Set up in designated local authority office
- Introduce him/herself to the other council staff and receive a briefing about the situation:
 - CGC (corporate director or service director)
 - Technical support
 - Council communication officer at strategic media group
 - STAC officer (if STAC established)
 - Council intelligence officer (if joint intelligence cell established and if different from technical support officer)
- Report back to LALO and Duty EPO, or if established, CIR and provide them with contact telephone number.

Operation of Strategic Co-ordinating Group

- Continue the log of activities, conversations and decisions and the rationale behind them

- Attend SCG meetings to advise CGC if asked to do so
- Advise the CGC during and in between meetings
- Be in regular contact with LALO if asked to do so by CGC
- Give a full briefing to the subsequent tactical advisor when handing over

Standing down

- Inform the CIR and LALO that the tactical advisor is standing down
- Consider a hot debrief meeting with the CGC, Duty EPO, CIR and LALO

Debrief

- Write a full report from his/her log sheets and ensures that the report is filed along with those sheets.
- Participate in council internal debriefs

Advice is provided by

- Duty EPO
- LALO
- CIR
- Works and Welfare Team leaders

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire Council Welfare Plan
- Wiltshire and Swindon LRF Major Incident Joint Procedures Guide
- Wiltshire and Swindon LRF Media Plan
- Wiltshire and Swindon LRG Mass Casualties Guide
- Wiltshire and Swindon LRF Mass Fatalities and Emergency Mortuary Guide

Annex A-5

Major Incident Plan Action Card: Local Authority Incident Officer

Main responsibility

Operational commander (bronze) for the council at the Operational Co-ordinating Group (OCG). Responsible for all operational support requirements at the incident site. Prime responsibility to keep LAIO informed through the council incident room.

Call out via

Duty Emergency Planning Officer (Duty EPO) or the Council Incident Room (CIR)

Upon call out

- Start record (log) of all actions taken, communications and decisions made including the rationale for actions and decisions.
- Receive briefing from Duty EPO, using CHALETS
- Record contact details for Rendezvous Point (RVP), Local Authority Liaison Officer (LALO), Duty EPO and CIR
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Appropriate protective clothing, fluorescent jacket, and a sign for display be displayed at the office/vehicle
 - Emergency Contact Directory, log sheets or PACE notebook, stationery
- Consider own welfare, time of day and location of incident and take appropriate snacks and drinks to maintain energy levels
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

- Proceed to the rendezvous point (RVP)
- Allow police officers at the cordon to carry out the appropriate identification checks
- Follow directions to the Forward Control Point or Inner Cordon Entry Point
- Introduce yourself to the Operational Commanders
- Ensure that the emergency services record the LAIO presence
- Receive a safety briefing and a sitrep
- Report back to Duty EPO or CIR (if established)
- Establish contact and provide LALO with first sitrep
- Check if RAYNET assistance is required

Operation of Operational Co-ordinating Group

- Continue the log of activities, conversations and decisions and the rationale behind them
- Liaise with the emergency services and other Cat 1 responders and advising them on the support available from the council

- Attend operational command briefings
- Be in regular contact with the LALO to provide him/her with updates of the resources required and actions taken.
- Should an LALO not yet be deployed, be in regular contact with Duty EPO respectively CIR once established
- When contacting the LALO provide the following information
 - name/ role/ contact details of caller
 - whether the call is providing information or requesting an action and if this action is to be prioritized over other actions
 - a short summary of the information/ request with sufficient information for the LALO to pass on to the CIR
 - answers to further questions by LALO to ascertain further details about the message
- Respond to requests and information from the LALO (silver) and CGC (gold)
- Log in and log out the presence of all council staff and resources, including contractors
- Co-ordinate all council staff and resources on site, including contractors
- Call forward council services as required
- Look after the welfare of all staff deployed on behalf of Wiltshire Council, including one's own.
- Give a full briefing to the subsequent LAIO when handing over

Standing down

- Stand down all council officers and support staff deployed at the operational level unless permission has been received from the LALO to leave
- Inform the LALO and CIR the LAIO is standing down
- Consider a hot debrief meeting with the Duty EPO, CIR and LALO

Debrief

- Write a full report from his/her log sheets and ensures that the report is filed along with those sheets.
- Participate in council internal debriefs
- Participate in multi-agency debrief for the strategic level

Advice is provided by

- LALO
- Works and Welfare reps on site
- CIR

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire Council Welfare Plan
- Wiltshire and Swindon LRF Major Incident Joint Procedures Guide
- Wiltshire and Swindon LRG Mass Casualties Guide
- Wiltshire and Swindon LRF Mass Fatalities and Emergency Mortuary Guide

Annex A-6 Major Incident Plan Action Card: Technical Support Officer

Main responsibility

The technical support officer provides administrative support to the council gold commander (CGC) at the strategic co-ordinating group

Call out via

Duty Emergency Planning Officer (Duty EPO) or the Council Incident Room (CIR)

Upon call out

- Receive briefing from Duty EPO, using CHALETS
- Out of hours: check with the Duty EPO when County Hall will be open
- Consider own welfare, time of day and location of incident and take appropriate snacks and drinks to maintain energy levels
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - GOLD BOX from the Public Protection Office (Room 115) in County Hall, Cabinet 4. Keys are in the key press.
 - Emergency Contact Directory
- Clear diary for the day (if working day) and inform family if necessary
- Relocate to Strategic Co-ordinating Group (SCG) location (Police HQ Devizes or Gablecross Police Station, Swindon)

Upon arrival

- Report to main reception
- Follow direction to SCG location and allocated local authority office
- Set up in designated local authority office
- Introduce him/herself to the other council staff and receive a briefing about the situation:
 - CGC (corporate director or service director)
 - Tactical advisor
 - Council communication officer at strategic media group
 - STAC officer (if STAC established)
 - Council intelligence officer (if joint intelligence cell established and if different from technical support officer)
- Take over log from CGC
- Report back to Duty EPO, or if established CIR and provide them with contact telephone number for CGC

Operation of Strategic Co-ordinating Group

- Continue the log of actions taken, conversations and decisions made by CGC and tactical advisor and the rationale behind them

- While CGC is in SCG meetings staff the local authority office at the SCG
- Respond to phone calls into the local authority office at the SCG
- Take and relay messages for the CGC and technical advisor
- Relay messages on behalf of the CGC
- Log actions taken, communications and decisions made by the CGC and tactical advisor (LALO) outside meetings including the rationale for actions and decisions.
- Log the results of CGC consultations with the tactical advisor (LALO).
- Give a full briefing to the subsequent technical support officer when handing over

Standing down

- Stand down when the CGC is standing down
- Check if there will be a hot debrief with the Duty EPO and the CIR

Debrief

- Write a full report from his/her log sheets and ensures that the report is filed along with those sheets.
- Participate in council internal debriefs
- Participate in multi-agency debrief if asked to do so

Advice is provided by

- LALO
- Works and Welfare reps on site
- CIR

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire Council Welfare Plan
- Wiltshire and Swindon LRF Major Incident Joint Procedures Guide
- Wiltshire and Swindon LRG Mass Casualties Guide
- Wiltshire and Swindon LRF Mass Fatalities and Emergency Mortuary Guide

Annex A-7

Major Incident Plan Action Card: Council Intelligence Officer

Main responsibility

The council intelligence officer is the council's Single Point Of Contact (SPOC) in a Joint Intelligence Cell (JIC). Staff who act as council intelligence officers are required to be vetted by Wiltshire Police up to the security clearance level.

Call out via

Duty Emergency Planning Officer (Duty EPO) or the Council Incident Room (CIR)

Upon call out

- Receive briefing from Duty EPO, using CHALETS
- Consider own welfare, time of day and location of incident and take appropriate snacks and drinks to maintain energy levels
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Check CLIO access information
- Clear diary for the day (if working day) and inform family if necessary
- Relocate to Strategic Co-ordinating Group (SCG) location (Police HQ Devizes or Gablecross Police Station, Swindon)

Upon arrival

- Report to main reception
- Follow direction to JIC location
- Set up in designated JIC location
- Introduce him/herself to the other council staff and receive a briefing about the situation:
 - CGC (corporate director or service director)
 - Technical support officer
 - Tactical advisor
 - Council communication officer at strategic media group
 - STAC officer (if STAC established)
- Introduce yourself to the Detective Inspector leading the JIC
- Report back to Duty EPO

Operation of Joint Intelligence Cell

- Log onto CLIO (Police Intelligence system)
- Establish contact with Duty EPO via email.
- Add information provided by the Duty EPO to CLIO
- provide intelligence generated by Wiltshire Council to the JIC

- be the council's point of contact in the JIC
- relay requests for information (e.g. regarding vulnerable people) to the council via the duty EPO
- Provide the Duty EPO with regular Common Recognised Information Picture (CRIPs) from CLIO
- Respond to requests for information about vulnerable people
- Liaise with tactical advisor to CGC or CGC if necessary
- Give a full briefing to the council intelligence officer when handing over

Standing down

- Stand down when the JIC is standing down
- Check if there will be a hot debrief with the Duty EPO

Debrief

- Write a full report from his/her log sheets and ensures that the report is filed along with those sheets.
- Participate in council internal debriefs
- Participate in multi-agency debrief if asked to do so

Advice is provided by

- Duty EPO

Most relevant documents to be familiar with

- Wiltshire Council Major Incident Plan
- Wiltshire and Swindon Major Incident Joint Incident Procedures
- Wiltshire and Swindon LRF Joint Intelligence Cell Protocol

Annex A-8

Major Incident Plan Action Card: Duty Emergency Planning Officer

Main responsibility

The Duty Emergency Planning Officer (Duty EPO) is the initial point of contact for incidents and subsequent advisor to the emergency management system. In addition he/she will respond to any incident too small to warrant the opening of the CIR.

Call out via

Emergency services or other council services

Upon call out

- Start log
- Respond to pager and receive briefing about the situation, using CHALETs
- Contact FM support to open County Hall during out of hours
- Call
 - LAIO
 - Emergency Planning colleagues
 - On-call corporate director
 - LALO
 - Director for Public Health and Protection
 - CIR Team Leader
 - Technical Support for SCG
 - Welfare Team Leader/ Social Care Duty Officer
 - Works Team Leader/ Deputy
 - Communications Team/ Duty Communications Officer
 - Council Intelligence Officer
 - RAYNET to put Voluntary Agencies on stand-by
- Consider using a conference call to brief several of the above at the same time, using the BT Meet ME account
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Emergency Contact Directory
- Clear diary for the day (if working day) and inform family if necessary
- Relocate to County Hall or if County Hall is unavailable alternative site.
- If necessary, collect CIR kit for alternative site from emergency planning officers.

Upon arrival

- If building still locked wait for arrival of Keyline security
- Set up in public protection office, room 115
- Help CIR team set up the CIR

- Set up conference phone in Governance meeting room
- Introduce yourself to CLT and other arriving council staff
- Respond to phone calls from council staff set up in their respective locations (LAIO, LALO, CGC, technical support officer, intelligence officer, technical advisor, etc)

Operation of Emergency Management System

- Maintain log
- Hand over contact with emergency support staff to CIR
- Resolve technical issues for CIR
- Provide CLT with regular CIR updates
- Attend CLT meetings if asked to do so
- Provide JIC with updates
- Be available to provide advice to emergency support staff if necessary
- Maintain an overview of the situation without getting involved in the detail
- respond to Operation Link notifications
- Once the Emergency Management System is established, to hand over decision making and co-ordination and revert to providing advice to the various roles in the emergency management system.
- Provide the communication link between the CIR and the CLT.
- provide the council based end of the two way communication between the council and the council's intelligence officer at the Joint Intelligence Cell (if established)
 - activate specific arrangements for
 - teleconferencing facilities for the CLT
 - identification of vulnerable people
 - emergency purchases
 - the councils' emergency website function
 - activation of Community Emergency Volunteers and Community Resilience Plans.
 - activation of Community Emergency Volunteers and Community Resilience Plans.
- Set up a rota with other Duty EPOs
- Give a full briefing to the next Duty EPO when handing over

Standing down

- Ensure everybody else has stood down before standing down.**
- Decide if collective hot debrief or separate hot debriefs should take place immediately with
 - CLT and ELT
 - CIR Team
 - CGC and CGC support staff (tactical advisor, technical support, council intelligence officer, STAC officer, communication officer)
 - LAIOs

- LALOs
- Welfare Team
- Works Team
- Communication Team

Debrief

- Collect report and log sheets from all council staff involved in the response
- Organise council internal debriefs
- Participate in multi-agency debriefs

Advice is provided by

n/a

Most relevant documents to be familiar with

All Wiltshire Council emergency planning documents and all LRF plans, guides and processes

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Annex A – 9

Major Incident Plan Action Card: Scientific Tactical Advice Centre (STAC) Officer

Main responsibility

The STAC officer represents the council in a Scientific Tactical Advice Cell. The STAC officer is a trained role which is performed by Environmental Health Officers (EHO).

Call out via

The CGC will call out the STAC officer via the CIR.

Upon call out

- Start log
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Emergency Contact Directory
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

- Report to main reception
- Follow direction to SCG location and allocated local authority office
- Set up in designated local authority office

Operation of Emergency Management System

- Maintain log
- Contract any necessary scientific services
- provide expert advice and support to the STAC Chair
- liaise with the council
- identify hazards and assess risks
- advise on the immediate and on-going safety of the area
- deal with contamination issues
- deal with environmental monitoring and sampling
- provide information and advice.

- interpret and collates available information relating to chemicals and their effect within the incident area and/or the wider environment.

- provide positive and user-friendly advice following any monitoring including the collection and analysis of any samples.

Standing down

- Ensure everybody else has stood down before standing down.**
- Decide if collective hot debrief or separate hot debriefs should take place immediately with

Debrief

- The STAC officer will contribute to any multi agency debriefs and subsequent reports

Advice is provided by

n/a

Most relevant documents to be familiar with

All Wiltshire Council emergency planning documents and all LRF plans, guides and processes

Annex A-10

Major Incident Plan Action Card: Duty Communications Officer

Main responsibility

The duty communication officer is the first officer to be informed about a major incident. He/she will activate the response of the council communication team and will initially act as media officer. The duty communication officer may later become the media handling centre manager and another communication officer may take on the role of media officer.

Call out via

They will be called out by the emergency planning unit during working hours or the duty EPO out of hours.

Upon call out

- Start log
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
 - Emergency Contact Directory
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

- Relocate to the forward media meeting point if location known, otherwise report to the RVP and ask for directions from there.

Operation of Emergency Management System

- Maintain log
- liaise with the LALO.
- to be familiar with the council's internal media policies
- to respond to media requests on an operational or tactical level and stay in contact with the council's communications team
- to work in a multi-agency setting to ensure all messages are co-ordinated and accurate
- will call out the following communication staff, with additional staff depending on the scale of the incident:
- When a media centre is established to enable more formal briefing, the duty communication officer or another communication officer will take on the role of media handling centre manager.

Standing down

Once the duty within the incident is completed, the duty communication officer will write a full report from his/her log sheets and ensures that the report is filed along with the log sheets

Debrief

The officer will contribute to any multi agency debriefs and subsequent reports and examine any lessons to be learned that can later be considered for adoption into subsequent Media Guides.

Advice is provided by

n/a

Most relevant documents to be familiar with

Wiltshire and Swindon LRF Major Incident Media Guide and any role in the guide he/she may have to fulfil.

Annex A-11

Major Incident Plan Action Card: Council Communications Officer

Main responsibility

The council communication officer will represent the council at the strategic media group. The strategic media group will check the contents of or authorise every individual media release. The council communication officer will be a senior member of the communication team with the appropriate delegated authority to participate in these strategic media group decisions.

Call out via

The council communication officer will be called out by the communication team during working hours or by the duty communication officer out of hours. The communication team will be informed by the EPU and the duty communication officer will be informed by the duty EPO or the CIR once established.

Upon call out

- Start log
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

Report to the main reception of the SCG location, either Wiltshire Police HQ or Gablecross Police station.

Report back to the CIR and the council communication team that he/she is set up

Operation of Emergency Management System

- Maintain log
- attend meetings of the strategic media group and contribute to the preparation of a media strategy to be approved by the SCG.
- provide the communications team with the appropriate information for release via council communication channels in accordance with the Wiltshire and Swindon Local Resilience Forum Major Incident Media Guide.
- will take on the role as deputy chair of the group if asked by the group to do so, in particular in small scale incidents where a media handling centre has also been established and is at the same location as the strategic media group

- to work in a multi-agency setting to ensure all messages are co-ordinated and accurate

Note: no casualty figures are to be released without permission of the chair of the SCG. If the chair is not a police officer, then police authority must be sought.

Standing down

Once the duty within the incident is completed, the communication officer will write a full report from his/her log sheets and ensures that the report is filed along with the log sheets

Debrief

The officer will contribute to any multi agency debriefs and subsequent reports and examine any lessons to be learned that can later be considered for adoption into subsequent Media Guides.

Advice is provided by

n/a

Most relevant documents to be familiar with

Wiltshire and Swindon LRF Major Incident Media Guide and any role in the guide he/she may have to fulfil.

Annex A-12

Major Incident Plan Action Card: CLT Communications Officer

Main responsibility

A council communication officer will represent the council at CLT meetings. The main role will be to liaise with the council communications officer at the strategic media group, and ensure any messages from CLT comply with the messages coming from the strategic media group.

Call out via

The CLT communication officer will be called out by the council communications officer at the strategic media group. This will happen through the communication team during working hours or by out of hours call.

Upon call out

- Start log
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

Report to the CLT meeting room (Governance Room in County Hall). Ensure the council communications officer is informed once they are in place.

Operation of Emergency Management System

- Maintain log
- attend meetings of CLT and contribute to the meetings by feeding back details from the strategic media group.
- Following all meetings he/she will feed back to the council communications officer at the strategic media group
- be in frequent contact with the council's communication team and provide it with the appropriate information.

Standing down

Once the duty within the incident is completed, the CLT communication officer will write a full report from his/her log sheets and ensures that the report is filed along with the log sheets

Debrief

The officer will contribute to any multi agency debriefs and subsequent reports and examine any lessons to be learned that can later be considered for adoption into subsequent Media Guides.

Advice is provided by

n/a

Most relevant documents to be familiar with

Wiltshire and Swindon LRF Major Incident Media Guide and any role in the guide he/she may have to fulfil.

Annex A-13

Major Incident Plan Action Card: Media Handling Centre Manager

Main responsibility

The media handling centre manager (sometimes also referred to as media centre manager) will set up and run the multi-agency media handling centre in accordance with the Wiltshire and Swindon Local Resilience Forum Major Incident Media Guide.

Call out via

The media handling centre manager will be called by communication team during working hours or the duty communication officer out of hours.

Upon call out

- Start log
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

Report to the CLT meeting room (Governance Room in County Hall). Ensure the council communications officer is informed once they are in place.

Operation of Emergency Management System

- maintain log
- consult with the lead agency, usually the police, on a suitable location for the media handling centre and on the layout of the centre. He/she can also consult with the duty EPO. Normally the location will be as close as practical to the scene.
- prior to leaving for the media handling centre, the manager will carry out a number of actions:
 - Establish where the media handling centre is going to be
 - Establish which equipment is needed in the media handling centre
 - Arrange for a sufficient number of council communication staff to cover roles in the council communication office and at the media handling centre including a relieve officer to take on the role of duty communication officer if necessary.
- Be responsible for providing sufficient telephones, fax machines and email connections to handle
 - incoming media enquiries

- the dissemination of media statements
- regular contact with
 - strategic media group
 - strategic co-ordinating group
 - emergency services control centres
 - Council Incident Room
 - other agencies' emergency control centres
 - tactical command.
- be responsible to ensure appropriate communications equipment for the senior media centre officer including mobile telephone.
- The media handling centre manager will work closely with the senior media centre officer who will be a senior media officer of the lead agency, usually the police. The media handling centre manager will:
 - meet regularly with the senior media centre officer and agree priorities and sharing of resources and work activities to avoid conflicts of interest
 - assist the senior media centre officer in arranging site visits for the media including transport if required
 - liaise with the media handling manager regarding nominating media officers to monitor media coverage
 - request staff and equipment support from GNN if necessary.
- The media handling centre manager will have to call out other council communication staff to staff the media handling centre appropriately and to provide support from the council communication office. This will include:
 - administrative support staff
 - officers to monitor the media
 - officers to source the required equipment and arrange for transport to the media handling centre via the council incident room
 - an officer to take on the role of the duty communication officer if this was the initial role of the media handling centre officer.
- The media handling centre manager has to circulate an 'establishment of media centre' notification message with details of the location of the media handling centre, its telephone and fax numbers and email addresses to all interested parties including the media.
- The manager is also responsible for:
 - setting up public address equipment for briefings
 - producing name plates for all panel members at press conferences.
 - setting up comprehensive record keeping and monitoring of incoming and outgoing material (written, live and broadcast audio tape and videotape, photographic). Allocate at least two people to this task
 - include an archiving system for media releases and other data output which allows for rapid retrieval

- ensuring media monitoring takes place as set out in the LRF media guide Annex H.
- record and retain all interviews with the media
- provide local advise to the media such as accommodation and catering
- if foreign languages or translation facilities are required make suitable arrangements.

He/she will work with

- other council communication staff who will support him/her in co-ordinating the operation of the centre
 - the nominated senior media centre officer
 - media officers from all other agencies
 - media spokespersons from all agencies involved
 - staff from Government News Network (GNN).
- In order to ensure that the media handling centre can continue to operate as long as needed, the media handling centre manager also has responsibilities regarding the welfare of all media officers and other staff in the media handling centre. This includes
- ensuring a duty rota is available to cover all duties for the period the media handling centre is required
 - arranging for refreshments and other personal support for media handling centre staff.

Standing down

Once the duty within the incident is completed, the media handling centre manager will write a full report from his/her log sheets and ensures that the report is filed along with the log sheets

Debrief

The officer will contribute to any multi agency debriefs and subsequent reports and examine any lessons to be learned that can later be considered for adoption into subsequent Media Guides.

Advice is provided by

n/a

Most relevant documents to be familiar with

Wiltshire and Swindon LRF Major Incident Media Guide and any role in the guide he/she may have to fulfil.

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Annex A-14

Major Incident Plan Action Card: Council Media Officer

Main responsibility

The council media officer is a council communication officer who acts as media officer at either the forward media point or the media handling centre. Initially the role of council media officer will be performed by the duty communication officer. If the duty communication officers takes on the role of media handling centre manager or if there is a need for additional media officers from the council then other communication officers will be called in to act as additional media officers.

Call out via

The council media officer will be called by communication team during working hours or the duty communication officer out of hours.

Upon call out

- Start log
- Collect
 - Work ID (council badge)
 - Work laptop, mobile phone, power cord and charger
- Clear diary for the day (if working day) and inform family if necessary

Upon arrival

Upon arrival at the assigned location, the council media officer should introduce him/herself to media colleagues from other agencies and report his/her arrival back to the communication team and the duty EPO or CIR, if established

Operation of Emergency Management System

- maintain log
- stay in frequent contact with the council communication team and the council communication officers at the different locations
- respond to media requests on an operational or tactical level
- ensure all messages are co-ordinated and accurate
- follow instructions from the duty communication officer, the media handling centre manager and the senior media centre officer.

Standing down

Once the duty within the incident is completed, the media officer will write a full report from his/her log sheets and ensures that the report is filed along with the log sheets.

Debrief

The officer will contribute to any multi agency debriefs and subsequent reports and examine any lessons to be learned that can later be considered for adoption into subsequent Media Guides.

Advice is provided by

n/a

Most relevant documents to be familiar with

Wiltshire and Swindon LRF Major Incident Media Guide and any role in the guide he/she may have to fulfil.

Annex B Location Maps

Location maps are provided for established locations:

- Strategic co-ordinating group at Police HQ, Devizes

Address	Room	Designated telephone number
Wiltshire Police HQ London Road Devizes SN10 2DN	Joint Emergencies Control Centre <ul style="list-style-type: none"> • Gold Room, • Dedicated LA office room 	Not predetermined

- Alternative strategic co-ordinating group at Gablecross Police Station, Swindon

Address	Room	Designated telephone number
Gablecross Police Station Shrivenham Road South Marston Swindon Wiltshire SN3 4RB	Major Incident Facilities	Not predetermined

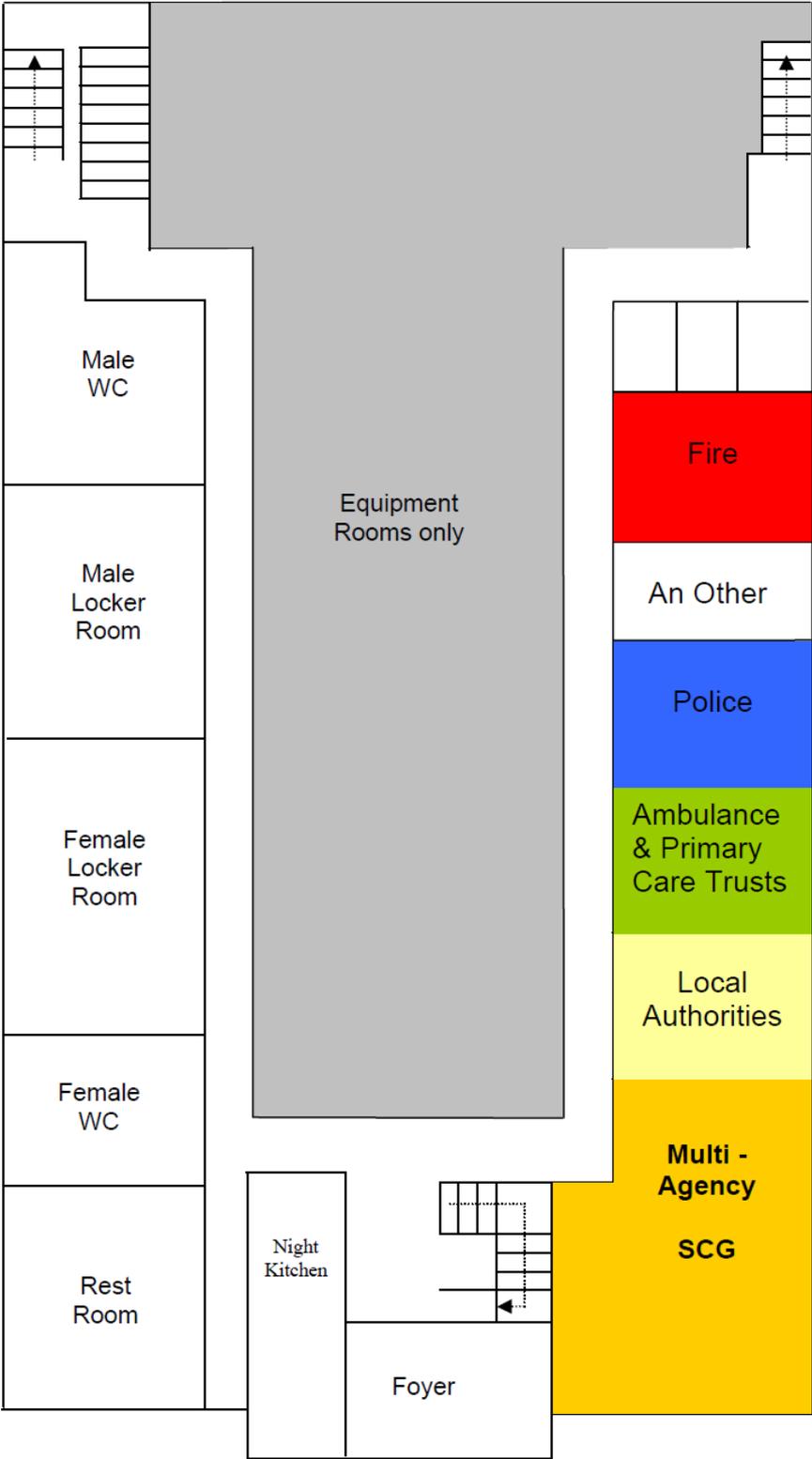
- Council Incident Room at County Hall, Trowbridge.

Name and address of Building	Room location	Designated Telephone and Fax numbers
County Hall Bythesea Road Trowbridge BA14 8JN	First floor: Council Incident Room, formerly known as Chief Executive Meeting Room; between rooms 114 and 115	Not for publication

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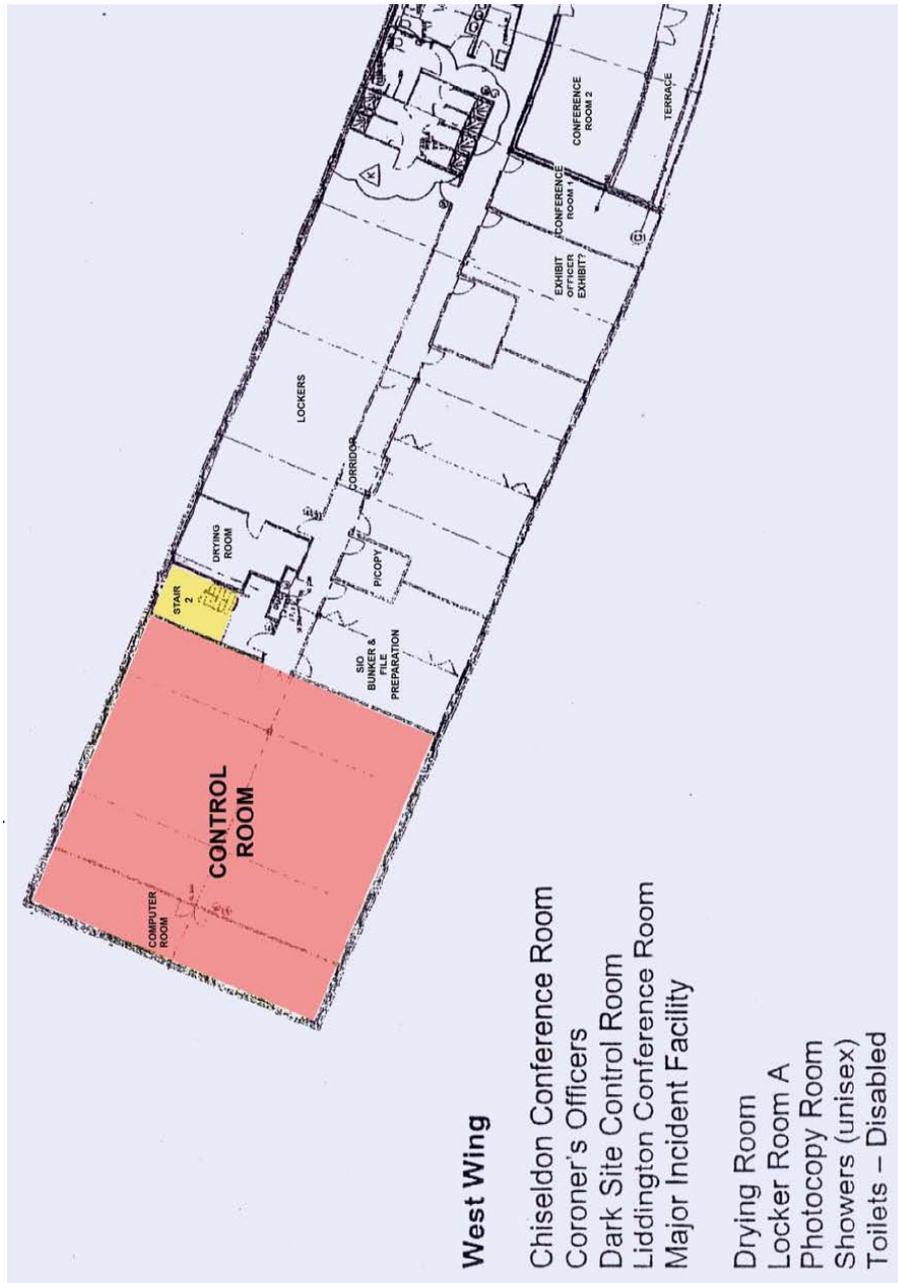
Annex B -1 Strategic Co-ordinating Group, Devizes Police HQ

There is no permitted access to the 1st floor of this building by the SCG



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Annex B – 2 Alternative Strategic Co-ordinating Group, Gablecross Police Stations, Swindon



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Annex C Log sheet template

It is of outmost importance that all actions taken, decisions made and conversations held are recorded at the time including the rationale for actions and decisions.

Log keeping is needed

- to keep track of fast moving events
- to enable handovers between shifts
- to learn lessons from the incident
- as evidence in any subsequent inquiry or legal proceedings.

A log can be kept on any document, such as PACE notebooks or notepads, but for ease of use log sheet templates have been provided.

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Annex D Standard operating procedures for transport

The operation will be carried out in accordance with the Wiltshire Council Welfare Plan and will be accomplished in a number of phases:

- notification and preparation to evacuate.
- arrival of transport at rendezvous (RV) points.
- assembly of evacuees at pick up points.
- transport to the rest centre.
- accommodation at the rest centre.
- transport from the rest centre.
- return to homes and/or drop off points.

1. Notification and preparation to evacuate

Following the decision to evacuate, the police will notify the duty EPO or the EPS (time depending). The responding LA officer will notify the following:

- Emergency Planning Officers (if needed)
- relevant service contacts
- Local Authority Incident Officers (via Worcester Telecare out of hours)
- DCS Out of Hours Cover Duty Officer
- NHS Wiltshire, NHS Swindon as required.

EPOs - If the incident room is opened an emergency planning officer will attend County Hall in order to oversee the incident room and liaise with the Corporate Leadership Team if either/both have been established. The role of the EPU is to oversee and co-ordinate the management of Wiltshire Council's response to the incident. Once the EPO is in place and ready to take control, the duty EPO (if not already one of the emergency planning service) can hand over the incident to them.

Service contacts - The following areas need to be given consideration by the teams:

- transport
- pick up point marshals/stewards
- communications
- notification of rest centre (RC) **(for details of RCs see the WCECD)**
- rest centre staffing
- rest centre catering
- assistance from the voluntary services
- liaison with the emergency services

- traffic signage and barriers for diversions and road closures
- arrangements for press/media through council pro nominated contact
- notification to schools that may have students who live in the area and the arrangements to move these students to the rest centre.

The duty EPO will notify the relevant LAIO to attend the scene at operational level. Evacuation stewards, if required and available (no-one currently designated for this role – under consideration), will also be assembled and briefed by the duty EPO and deployed to the rendezvous point (RVP) when required. If tactical control is being established then the relevant officer will attend.

Residents in the evacuation area. The police will inform all of those residents within the evacuation area of the need for evacuation. As much information as possible and regular updates will be broadcast using TV and radio media facilities in accordance with the Joint Media Guide and the Warning and Informing Protocol.

2. Arrival of transport at rendezvous points (RVP)

The RVP will be designated during the early stages of the operation, in order that transport for the evacuation can be assembled in an area that will not cause disruption to the emergency service vehicles that may need to gain access to the scene. Once the transport providers have been notified of the RVP location, the transport should arrive at a specified time in order for the drivers to receive a full briefing on their routes and pick-up points.

Where possible for large scale evacuations, a steward (to be identified), equipped with a phone and route map, will be sent with each bus, and will have all the relevant information regarding the evacuation which pertains to that particular bus; pick up point, number of persons expected, addresses of those households who are using the transport etc.

3. Assembly of evacuees at pick up points

Evacuees will be notified of the locations of the pick-up points as early as possible following notification of evacuation from the police. The pick-up points should be located that those who are of limited mobility will not find the move too taxing. Special arrangements with the health authority and social services should be made to evacuate the elderly and infirm.

Once at the pick-up points the stewards should take note of who has boarded their particular bus. A note must be made of the name and address of all persons boarding the bus, which is to be handed in to the rest centre reception staff on the arrival of the bus. If, in the opinion of the steward, the bus is becoming too full, they are to phone the LAIO and request another bus to complete the evacuation of that pick up point.

4. Transport to the rest centre

Once the bus has been loaded the steward is to radio the LAIO that the bus is ready to depart. Once given clearance to move, the driver will proceed directly to the rest centre following the route given to them at the RVP. The police will nominate the

route on the day. On arrival at the rest centre, the evacuees are to be escorted from the bus and into the facility. The steward will hand in the records of those who are on the transport to the rest centre registration staff, which will assist in the registration of the evacuees.

Once all of the evacuees and their belongings have been removed from the transport, the vehicle and driver are to return to the RVP for further tasking, unless the driver and/or steward have been specifically informed that they have been released from the operation. In this case, the stewards will remain at the rest centre until transport can be arranged to return them to their required destination, and the drivers will return to their buses to the depot.

5. Accommodation at the rest centre

A number of venues have been identified as possible sites for the rest centre accommodation, a list can be found in the Wiltshire Council Emergency Contact Directory. Locations used as rest centres will be nominated and staff informed as soon as possible after the decision has been taken to evacuate in order to give them as much time as possible to prepare.

Once the evacuees have been received at the rest centre, volunteers from adult care; communities and children & families services and voluntary agency staff will look after their welfare and register them, including any departures from the centre.

Pets taken into the rest centre must be kept restrained on a lead, in a cage or a basket at all times. The RSPCA can provide portable kennels if required.

6. Transport from the rest centre

Transport will be arranged when the police issue a time for the evacuees to be returned to their homes. Stewards should be assembled at the rest centre in order to escort the evacuees from the rest centre to the drop off points and to ensure that all of those who get on the transport require the drop off point allocated to that particular bus.

The information sheets used during the initial move from the evacuation pick up points will be used to co-ordinate the return of the evacuees. The transport returning the evacuees to their homes should only use those routes designated by the police.

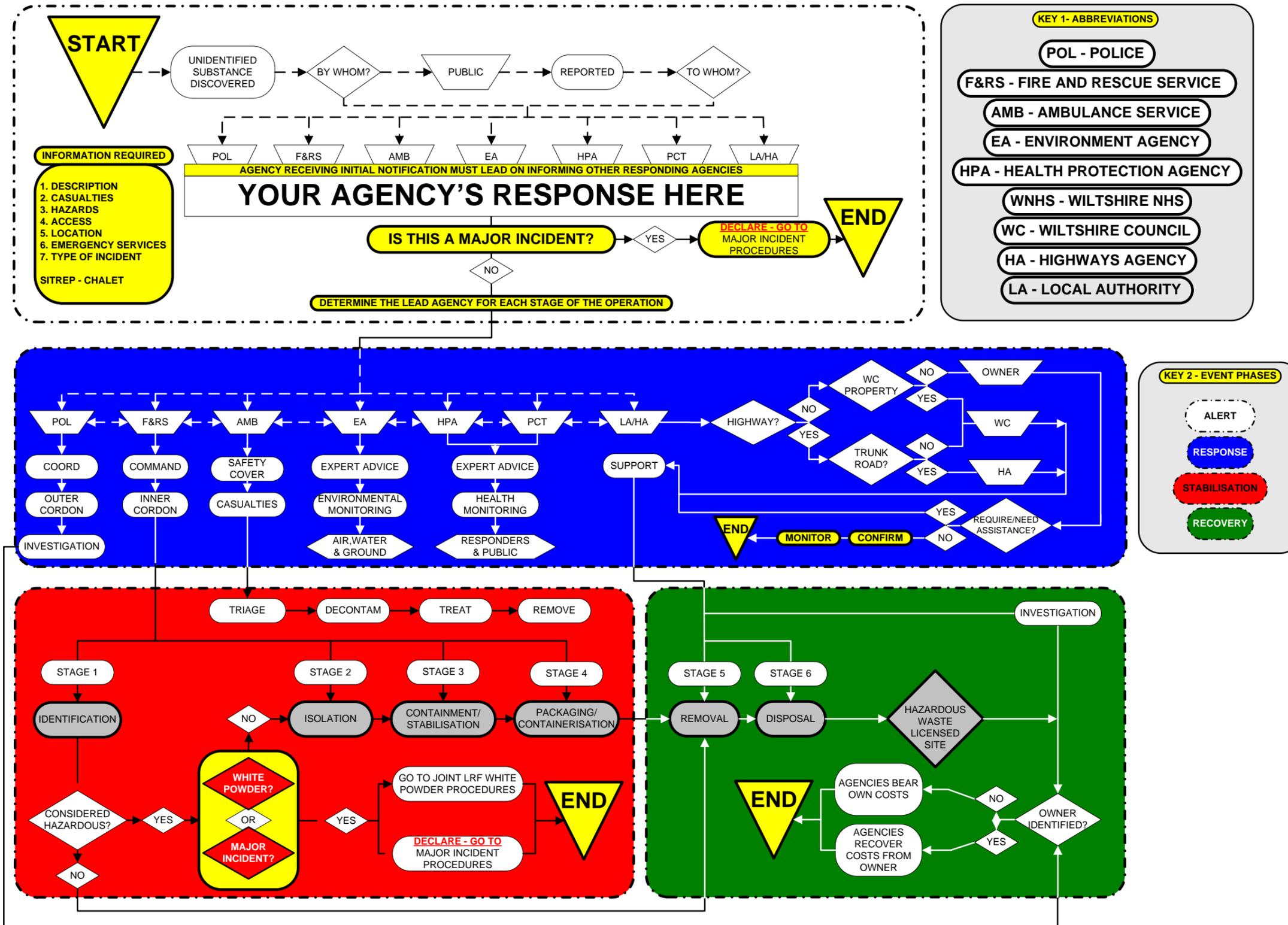
7. Return to homes from drop off points

The stewards should log that all of those who embarked on the transport were successfully disembarked at the drop-off point and have returned to their homes. They will assist anyone who has mobility problems, if so requested. They will ensure that all belongings are taken when the evacuees leave the bus.

Once the transport has unloaded all of the evacuees the steward will inform the LAIO that it is clear. If the transport is to return to the rest centre for another run it will go via the pre-designated route and repeat the procedure. If the transport is no longer required the bus is to drop the steward off at the RVP and return to its depot. Transport will be arranged to take the steward to a suitable release point (work or home).

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Annex E Flow chart minor incidents



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Skills for Justice (2008), National Occupational Standards: SFJCCAG2 Respond to emergencies at the tactical (silver) level.

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