

Wiltshire Council

# Incident Response Guide

DRAFT

Version 1.0 2024

**Contents**

Introduction ..... 4

Defining Business as Usual, Emergency and Major Incident ..... 5

Core Incident Response Team ..... 7

    Supporting Services ..... 8

    Strategic, Tactical and Operational Representatives ..... 9

Activation ..... 11

    Incident Notification ..... 11

    Activation Triggers ..... 11

    Level of Incident ..... 11

    Activation Process ..... 14

Incident Management ..... 15

Multi Agency Response Structures ..... 16

    Strategic Coordinating Group (SCG) ..... 16

    Tactical Coordinating Group (TCG) ..... 17

    Operational Response ..... 17

Response Considerations ..... 18

    Logging ..... 18

    Situation Reporting ..... 18

    Shift Handover Brief ..... 19

    Multi-Agency Working ..... 20

    Mutual Aid ..... 25

    Military Aid to the Civil Authorities (MACA) ..... 25

    Finances ..... 26

    Welfare ..... 26

    Vulnerability ..... 27

    Community Resilience ..... 27

    Category 2 Responders and Voluntary Agencies ..... 27

Stand Down Arrangements ..... 28

Debrief ..... 29

Recovery ..... 30

Training and Exercising ..... 30

Action Cards ..... 31

    Strategic Action Card ..... 31

    Tactical Action Card ..... 33

**OFFICIAL**

PH On call Action Card..... 35

Emergency Planning Action Card ..... 37

Local Authority Incident Officer (LAIO) Action Card ..... 39

Council Incident Room (CIR) Manager Action Card..... 41

Communications Action Card ..... 43

Adult Social Care Head of Service Action Card ..... 45

Children’s Social Care Head of Service Action Card..... 47

Highways Duty Manager Action Card ..... 49

Appendix A: Strategic Coordinating Group Meeting Agenda ..... 51

Appendix B: Tactical Coordinating Group Meeting Agenda..... 52

Appendix C: Wiltshire Council Situation Report..... 53

Appendix D: IIMARCH Template..... 55

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### Introduction

<b>Background Information</b>	This is a generic 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.
<b>Major Incident Definition</b>	The definition of a Major Incident is <i>'An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.'</i> (JESIP Doctrine)
<b>Aim</b>	The aim of this plan is to provide a coordinated Wiltshire Council emergency response framework.
<b>Objectives</b>	<p>The objectives of this plan are:</p> <ul style="list-style-type: none"> <li>• to detail the Council's alerting and callout procedures</li> <li>• to define the roles and responsibilities of key staff and service areas</li> <li>• to detail the Council's emergency response strategy</li> <li>• to define the Council's incident management arrangements including the handover process from response to recovery</li> <li>• to detail the Council's emergency response capabilities and related emergency plans</li> </ul>
<b>Scope</b>	<p>This plan is designed to enable a response to any major incident or emergency that might arise in, or affect, Wiltshire and that requires the coordination of multiple services to respond. The plan is not designed to deal with 'routine' out of hours minor emergencies that fall to individual service departments, and which are dealt with by existing schemes and other procedures established and operated by services independently. The plan is not designed to replace local site or building specific procedures, such as fire evacuation plans.</p>
<b>Links to other plans</b>	<p>This plan links to the Wiltshire and Swindon Local Resilience Forum (LRF) and Local Health Resilience Partnership (LHRP) plans.</p> <p>Key plans to be aware of include:</p> <ul style="list-style-type: none"> <li>• Emergency Multi-Agency Procedures (EMAP) <ul style="list-style-type: none"> <li>○ contains the full list of LRF plans</li> </ul> </li> <li>• Operation Link</li> </ul> <p>There are also other LRF and LHRP plans, guides and procedures.</p> <p>This plan links to all Wiltshire Council Plans which can be utilised dependant on the incident.</p>

### Defining Business as Usual, Emergency and Major Incident

Incidents, or disruptions, can occur either within Wiltshire Council as an organisation, or across the County, resulting in the need for support from the emergency services. They are not ALL deemed as emergencies or Major Incidents. This is because those services that deal with disruptions daily such as the Highways, Adults social care teams for example are very resilient in being able to cope with disruptions and have good business continuity arrangements in place. This ensures such incidents do not escalate and impact other services of Wiltshire Council.

To provide an understanding of what may or may not be deemed as an ‘*emergency*’ or ‘*Major Incident*’ for Wiltshire Council some case studies have been provided below. In most cases, weather related incidents are usually dealt with by the Highways Operations Teams as ‘*business as usual*’. The need for additional support and coordination from Emergency Planning and Comms comes into play when there is large scale disruption or displacement of persons that require the assistance of a number of services and the support from external agencies.

Case Study	Defined as	Rationale
<p>Storm Babet / Ciaran</p> <p>October / Nov 2023</p>	<p>Business as Usual</p>	<p>These storms caused wide scale flooding and disruption to the highways network (fallen trees etc) however this was all managed through business as usual for the highways operations teams.</p> <p>Should there have been risk to life to residents this would have been escalated to an ‘emergency’ with plans put in place to support residents through the coordination of a number of services.</p>
<p>Amesbury Fire</p> <p>June 2023</p>	<p>Emergency</p>	<p>This incident was not something the council deals with every day. The need to rehouse several families meant the coordination of several services within the council.</p> <p>However, because the response did not require ‘mutual aid’ or arrangements to be put in place that the council couldn’t deal with themselves this was <b>not</b> declared a Major Incident.</p> <p>If the council required, the support from neighbouring authorities or voluntary sector because they were ‘overwhelmed’ a major incident may have been declared.</p>

Case Study	Defined as	Rationale
<p>Storm Henk Flooding January 2024</p>	<p>Emergency</p>	<p>At the start of the flooding, Highways teams were dealing with this disruption as Business as Usual, however, it became an emergency when there was a need to coordinate services to support residents in being rehoused from a Marlborough assisted living premises.</p> <p>Had the issue escalated, and more premises needed to be evacuated, its likely this would have been declared a Major Incident due to how stretched the services would have been to accommodate the asks.</p> <p>This didn't happen and our own internal services and resources were able to accommodate the need.</p>
<p>Salisbury Incident March 2018</p>	<p>Major Incident</p>	<p>Due to the large-scale impacts of the incident, the potential for it to evolve geographically, economically and environmentally and extremely high-level political interest this was declared a Major Incident for Wiltshire Council AND the other responding agencies across the county.</p> <p>Internally for Wiltshire Council this had huge reputational consequences and required a multi service approach for a prolonged period, into Recovery.</p>

## **Core Incident Response Team**

During an emergency or incident, a number of different services may be called into an incident to support in their area of expertise. However, in the initial stages, there is always a core team that will discuss how to manage the incident within the first hour, referred to as the Golden Hour. These services and their roles and responsibilities during a response are detailed below.

### ***Emergency Planning, Resilience and Response (EPRR) Specialist***

EPRR on call will provide a representative 24/7 365.

The EPRR Team provide a range of support to facilitate the overall coordination of the Council response, activation of resources and production of situational awareness.

They are the main point of contact for the Category 1 and 2 responders within the multi-agency environment. They will advise on a recommended battle rhythm to ensure the production of situation reports to inform decision making at a tactical and strategic level.

The EPRR Team provide specialist advice as a tactical advisor to both the Strategic and Tactical representatives when multi agency strategic and tactical coordinating groups are stood up.

The email account [EPRR@wiltshire.gov.uk](mailto:EPRR@wiltshire.gov.uk) will be used as the primary email account for Wiltshire Council staff in emergency response.

### ***Communications***

Communications support will be provided through the Communications Team in hours and through the Duty Communications Officer out of hours.

Communications will provide support to the Strategic and Tactical lead and will lead on the development of both the content and methods of delivery of messages to the public.

Communications will also lead on monitoring information on the incident available through the Multi Agency Communications Cell (MACC) where the communications team could lead on this role, dependant on the incident.

### ***Highways Duty Manager / Tactical Advisor***

Highways, specialist equipment and contractors are provided through the Highways Duty Manager. The Duty Manager is the first point of contact for external incidents, they will contact the EPRR representative if a Wiltshire Council response is required.

The Duty Manager will coordinate the clearance of gullies, repair of highways / road structures, road closures and diversions. They lead on the coordination of specialist roles including; civil engineering advice, specialist burial and cemetery support, waste clearance and land contamination issues. They will liaise with the building team for specialist engineering advice and commissioning building recovery and securing unstable structures. They will also organise the procurement of access to specialist plant, contractors, equipment and vehicles.

Specifically in flooding events the drainage team would be called to work alongside the Highways and Operational Resilience teams in the Operational Flood plan.

## Supporting Services

The following services will be called upon by the Core Incident Response team where the incident warrants their support and is very dependant on the nature of the incident in terms of the short-, medium- and longer-term impacts.

### ***Public Health (PH)***

PH support will be coordinated through the PH Team in and out of hours.

The PH service will provide specialist support and guidance in response to public health issues and potential public health impacts of any incident.

Should a Strategic Coordinating Group decide to activate a Science and Technical Advice Cell (STAC) to support strategic decision making, PH will arrange appropriate representation from Wiltshire Council.

Through links with the wider NHS and the Local Health Resilience Partnership (LHRP) they can mobilise local resources and may take a lead in managing a Public Health Emergency in Wiltshire.

### ***Adult Social Care (ASC) and Children Social Services***

ASC and Childrens services will provide a coordination role in the identification and supporting of vulnerable people and staffing of welfare centres in an evacuation.

During office hours vulnerable individual searches can be undertaken by the QA Childrens and Adults Service who are able to provide accurate mapping tools. Out of hours these searches are undertaken by ASC and Emergency Duty Service (EDS)

In the event of a large incident both services may support the operation of Rest Centres, Survivor Reception Centres and Family and Friends Reception Centres.

Should a Strategic Coordinating Group decide to activate a Vulnerable Persons Cell to support the identification and support to vulnerable people, ASC will arrange an appropriate representative from Wiltshire Council to attend and possibly Chair this subgroup.

### ***Housing***

Housing services can provide solutions to longer term rehousing issues as a result of a situation that requires a longer-term rehousing situation. Housing services should be made aware of any incident that displaces residents even for a short period of time.

Housing services do not have a 24/7 on call function.



## **Strategic, Tactical and Operational Representatives**

### ***Strategic Representatives***

The strategic (formally referred to as Gold) lead is in overall charge of the Wiltshire Council response and has responsibility for formulating the strategy for the incident. This role involves forecasting the long-term requirements of the response to the incident and for instigating the recovery process. They will be responsible for considering the Council reputation and communications strategy, whilst also maintaining oversight of finance and ensuring sufficient resources are available for response.

For internal Strategic Coordinating group meetings an Agenda Template can be found in Appendix A.

### ***Tactical Representatives***

The tactical level is responsible for formulating the tactics that will be adopted by Wiltshire Council to achieve the strategy set by CLT.

Tactical level representatives will be selected by EPRR based on the incident type; these are likely to be Heads of Service.

For internal Tactical Coordinating group meetings an Agenda Template can be found in Appendix B.

### ***Corporate Leadership Team (CLT)***

The role of the CLT is to provide strategic oversight of the Wiltshire Council response to any incident. Depending on the scale of the incident CLT and strategic level response to an incident may not always be necessary, however as part of the incident procedures they should be notified of all incidents.

CLT can be contacted when needed through the incident response Whatsapp group, there currently is no On Call Strategic Rota available. The Core Response Team will identify the most appropriate CLT member to attend any multi agency meetings based on the nature of the incident.

CLT will undertake the following:

- Maintain strategic oversight and provide the strategy to be implemented. The strategy will be developed in coordination with the multi-agency strategy developed at the Strategic Coordinating Group.
- Where an incident disrupts the functionality of Wiltshire Council Services, they will ensure directorates are able to manage their service delivery response to the emergency whilst continuing to maintain priority services. This will include the activation of service level Business Continuity Plans.
- Communicate updates and any significant developments to relevant members (e.g., Leader / Cabinet Members).
- Lead on emergency budget management and the consideration of funding such as through the Bellwin Scheme.

***Council Members***

Councillors are uniquely placed as a local leader in each community and have local knowledge which could be essential in an incident and which the Emergency Planning Team would like to utilise.

The Leader and Cabinet members will be briefed by the Strategic Officer at the earliest opportunity, with further briefings will be provided as required. The Communications Team will send all members briefings to Councillors. Relevant Councillors may be required for public and press briefings.

***Local Authority Incident Officer (LAIO)***

The LAIO role will be provided by an appropriate Duty Manager depending on the incident.

The LAIO is the general local authority representative at the scene of an incident, who will provide situational awareness and act as the point of contact between the scene of the incident and the Core Response Team.

The LAIO's do not have any decision-making responsibilities.

### Activation

Elements of this plan can be used in isolation and, as such, the whole plan does not need to be activated on every occasion. It is however best practice to stand up resources early, and later stand them down, than have to attempt to catch-up during an incident that has escalated beyond initial expectations.

The activation of this plan does not in itself constitute the declaration of a multi-agency major incident by the WSLRF, nor an Major Incident by Wiltshire council. Wiltshire Council may activate elements of this plan to respond to incidents that fall short of being declared a major incident but still require a coordinated response by the local authority.

### Incident Notification

Notification of an emergency will usually be from one of the following routes into the Emergency Planning On call Officer:

- Emergency Services or another multi-agency partner through Operation Link
- Wiltshire Council Staff
- Emergency Duty Service (EDS)
- Duty Manager
- Neighbouring Local Authority

### Activation Triggers

The MIP will be invoked in response to an incident that can, or has the potential to, cause the following:

- The involvement of a large number of people to support the response, inclusive of standing up the Voluntary Agency Support
- Requirement for large scale multi-agency response
- Significant number of calls or media enquiries
- Significant financial implications
- Impacts on Wiltshire Council's reputation

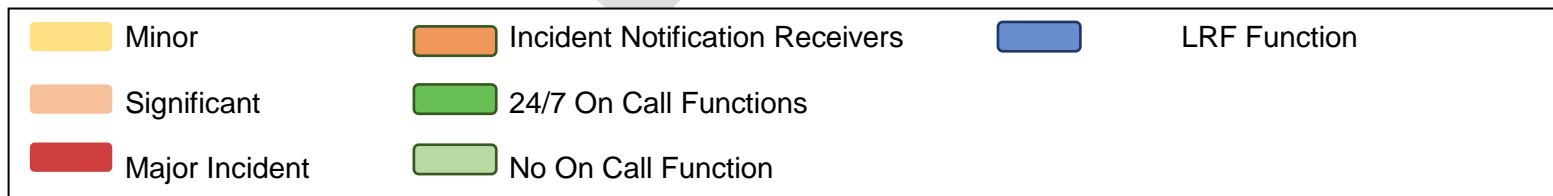
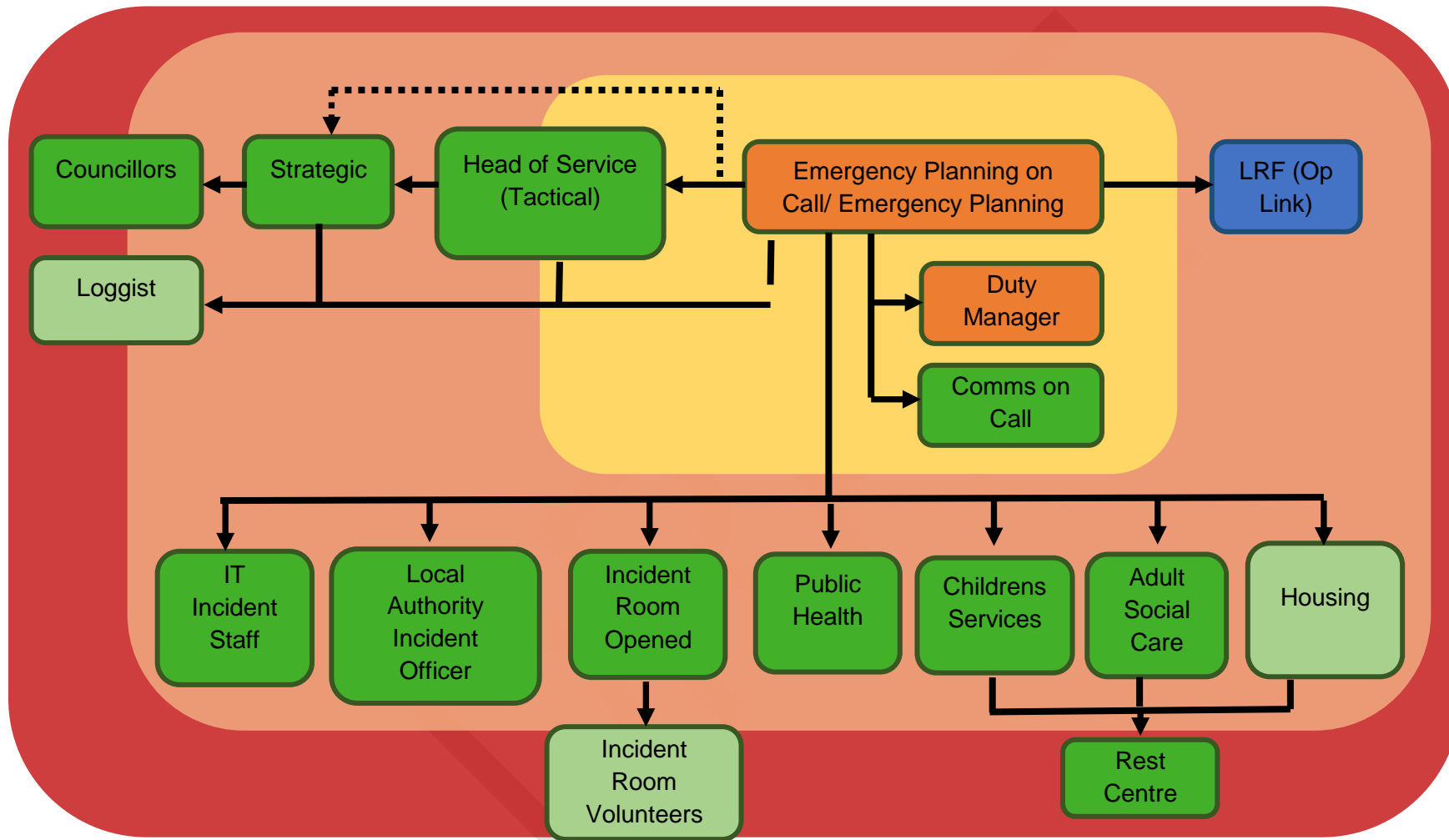
The MIP will never take the place of service arrangements for dealing with 'routine' minor emergencies. These should be managed through each services individual business continuity plan.

### Level of Incident

The EPRR On Call Officer, in consultation with Duty Manager, is responsible for determining the initial level of Council response to an emergency and for initiating call-out procedures.

Incidents have different levels ranging from minor incidents, which largely focus on impacts to Wiltshire Council only, to Major incidents which is likely to involve the response of multiple agencies within the LRF.

Initial coordination will take place via EPRR where a systematic flowchart depending on the nature of the incident will be invoked.

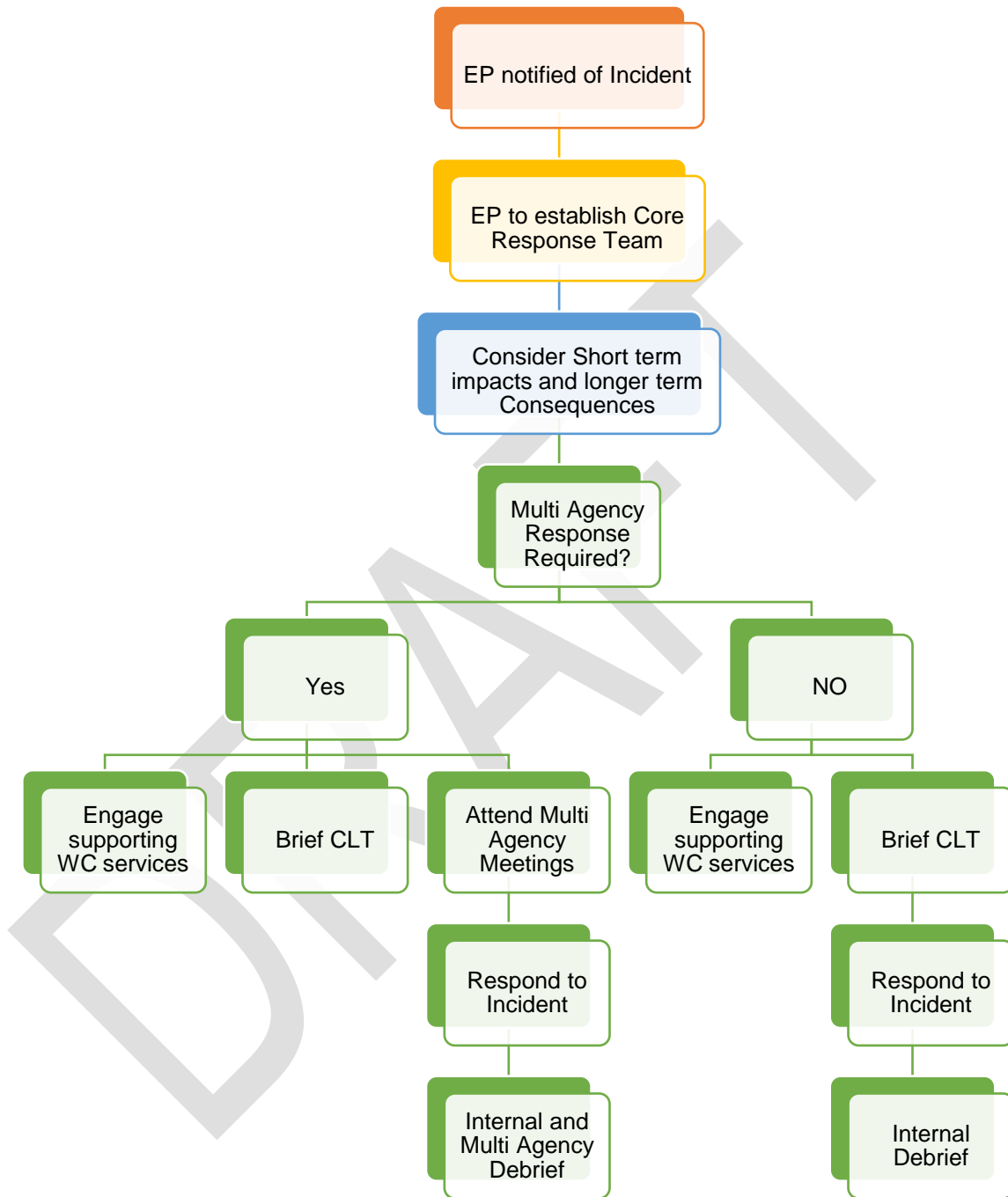


Level	Impact	Response
<b>Minor Incident</b>	Incidents with minimal impacts on the community or a minor business continuity impact.	EPRR has overall management for the incident with support from additional services (as required).
<b>Significant Incident</b>	Significant incident that has <b>not</b> been declared a major incident, or an incident which <b>could</b> severely impact on the local authority to deliver critical functions.	EPRR has initial overall management for the incident with significant levels of support from internal services and multi-agency partners which is likely to include a Tactical Coordinating Group (TCG).  EPRR to consider Tactical level representation at TCG.  CLT to be briefed about the incident.
<b>Major Incident</b>	Major disruption to the community declared as a Multi-Agency major incident as defined in JESIP Doctrine.	CLT has overall strategic management of the incident from a Local Authority perspective with a full strategic level response at Local Resilience Forum level.

*\*It should be noted that weather related incidents which have a large impact on the highways network (Flooding, Snow, Ice) maybe lead by the Operational Resilience Team with advice, support provided by the EPRR team.*

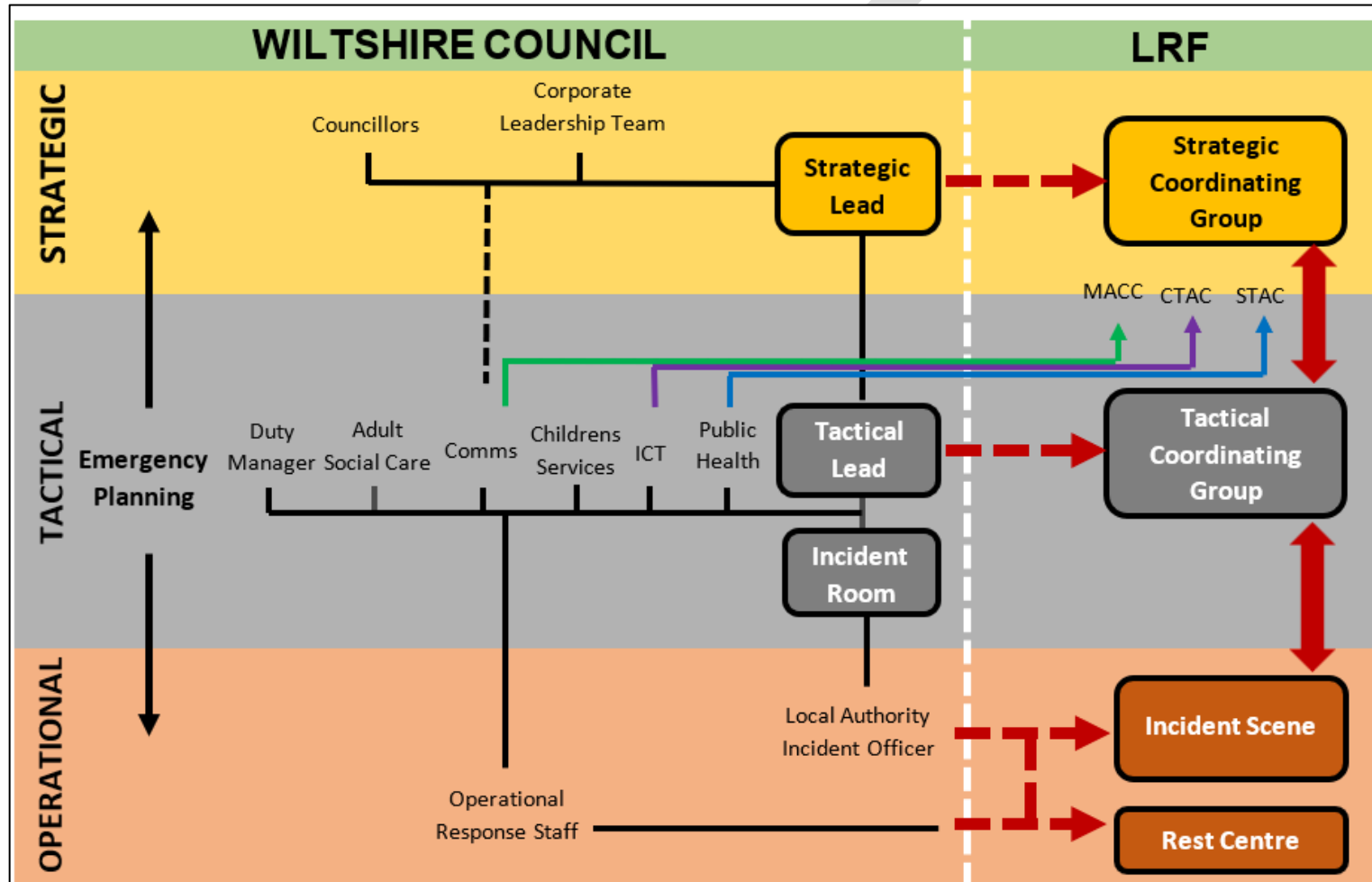
## Activation Process

Following notification of an incident EPRR should follow the following steps to determine the appropriate level of response.



### Incident Management

The diagram below shows the Wiltshire Council structure for emergency response running alongside Multi Agency Structures:



## Multi Agency Response Structures

### Strategic Coordinating Group (SCG)

In the event of a Major Incident or emergency being declared in Wiltshire or Swindon it is likely an SCG will be being activated. An SCG is where multi-agency strategic commanders will meet together to set the strategic direction for the incident.

Most SCGs will be undertaken utilising Microsoft Teams, however in some instances a Strategic Coordinating Centre (SCC) will be established to provide physical SCG meetings.

Three SCC locations have been identified, Strategic leads will be notified of where to attend in the event of in person SCG meetings.

The locations are agreed as:

<b>Primary Location</b>	<b>Police HQ, Devizes, SN10 2DN</b>
<b>Secondary Location</b>	Gable cross Police Station, Swindon, SN3 4RB
<b>Tertiary Location</b>	County Hall, Trowbridge, BA14 8JN

Wiltshire Council Strategic representatives can be supported by the following roles:

<b>Tactical Advisor</b>	<p><b>Lead: EPRR</b></p> <p><b>Role:</b> To provide advice to the strategic lead and provide support in the implementation of the strategy</p>
<b>Comms Advisor</b>	<p><b>Lead:</b> Communications</p> <p><b>Role:</b> To provide advice and support in the development and implementation of the communications strategy</p>
<b>Loggist</b>	<p><b>Contact:</b> Loggist</p> <p><b>Role:</b> Log all the decisions and their justification made by the strategic lead. The strategic lead should speak to the loggist before the SCG to discuss how the information should be recorded.</p>

Further information on the SCG can be found within the Wiltshire & Swindon LRF Emergency Multi-Agency Procedures (EMAP) and EMAP Annex A.



**Tactical Coordinating Group (TCG)**

The Tactical Coordinating Group (TCG) could be established at an appropriate location close to the incident, however its most likely to be conducted via Microsoft Teams.

Wiltshire Council will be represented at the TCG by the nominated Tactical representative who should have appropriate powers to implement the local authority strategy.

Tactical Representatives can be supported by the following roles:

<p><b>Tactical Advisor</b></p>	<p><b>Lead: EPRR / Duty Manager</b></p> <p><b>Role:</b> To provide advice and support in the implementation of the tactical response</p>
<p><b>Subject Matter Experts</b></p>	<p><b>Lead:</b> Public Health / ASC / CSC / Animal Health / Public Protection</p> <p><b>Role:</b> To provide advice and support in the implementation of the tactical response</p>
<p><b>Comms Advisor</b></p>	<p><b>Contact:</b> Communications Officer</p> <p><b>Role:</b> To provide advice and support in the implementation of the communications strategy and provision of messages to the public and media</p>
<p><b>Loggist</b></p>	<p><b>Contact:</b> Loggist</p> <p><b>Role:</b> Log all the decisions actions and the justification for them made by the Wiltshire Council Tactical representative</p>

**Operational Response**

The contact details for activating any operational support resources can be found through the [Emergency Planning SharePoint Link](#), this is only accessible by the EPRR On Call Team.

## Response Considerations

### Logging

Each member of staff responding to a major incident must retain a log of their actions, options, decisions and the justification. This should be completed on the paper-based logging system.

The Strategic representative in the SCG should have a loggist present with them and a loggist will be available for the TCG. Training on how to be a loggist, and how to use a loggist is available from the EPRR Team.

It is essential that a comprehensive record is kept of the Council's involvement in a major incident in order to assess the effectiveness of the Council's response. The information may also be required to be produced as evidence of the Council's actions in the event of a public enquiry or other legal proceedings. To support the evidence trail it is essential that any notes, jottings or paper scraps written on during the incident are kept and as such no written information or notes should be destroyed; as all will be evidence at any future investigation.

### Situation Reporting

A battle rhythm for situation reporting will be established by the Council Incident Room to meet the briefing requirements for the SCG. Depending on the nature of the incident a request may go to specific Heads of Service or all Heads of Service to complete a Service Level Situation Report.

**This information would be used to inform the Wiltshire Council Situation report (Appendix C) which will be produced by Emergency Planning / Council Incident Room and sent to the Tactical and Strategic Officers to inform decision making.**

Shift Handover Brief

The shift handover will take place when a new shift takes over the control of the incident and will provide an opportunity to share information on the progress and outstanding actions.

It is recommended that the IIMARCH (Information, Intent, Method, Administration, Risk Assessment, Communications and Humanitarian Issues) tool is used when considering the situation and informing briefing. [JESIP - IIMARCH - Briefing.](#)

Templates are available in Appendix D.



<b>Information</b>	Overview of the incident. METHANE or SBAR
<b>Intent</b>	The strategy – what do you intend to achieve from the incident
<b>Method</b>	How, who, when and where you are responding
<b>Administration</b>	Log books   action trackers   expenses   key contacts
<b>Risk Assessment</b>	Key risks to share and mitigation in place
<b>Communications</b>	Key communication requirements, times and formats
<b>Humanitarian</b>	Welfare   sign posting   psychosocial arrangements

**Multi-Agency Working**

The Joint Emergency Services Interoperability Principles (JESIP) have been developed to improve the way in which blue light responders and multi-agency partners work together in response to a major incident.

There are five principles:



**Co Locate**

Consider methods of co locating both internally and externally with multi agency partners, consider the following:

- Microsoft Teams
- Teleconferencing
- Meeting together face to face
- Incident Room (ICC)

**Communicate**

Communicate in plain English, being conscious of abbreviations and three letter acronyms. Be confident to challenge others to ensure you have a clear understanding and communicate effectively.

**Coordinate**

Confirm which organisation or department is best to lead and coordinate the incident – if it is a scenario involving multiple agencies confirm that this is understood, communicated and accepted by all involved.

For an internal incident, agreeing the appropriate team to lead – for example, a Trust-wide IT outage who would be best placed to coordinate the response?

**Jointly Understand Risk**

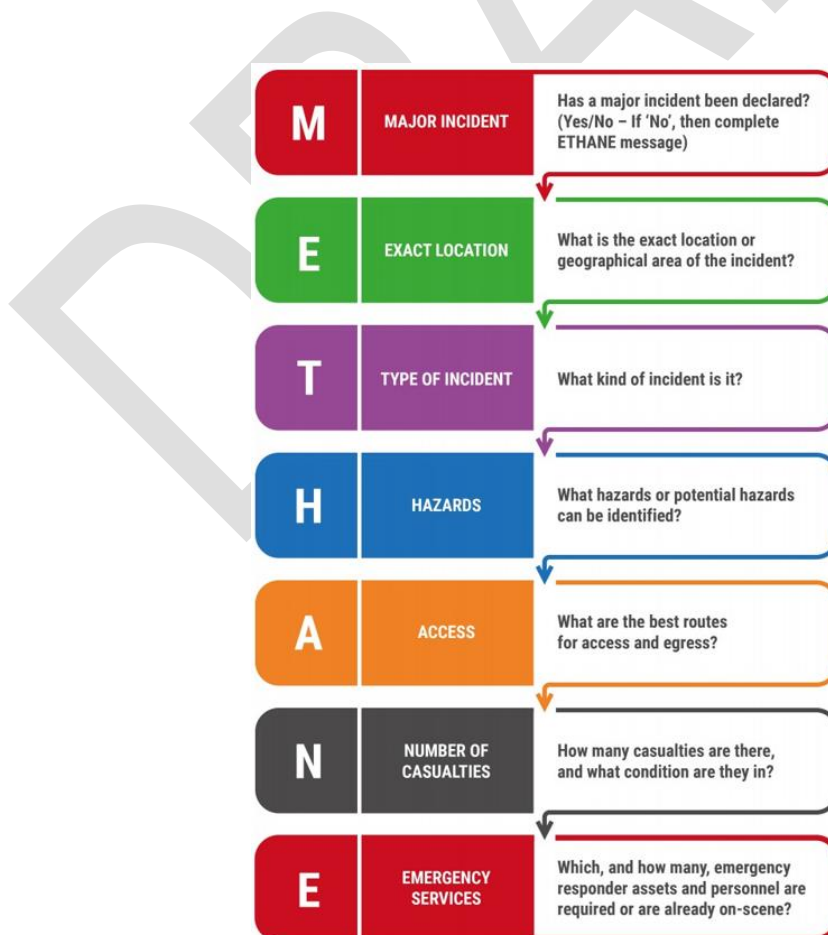
Identify and share risks and understand risks to other organisations – consider how this may also impact on your own organisation and partner agencies

**Shared Understanding of risk**

Use and understand JESIP tools to have common conversations to manage incidents. Share situational awareness by using METHANE and the Joint Decision Model

**METHANE**

It is important to be aware of the shared situational awareness mnemonic '**M/ETHANE**'. This will be used by multi-agency partners in the initial stages of an incident to share information on the incident and can be seen in the diagram below.



**JOINT DECISION MODEL**

Wiltshire Council response staff should also be aware of the Joint Decision Model (JDM) which will be used in a major incident for multi-agency partners to decide upon the appropriate action to take in response. Each section of the model should be considered against the Aims and Objectives of the incident.

Every time you need to make a decision you can use the JDM to formulate and be able to articulate how you made the decision.



## Gather Info & Intelligence

- **To be completed every time a new piece of information or intelligence is received** – “spin the wheel”:
- What do you know?
- What do you not know?
- What is you need to know?
- How can you turn information into intelligence?

## Assess threats and risks & Develop working strategy

- (a) Who is at highest risk?
- (b) Who is at a medium risk?
- (c) Who is at the lowest risk?
- Consider: People, Premises, Reputation, Public, Financial risks
- **Develop a Working Strategy**
- Consider your aim and Objectives to manage the incident
- Consider other command levels, informing, notifying, sharing situational awareness

## Consider Powers, Policies, Procedures

- What documentation will support your decision:
- What plans need activating?
- (Major Incident Plan / Business Continuity for example)
- What legislative powers do I need to apply?
- (Duty of Care; Health and Social Care Act; Health and Safety at Work Act for example)
- What policies or procedures apply for this decision?
- All of these should provide you with direction and process to base your decision upon

## Identify options and contingencies

- Any idea is an option!
- Consider all options – those that you may implement – and those that you may not.
- Showing that you considered all options is key.
- Do nothing is always an option. You may want to wait for more information to make an informed decision.
- Contingencies always ask the “What if?” question:
  - What if my plan doesn’t work?
  - What if there are more casualties than we first thought?
  - What if the Police are not available?

## Take Action and review what happened

- Choose an option, or multiple options identified and implement
- Review the effectiveness of your decision (which will provide new information and intelligence to ‘spin the wheel’ again)



## Mutual Aid

Wiltshire Council is able to request assistance under mutual aid arrangements from neighbouring authorities if the response to a major incident exceeds the resources available. Mutual aid can include equipment, staff or services from one or more neighbouring authorities.

Requests should be made formally between a Wiltshire Council Strategic representative and the chief executive of the other local authorities involved. Agreements need to be reached on terms and conditions applicable to the support measures prior to their deployment.

## Military Aid to the Civil Authorities (MACA)

MACA is the collective term used to refer to the operational deployment of the armed forces in support of the civilian authorities, other government departments and the community as a whole.

During a major incident the military can be available to support the local authority under the following areas:

- **Military Aid to Government Departments (MAGD)**
  - This is used for work of national importance and in maintaining services essential services to the life, health and safety of the local community.
  - *Example: Animal disease epidemics such as foot and mouth*
- **Military Aid to the Civil Power (MACP)**
  - This is assistance provided by armed forces to the civil power in maintenance of law and order.
  - *Example: Terrorism incident requiring specialist expertise*
- **Military Aid to the Civil Community (MACC)**
  - The military might be asked under Category A of MACC to provide aid to the civil community to assist in alleviating hardship to the victims dealing with an emergency such as a natural disaster.
  - *Example: Flooding*

The need for a MACA will be discussed within the SCG. The principles that should be used to determine whether military aid should be requested include:

- where the need to act is clear, and where other options have been discounted by the SCG
- where the SCG lacks the capability to fulfil the task and it is unreasonable or too expensive to expect it to develop one
- and / or the SCG has the capability but the need to act is urgent and it lacks readily available resources

There are no predefined military forces for these tasks and therefore military support is not guaranteed. There is normally a fee associated with a MACA request, however if there is a threat to life, no charges are made to the requesting authority.

## Finances

The provision of resources and services in emergency circumstances remains the responsibility of each service area and will be funded by service budgets. The cost of providing resources and services will be met by the relevant service; typically the service responsible for the provision on a day-to-day basis. It is essential that full financial records are kept by all services detailing any expenditure incurred as part of the incident.

The Tactical representative is responsible for reporting expenditure incurred to the Finance Department and will brief the CLT at regular appropriate intervals on expenditure levels.

The Strategic and tactical representatives have delegated powers to invoke additional expenditure if required in the event of a major incident. The CLT will monitor the financial expenditure until the formal stand-down of the local authority.

The Corporate Director will be responsible for making a claim to the agency or organisation responsible for the incident. The Bellwin Scheme provides emergency financial assistance to local authorities in England following large expenses incurred following the declaration of a major incident. The government will pay 85% of eligible expenditure above the 0.2% of its calculated annual budget. Further information can be found through the [Bellwin Scheme Guidance](#)

## Welfare

All staff responding to a major incident are required to consider their own personal welfare requirements and complete regular dynamic risk assessments to ensure their own personal safety when responding to an incident.

During an emergency, staff may be required to work beyond their normal hours however it is recommended that staff should work in shifts of between six and eight hours and staff do not work shifts exceeding twelve hours. Refer to the HR Policy.

All staff should go through both a hot debrief immediately after their shift and a cold debrief at a later date providing an opportunity to feedback on the response. Staff should also be offered counselling support where appropriate following a major incident.

## Vulnerability

The Local Authority has a responsibility to make specific considerations to people that are considered vulnerable and have been affected by an emergency. The Wiltshire Council Emergency Duty Service (out of hours) and Performance, Outcomes and Quality Assurance service (in hours only) access information on vulnerable people and should be contacted during an incident to identify the vulnerable people within the area.

## Community Resilience

Wiltshire Council works with communities to encourage the development of community emergency plans and flood plans. These are designed to encompass a wide variety of issues, but particularly those that the town and parish's suffer most from. Each Community is asked to submit all plans to Wiltshire Council which are stored to help in times of response and recovery. Flood and snow plans in particular encompass maps of known issue areas which aid the local authority in carrying out preventative works but also understand better possible problematic areas in times of incident.

Wiltshire Council also holds a list of emergency contacts within each community, these can be utilised as a first port of contact in an incident. These are held by Emergency Planning and are accessible by the Local Authorities response team. These contacts may be utilised to pass information to a local area, but also assist us with 'on-the-ground' information. This system also allows the community to convey quick time issues and requirements to the Local Authorities response team.

Communities are also being asked to sign up to a multi-agency scheme based around Emergency Contact Hubs which are buildings which the community open and manage themselves in an emergency. Wiltshire Councils helps set these up and keeps a list of locations and contact information on them. They can be used as a base in any kind of emergency before any further assistance is required.

## Category 2 Responders and Voluntary Agencies

Upon the notification of an incident the Tactical Representative should consider the appropriate agencies and partners that should be notified about the incident.

Category 2 responders include utilities and transport providers and they have a duty under the Civil Contingencies Act 2004 to cooperate and share information with Category 1 responders. Contact details for Category 2 responders within Wiltshire can be found within the Wiltshire Council Emergency Contacts Directory Section 2.

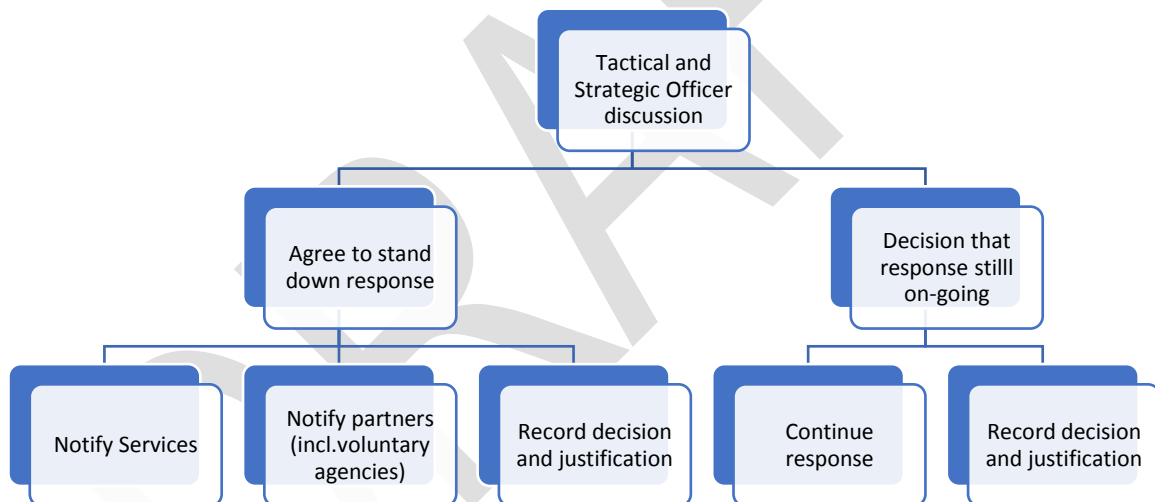
Information on support available from voluntary agencies within Wiltshire can be found in the Wiltshire and Swindon Local Resilience Forum Voluntary Agencies Sector (VASEC) Guide. Early consideration should be given to notifying voluntary agencies of an incident.

### Stand Down Arrangements

Involvement in an emergency will finish at different times for different agencies and services. The emergency services direct involvement in the incident will often finish once the initial situation has been resolved, often handing over the scene to the Local Authority. The local authority will often lead on the longer-term issues of restoration and recovery of the community and the area affected.

When the incident has been brought under control it is essential that clear instructions are provided to responding services that they should stand down operations. During a major incident it is likely that some services will be required to stand down before others.

The Tactical representative will liaise with the Strategic representative to establish the point at which the Local Authority response is stood down. This will then be communicated through the Council Incident Room to all responding service areas and partner agencies.



## Debrief

Debriefs are an important part of improving personal and organisational performance through the capturing of best practice and/or identifying operational learning points from an incident.

The debriefing of staff following the response to an incident is likely to be one of the most effective methods of capturing information to identify lessons following an emergency.

The debrief will allow staff to pass on relevant information and ensure that ongoing actions undertaken in the next shift or incident are as effective as possible. It is recommended that debriefs are carried out by an independent person, who was not involved in the subject of the debrief.

There are several different types of debrief that will be used during an incident.

### Hot Debrief

An informal 'Hot Debrief' should be completed at the end of the shift or when a member of staff is stood down. The hot debrief should be used to capture information in the immediate aftermath of the incident. Normally this will identify immediate remedies to problems arising from the response, identify areas for improvement to prevent reoccurrence and maintain morale / relieve stress.

### Internal Debrief

The internal debrief will be more structured, following a set agenda and result in the production of a report on the incident response. The internal debrief allows staff to consider the response to the incident in hindsight and should be completed prior to any multi-agency debrief. Staff may provide comments on; the methods used in response, an evaluation of the effectiveness of response, staff welfare issues, identification of the positives and negatives associated with the response, identification of lessons identified and key recommendations to ensure learning is captured. This information will be used to inform future responses and information from this debrief should be included within the multi-agency debrief.

### Multi-Agency Debrief

The multi-agency debrief allows multi-agency partners that responded to an incident to come together to discuss the response. Key points from the internal debrief will be fed in and this will facilitate discussion between different agencies and allow the identification of aspects of the response that went well and aspects that were not so positive. A report will be produced by the lead agency which will make recommendations for multi-agency partners to take forward into future emergency response.

The Structured Debrief process involves a facilitated discussion, managed by a trained Facilitator. Facilitators within the EPRR Team are trained and accredited by the National

College of Policing but may call upon external agencies within the LRF and Regional LRF's to undertake the debrief. The Facilitator should have the necessary attributes to effectively facilitate the debrief. They should not have been an active player in the event unless it was a very minor role.

- Debriefing should capture the following areas:
  - what did not go so well and 'how can it be improved for next time
  - what went well

### **Debrief Report**

Following the debrief process, a full debrief report summarising the incident, actions taken in the emergency response to resolve issues, positives, negatives, lessons identified and future recommendations should be produced within a timescale agreed by strategic leads following the major incident.

The Strategic On-Call Officer will establish whether the report should be written externally or by the Emergency Planning Resilience and Response Team. The report will be circulated to multi-agency partners and actions monitored through the LRF.

### **Recovery**

An LRF Recovery plan exists that encompasses the role of each partner agency during the recovery phase. Recovery is led by the affected Local Authority and will be considered at the earliest opportunity after an incident has commenced. During an incident that impacts both Local Authorities, a decision will be made at the SCG as to the most appropriate Local Authority to lead, from there a Recovery Coordinating Group will be established. Information regarding the processes for Wiltshire Council to adopt during recovery is detailed in the separate Wiltshire Council Recovery Plan.

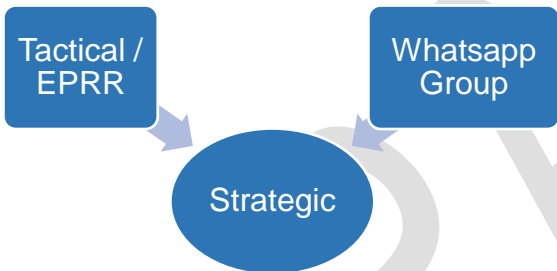
### **Training and Exercising**

The Wiltshire Council Major Incident Plan will undergo training and exercising in accordance with the Wiltshire Council EPRR Work plan which sets out a cycle for validating, testing and exercising the plan and training personnel on their role in the plan.

The Wiltshire Council Major Incident Plan will be reviewed on an annual basis and will be subject to training within six months and having been exercised within twelve months.

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## Action Cards

Strategic Action Card	
Role	Responsibilities
<p>To lead the strategic (Gold) Wiltshire Council response to an emergency.</p>	<ul style="list-style-type: none"> <li>Decide whether to activate strategic response</li> <li>Management of additional resources where needed</li> <li>Management of media and communications</li> <li>Liaison with elected members</li> <li>Management of financial aspects</li> <li>Maintaining corporate reputation</li> <li>Representation at the Strategic Coordinating Group</li> <li>Providing situational awareness to elected members</li> </ul>
Activation Process	Immediate Actions
 <pre> graph TD     A[Tactical / EPRR] --&gt; C((Strategic))     B[Whatsapp Group] --&gt; C             </pre>	<ul style="list-style-type: none"> <li>Gain full situational awareness from EPRR / Tactical Reps</li> <li>Decide whether to activate Wiltshire Council Strategic arrangements</li> <li>Notify the Tactical Officer of the decision and justification</li> <li>Start log recording all decisions, options, actions and justification</li> </ul>
Advice Available from	
<ul style="list-style-type: none"> <li>Tactical on call</li> <li>Emergency Planning</li> <li>Media Advisor</li> </ul>	
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Forming a tactical advice team</li> <li><input type="checkbox"/> Set the Aims and Objectives for response</li> <li><input type="checkbox"/> Inform the LRF via Operation Link                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Consider with the LRF if the Strategic Coordination Group is required</li> </ul> </li> <li><input type="checkbox"/> Briefing other Strategic Colleagues</li> <li><input type="checkbox"/> Establishing a battle rhythm for response (internal meetings inline with multi agency SCG/TCGs)</li> <li><input type="checkbox"/> Consider the requirement for business continuity management</li> <li><input type="checkbox"/> Consider the need to establish a recovery group</li> <li><input type="checkbox"/> Consider if mutual aid is required</li> <li><input type="checkbox"/> Consider notifying elected members</li> <li><input type="checkbox"/> Refer to incident specific plans</li> <li><input type="checkbox"/> Liaison with DCLG</li> <li><input type="checkbox"/> Attend the Strategic Coordination Group, if appropriate</li> <li><input type="checkbox"/> Discussing with the loggist what you want them to record at the SCG meetings</li> </ul>	

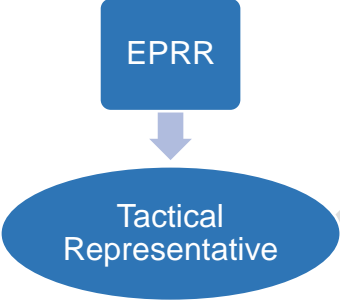
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Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"><li>• Operation Link</li><li>• W&amp;S LRF Emergency Multi-Agency Procedures (EMAP)</li><li>• Wiltshire Council Corporate Business Continuity Plan</li><li>• Recovery Plan</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when Strategic is stood down.</li><li>• Inform Tactical and give contact of replacement.</li><li>• Give a full briefing to the subsequent Strategic when handing over</li></ul>

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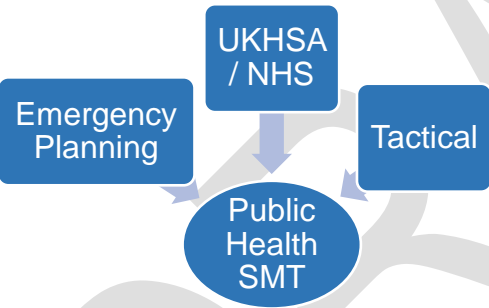
Tactical Action Card	
Role	Responsibilities
<p>To lead on the tactical (previously referred to as silver) Wiltshire Council response to a business disruption incident.</p>	<ul style="list-style-type: none"> <li>Lead on the implementation of the tactical response</li> <li>Assure appropriate attendance at TCG meetings</li> <li>Coordinate Council resources in response</li> </ul>
Activation Process	Immediate Actions
	<ul style="list-style-type: none"> <li>Gain a full situational awareness</li> <li>Decide whether the incident may be a Major Incident with advice from the core incident response team and Strategic representatives.</li> <li>Decide whether a Business Continuity Response is also required</li> <li>Start log recording all decisions, options, actions and justification</li> </ul>
Advice Available from	
<ul style="list-style-type: none"> <li>Strategic Representatives (Via WhatsApp)</li> <li>Emergency Planning</li> <li>Duty Manager</li> <li>Communications</li> <li>Other specific services dependant on incident.</li> </ul>	
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend internal incident response meetings coordinated by EPRR</li> <li><input type="checkbox"/> Start the internal notification cascade</li> <li><input type="checkbox"/> Inform the LRF via Operation Link (if required)</li> <li><input type="checkbox"/> Set the battle rhythm (battle rhythm may change if SCG is called)</li> <li><input type="checkbox"/> Set aim and objectives, for strategic to review if called upon</li> <li><input type="checkbox"/> Consider IIMARCH analysis tool to analyse the problem (see appendix)</li> <li><input type="checkbox"/> Consider using the JESIP Joint Decision Model (see appendix)</li> <li><input type="checkbox"/> Refer to incident specific plans</li> <li><input type="checkbox"/> Attend the Tactical Coordination Group, if appropriate</li> <li><input type="checkbox"/> Using the Incident Support officer to record decisions and actions</li> </ul>	
Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"> <li>Operation Link</li> <li>W&amp;S LRF Emergency Multi-Agency Procedures</li> <li>Wiltshire Council Corporate Business Continuity Plan</li> </ul>	<ul style="list-style-type: none"> <li>Stand down at the end of your shift or when Tactical is stood down</li> <li>Inform Strategic and give contact of replacement</li> </ul>

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	<ul style="list-style-type: none"><li>• Give a full briefing to the subsequent Tactical when handing over</li></ul>
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PH On call Action Card	
Role	Responsibilities
<p>To lead on the provision of public health advice in response to an incident within Wiltshire</p>	<ul style="list-style-type: none"> <li>Provide public health information and guidance for the general public and incident management</li> <li>Act as Subject Matter Expert (SME) at multi agency meetings based on the nature of the incident</li> <li>Mobilise local response to a public health emergency</li> <li>Mobilise environmental testing (e.g. air quality monitoring)</li> <li>Liaise with UKHSA and NHS colleagues as required</li> <li>Represent the local authority in a STAC</li> <li>Authorise expenditure from the public health budget</li> </ul>
Activation Process	Immediate Actions
	<ul style="list-style-type: none"> <li>Attend internal incident response meetings as required.</li> <li>Gain situational awareness from Local Health Resilience Partnership members.</li> </ul>
Advice Available from	
<ul style="list-style-type: none"> <li>Director of Public Health</li> <li>UKHSA (Out of Hours)</li> <li>NHS England (On-Call Director)</li> <li>Tactical</li> <li>Emergency Planning</li> <li>Duty Manager</li> </ul>	
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Gain a full situational awareness from internal incident response teams</li> <li><input type="checkbox"/> Start a log recording all decisions, options, actions and justification</li> <li><input type="checkbox"/> Activate public health response in accordance with the Communicable Disease Control Plan or Major Incident Plan as required</li> <li><input type="checkbox"/> Participation in outbreak control team</li> <li><input type="checkbox"/> Alerting Council Communications lead (if required)</li> <li><input type="checkbox"/> Providing a briefing for Strategic and Cabinet Members (if required)</li> <li><input type="checkbox"/> Attendance at Multi Agency meetings as SME (as required)</li> </ul>	
Plans / Procedures to Consider	Standing Down

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<ul style="list-style-type: none"><li>• W&amp;S LHRP Communicable Disease Plan</li><li>• W&amp;S LHRP Pandemic Influenza Plan</li><li>• W&amp;S LRF Animal Health Plan</li><li>• Animal Health Plan</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when instructed to by Tactical</li><li>• Inform Tactical and give contact of replacement</li><li>• Give a full briefing to the subsequent Public Health SMT when handing over (use IIMARCH)</li></ul>
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Emergency Planning Action Card	
Role	Responsibilities
<p>To coordinate the response to an emergency or major incident with the council, providing emergency response advice to the core response team, Tactical and Strategic representatives.</p>	<ul style="list-style-type: none"> <li>To take role of tactical advisor in an emergency</li> <li>Provide advice and support to LAIO on-call</li> <li>Provide advice to the Tactical / Strategic representative on incident response and support on multi agency meetings</li> <li>Escalate issues to the Public Health SMT or Tactical / Silver</li> <li>To provide assistance or support as directed to the Public Health SMT on-call</li> <li>Set up CIR (See CIR action Card)</li> </ul>
Activation Process	Immediate Actions
<pre> graph TD     DM[Duty Manager] --&gt; EPRR((EPRR))     DIC[Direct Internal contact] --&gt; EPRR     DEC[Direct External Contact] --&gt; EPRR         </pre>	<ul style="list-style-type: none"> <li>Start log recording all decisions, options, actions and justification</li> <li>Provide advice and support to LAIO</li> <li>Report back to Silver / Tactical, establish battle rhythm.</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>PH SMT on call</li> <li>Silver / Tactical on call</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Attend the Council Incident Room on the instruction of the Silver / Tactical</li> <li><input type="checkbox"/> Ensure Parishes with a community plan have been contacted.</li> <li><input type="checkbox"/> Interaction with LAIO             <ul style="list-style-type: none"> <li><input type="radio"/> Support LAIO by providing information they need eg to feed into briefings</li> <li><input type="radio"/> Support LAIO by making phone calls for them, eg to call other OOH officers</li> <li><input type="radio"/> Request information from LAIO , eg to brief the Silver / Tactical, or PH SMT on call</li> <li><input type="radio"/> Request an action by LAIO, eg to obtain information, or speak to residents</li> </ul> </li> <li><input type="checkbox"/> Interaction with Silver / Tactical or PH SM on call             <ul style="list-style-type: none"> <li><input type="radio"/> Provide information and updates from LAIO</li> <li><input type="radio"/> To action tasks allocated to Emergency Planning</li> <li><input type="radio"/> Request information from LAIO , eg to brief the Silver / Tactical, or PH SMT on call</li> <li><input type="radio"/> Request deployment by another service, eg Highways, Building Control, etc</li> </ul> </li> <li><input type="checkbox"/> Use GIS to identify risks</li> <li><input type="checkbox"/> Use the app to update case information and upload photographs</li> </ul>	

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Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"><li>• Emergency Contacts Directory</li><li>• Council Incident Room Plan</li><li>• W&amp;S LRF Emergency Multi-Agency Procedures</li><li>• Welfare Plan</li><li>• Recovery Plan</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when instructed to by the Silver / Tactical</li><li>• Inform LAIO and give contact of replacement</li><li>• Give a full briefing to the subsequent Emergency Planning when handing over</li></ul>

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Local Authority Incident Officer (LAIO) Action Card	
Role	Responsibilities
<p><b>LAIO</b></p> <p>To attend the scene of the incident on behalf of Wiltshire Council</p>	<ul style="list-style-type: none"> <li>Deployment to any Emergency</li> </ul>
Activation Process	Immediate Actions
	<ul style="list-style-type: none"> <li>Start log recording all decisions, options, actions and justification</li> <li>Introduce to Incident Commander</li> <li>Report back to Tactical</li> <li>Meet Wiltshire Council colleagues on scene</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>Emergencies – Emergency Planning On Call</li> <li>Duty Manager – Highways / Ops Resilience</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue the log of activities, conversations, decisions and the rationale behind them</li> <li><input type="checkbox"/> Advise emergency services on the most appropriate support available from the council</li> <li><input type="checkbox"/> Attend operational command briefings as required</li> <li><input type="checkbox"/> Contact Tactical Point of Contact to provide him/her with updates of the resources required and actions taken.</li> <li><input type="checkbox"/> Contact Emergency Planning, to             <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide information</li> <li><input type="checkbox"/> Request an action</li> <li><input type="checkbox"/> Request information</li> </ul> </li> <li><input type="checkbox"/> Answer questions by Emergency Planning</li> <li><input type="checkbox"/> Respond to requests and information from the Tactical and Strategic Representatives.</li> <li><input type="checkbox"/> Co-ordinate all council staff and resources on site, including contractors</li> <li><input type="checkbox"/> Note time of arrival</li> <li><input type="checkbox"/> Call forward council services as required</li> <li><input type="checkbox"/> Look after the welfare of all staff deployed on behalf of Wiltshire Council, including your own.</li> <li><input type="checkbox"/> Use tablets to log updates, upload photos and update case information in the app</li> </ul>	

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Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"><li>• Emergency Contacts Directory</li><li>• Emergency Telecoms &amp; Procedures Guide</li><li>• W&amp;S LRF Emergency Multi-Agency Procedures</li></ul>	<ul style="list-style-type: none"><li>• Stand down when instructed by Silver / Tactical</li><li>• Inform Wiltshire Council staff on site</li><li>• Inform Emergency Planning, if involved</li><li>• Give a full briefing to the subsequent LAIO when handing over</li></ul>

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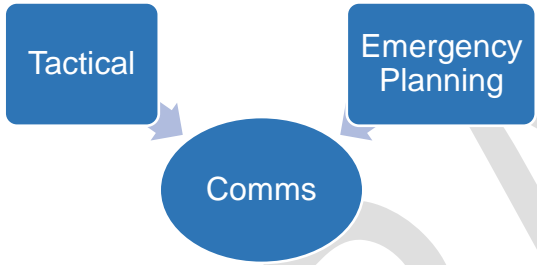
Council Incident Room (CIR) Manager Action Card	
Role	Responsibilities
Overseeing the coordination and completion of actions and the timely distribution of information.	<ul style="list-style-type: none"> <li>Oversees the Council Incident Room</li> <li>Coordinates the completion and monitoring of actions and distribution of situation reports</li> <li>Resolves issues where required</li> <li>Liaises with the Tactical</li> <li>Monitors the welfare of staff in the CIR</li> </ul>
Activation Process	Immediate Actions
<pre> graph TD     Tactical[Tactical] --&gt; CIRManager((CIR Manager))     EmergencyPlanning[Emergency Planning] --&gt; CIRManager             </pre>	<ul style="list-style-type: none"> <li>Attend the CIR</li> <li>Initiate call out for CIR volunteers</li> <li>Begin setting up the CIR</li> </ul>
	Advice Available from
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li>Contacting the relevant number of staff to attend the CIR and set up CIR</li> <li>Brief staff on arrival on the incident and assign to relevant roles in the CIR</li> <li>Coordinate requests and information in the CIR tasking Coordinators with actions</li> <li>Coordinate the flow of messages between the CIR and Tactical, Highways Incident Room, Local Authority Incident Officer (LAIO), Rest Centre, internal services and multi-agency partners</li> <li>Ensure the timely distribution of situational awareness</li> <li>Ensure the loggist records details of the current situation, all messages into and out of the CIR, details of all actions taken with options available and justification</li> <li>Regularly brief the CIR staff to ensure that they are aware of the whole picture; updates are particularly important following any major developments</li> <li>Forecast ahead, in consultation with Coordinators and Services to ensure any potential future issues are identified and resources are in place</li> <li>Keep an eye on staff in the CIR, look for signs of stress in staff and ensure breaks are taken when required (including consideration for food and drink)</li> <li>Requirement for a rota (particularly if incident is likely to exceed 8 hours)</li> <li>Complete a hot debrief with all Council Incident Room staff when they finish their shift</li> </ul>	
Plans to Consider	Standing Down
<ul style="list-style-type: none"> <li>Emergency Contacts Directory</li> <li>Major Incident Plan</li> <li>Corporate Business Continuity Plan</li> <li>Welfare Plan</li> </ul>	<ul style="list-style-type: none"> <li>Notify Tactical that you are standing down and inform them who the subsequent CIR Manager will be (if appropriate)</li> </ul>

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	<ul style="list-style-type: none"><li>• Complete handover with subsequent CIR Manager</li><li>• Complete a Hot Debrief Form</li></ul>
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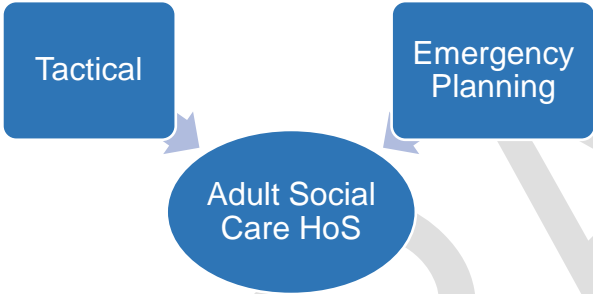
Communications Action Card	
Role	Responsibilities
<p>To lead on the provisions of communications to staff and the public in an emergency</p>	<ul style="list-style-type: none"> <li>Provide support and guidance to Strategic in establishing a media strategy</li> <li>Liaison with multi-agency partners, attend MACC</li> <li>Representation at the LRF media cell</li> <li>Coordinate the provision of information to Wiltshire Council staff and the public</li> <li>Coordinate all Wiltshire Council statements, media releases and interviews</li> <li>Provide briefings to Cabinet Members, Cllrs and staff</li> </ul>
Activation Process	Information Required
 <pre> graph TD     Tactical[Tactical] --&gt; Comms((Comms))     Emergency[Emergency Planning] --&gt; Comms             </pre>	<ul style="list-style-type: none"> <li>Full situational awareness of the incident</li> <li>Confirm which agency is leading on media messages</li> <li>Identifying additional information available through media and social media</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>Strategic</li> <li>Tactical</li> <li>Emergency Planning</li> <li>Public Health SMT</li> <li>Council Incident Room</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a log; recording all decisions, options, actions and justification</li> <li><input type="checkbox"/> Provide support and guidance to the Strategic in establishing a media strategy (if required)</li> <li><input type="checkbox"/> Ensure appropriate representation at the Strategic Coordinating Group (if required), Tactical Coordinating Group and the Council Incident Room</li> <li><input type="checkbox"/> Develop media briefings in coordination with multi-agency partner media leads</li> <li><input type="checkbox"/> Develop and disseminate briefings internally to Cabinet Members, Councillors and staff</li> <li><input type="checkbox"/> Facilitate the provision of a media handling centre at the scene of the incident in accordance with the W&amp;S LRF Media and Communications Guide</li> <li><input type="checkbox"/> Providing and updating information on the website, social media and the internet</li> <li><input type="checkbox"/> When advised to stand down ensure that information is provided to the public and the media to raise awareness that agencies are returning to business as usual and that the incident response has been stood down</li> </ul>	

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Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"><li>• Emergency Contacts Directory</li><li>• W&amp;S LRF Media and Communications Guide</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when instructed to by the Tactical</li><li>• Inform Tactical, CIR and give contact of replacement</li><li>• Give a full briefing to the subsequent Communications officer when handing over</li></ul>

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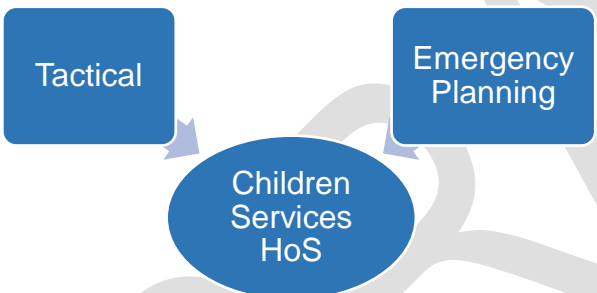
Adult Social Care Head of Service Action Card	
Role	Responsibilities
To lead on the provision of welfare to those affected by the incident	<ul style="list-style-type: none"> <li>Identification of temporary accommodation for a small number of displaced residents / evacuees</li> <li>Coordinate staffing of a Rest Centre</li> <li>Liaison between the Rest Centre Manager and Council Incident Room</li> <li>Coordinate staffing of a Survivor Reception Centre to support the Police</li> <li>Identification of vulnerable people</li> <li>Liaison with multi-agency partners</li> <li>Chair / Attend Multi Agency Vulnerable Individuals Cell as required</li> </ul>
Activation Process	Immediate Actions
 <pre> graph TD     Tactical[Tactical] --&gt; HoS((Adult Social Care HoS))     Emergency[Emergency Planning] --&gt; HoS             </pre>	<ul style="list-style-type: none"> <li>Gain a full situational awareness</li> <li>Location of the Rest Centre</li> <li>Location of nearest Rest Centre bag</li> <li>Time Rest Centre will be opened</li> <li>Number of people evacuated</li> <li>Name of contact opening Rest Centre</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>Tactical</li> <li>Emergency Planning</li> <li>Public Health SMT</li> <li>Council Incident Room (CIR)</li> <li>Wiltshire Police</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a log; record all options, decisions, actions and the justification for the decision</li> <li><input type="checkbox"/> Obtain contact details for the Tactical and Emergency Planning</li> <li><input type="checkbox"/> Identification of vulnerable residents known to Wiltshire Council</li> <li><input type="checkbox"/> Coordination of temporary accommodation for a small number of displaced / evacuated residents</li> <li><input type="checkbox"/> Coordination of staff to activate and operate the Rest Centre; including the consideration for staff rotation (if required)</li> <li><input type="checkbox"/> Provision of your contact details to all staff activated to attend the Rest Centre</li> <li><input type="checkbox"/> Consideration of Rest Centre staff welfare; ensuring their safe arrival initially at the Rest Centre and then at home at the end of their shift</li> <li><input type="checkbox"/> Coordination of staff to operate the Survivor Reception Centre in cooperation with Wiltshire Police; including the consideration for staff rotation (if required)</li> <li><input type="checkbox"/> Coordination of staff to activate and operate the Family &amp; Friends Reception Centre; including the consideration for staff rotation (if required)</li> </ul>	

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Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"><li>• Major Incident Plan</li><li>• Emergency Contact Directory</li><li>• Welfare Plan</li><li>• W&amp;S LRF/LHRP Vulnerable Individuals Plan</li><li>• Rest Centre Staff Contact List</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when instructed to by the Tactical</li><li>• Inform Tactical, CIR and give contact of replacement</li><li>• Give a full briefing to the subsequent Adult Care Head of Service when handing over at the end of your shift</li></ul>

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Children's Social Care Head of Service Action Card	
Role	Responsibilities
<p>To lead on the provision of welfare to those children directly or indirectly affected by the incident</p>	<ul style="list-style-type: none"> <li>Advise on support required to safeguard children during specific incidents.</li> <li>Identification of vulnerable premises associated with children's care</li> <li>Identification of Vulnerable Children</li> <li>Identification of temporary accommodation for a small number of displaced residents / evacuees</li> <li>Provision and coordinate staffing of a Rest Centre</li> <li>Liaison between the Rest Centre Manager and Council Incident Room</li> <li>Liaison with multi-agency partners</li> <li>Attendance of Multi Agency Vulnerable Individuals Cell as required.</li> </ul>
Activation Process	Immediate Actions
 <pre> graph TD     Tactical[Tactical] --&gt; HoS((Children Services HoS))     Emergency[Emergency Planning] --&gt; HoS             </pre>	<ul style="list-style-type: none"> <li>Gain a full situational awareness</li> <li>Location of the Rest Centre</li> <li>Location of nearest Rest Centre bag</li> <li>Time Rest Centre will be opened</li> <li>Number of people evacuated</li> <li>Name of contact opening Rest Centre</li> </ul>
	<b>Advice Available from</b>
	<ul style="list-style-type: none"> <li>Tactical</li> <li>Emergency Planning</li> <li>Adult Social Care</li> <li>Public Health SMT</li> <li>Council Incident Room (CIR)</li> <li>Wiltshire Police</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a log; record all options, decisions, actions and the justification for the decision</li> <li><input type="checkbox"/> Obtain contact details for the Tactical and Emergency Planning</li> <li><input type="checkbox"/> Identification of vulnerable children / premises known to Wiltshire Council</li> <li><input type="checkbox"/> Coordination of staff to activate and support Rest Centres; including the consideration for staff rotation (if required)</li> <li><input type="checkbox"/> Provision of your contact details to all staff activated to attend the Rest Centre</li> <li><input type="checkbox"/> Consideration of Rest Centre staff welfare; ensuring their safe arrival initially at the Rest Centre and then at home at the end of their shift</li> </ul>	
Plans / Procedures to Consider	Standing Down

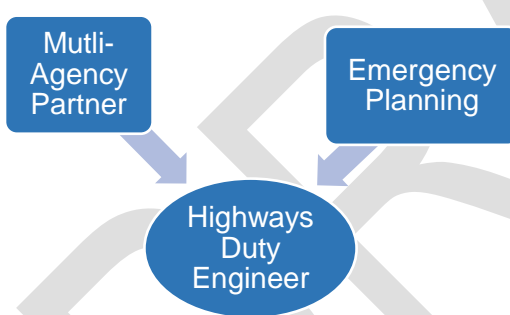
## OFFICIAL

<ul style="list-style-type: none"><li>• Major Incident Plan</li><li>• Emergency Contact Directory</li><li>• Welfare Plan</li><li>• W&amp;S LRF/LHRP Vulnerable Individuals Plan</li><li>• Childrens Services Business Continuity Plans</li><li>• Rest Centre Staff Contact List</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when instructed to by the Tactical</li><li>• Inform Tactical, CIR and give contact of replacement</li><li>• Give a full briefing to the subsequent Childrens Services Head of Service when handing over at the end of your shift</li></ul>
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Highways Duty Manager Action Card	
Role	Responsibilities
<p>To lead on the coordination of emergency response on highways and the provision of vehicles, plant, equipment and resourcing additional equipment.</p> <p>Activate Emergency Planning response as and when required.</p>	<ul style="list-style-type: none"> <li>Contact Emergency Planning during incidents which may require the coordination of an LA emergency response.</li> <li>Authorise and effect repairs to highways</li> <li>Clearance and clean-up of road network</li> <li>Coordination of traffic management</li> <li>Coordination of contractors, skilled operators, plant, additional equipment, transport and fuel</li> <li>Provision of access to vehicles (which includes 4x4's)</li> <li>Liaison with multi-agency partners and attendance of multi agency meetings.</li> <li>Coordination of civil engineering advice and support</li> <li>Provision of Tactical Advice to Tactical and Strategic reps.</li> </ul>
Activation Process	Information Required
 <pre> graph TD     MAP[Multi-Agency Partner] --&gt; HDE((Highways Duty Engineer))     EP[Emergency Planning] --&gt; HDE             </pre>	<ul style="list-style-type: none"> <li>Gain a full situational awareness</li> <li>Specific impacts of the incident on highways network</li> <li>Is there a requirement for specialist plant, materials, vehicles or advice</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>Emergency Services</li> <li>National Highways</li> <li>Tactical</li> <li>Local Authority Incident Officer</li> <li>Emergency Planning</li> <li>Council Incident Room</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Deploying officers to make a detailed assessment</li> <li><input type="checkbox"/> Liaison with the Local Authority Incident Officer (LAIO), Emergency Services, Environment Agency and Utility companies to establish the resource requirements at the scene</li> <li><input type="checkbox"/> Requirement for road closures or car park closures</li> <li><input type="checkbox"/> Potential damage to the highways and requirement for repair</li> <li><input type="checkbox"/> Flooding impacts (if required) and requirement for emergency pumping, drainage and sandbags</li> <li><input type="checkbox"/> Procurement of specialist equipment, plant, materials, contractors, specialist advice or vehicles</li> <li><input type="checkbox"/> Provision of emergency structural advice at the incident</li> </ul>	

# OFFICIAL

Plans / Procedures to Consider	Standing Down
<ul style="list-style-type: none"><li>Emergency Contact Directory</li></ul>	<ul style="list-style-type: none"><li>Stand down at the end of your shift or when instructed to by Tactical</li><li>Inform Tactical, Council Incident Room and give contact of replacement</li><li>Give a full briefing to the subsequent Highways Duty Engineer when handing over</li></ul>

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## Appendix A: Strategic Coordinating Group Meeting Agenda

### Wiltshire Council Strategic Coordinating Group (SCG)

#### OPEN LOG - RECORD DECISIONS/ ACTIONS/ RATIONALE

#### Initial Agenda

- **Membership**
  - Nominate Chair
  - Confirm Loggist
  - Introductions / Roles / Responsibilities / Confirm Contact Details
  - Are Other Services required?
- **Current Situation Analysis**
  - Are there urgent items for attention?
  - Overview of the Incident to be provided.
  - Overview of the multi-agency arrangements in place (*if stood up*)
  - Consider Risks/Threats – consider Scale, Duration, Impact
  - Are there imminent/potential threats to services and residents?
  - Provide Service updates.
  - Consider if Tactical Coordinating Group Meetings required (*if not already set up*)
- **Aim and Objectives**
  - Set strategic Aim and Objectives (*in line with multi agency Aim and Objectives if set*)
  - Communicate Aim and Objectives to tactical leads.
- **Communications**
  - Consider Strategic Communication Strategy and communicate with Comms Lead
  - Consider wider warning and informing Issues
- **Logistics and Administration**
  - Identify ‘talking heads’ at multi agency strategic level and communicate to Core Incident response Team (EPRR, COMMS, Duty Manager).
  - Continuity of SCG meetings – consider Chair / loggist if prolonged incident.
- **AOB**
- **Confirm Decisions / Actions**
- **Date/Time/Venue/Set Agenda of Next Meeting**
  - **Considerations for Future Meetings**
    - Review Actions / Impact
    - Review Situation Report
    - Review Aim and Objectives
    - Recovery Issues
    - Consider further Resource Requirements

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## Appendix B: Tactical Coordinating Group Meeting Agenda

### Wiltshire Council Tactical Coordinating Group (TCG)

#### OPEN LOG - RECORD DECISIONS/ ACTIONS/ RATIONALE

#### Initial Agenda

- **Membership**
  - Nominate Chair and confirm Loggist
  - Introductions / Roles / Responsibilities / Confirm Contact Details
  - Are Other Services required?
- **Current Situation Analysis**
  - Are there urgent items for attention?
  - Overview of the Incident to be provided.
  - Overview of the multi-agency arrangements in place (*if stood up*)
  - Update from SCG (if sitting)
  - Consider Risks/Threats – consider Scale, Duration, Impact
  - Are there imminent/potential threats to services and residents?
  - Provide Service updates.
  - Consider if Strategic Coordinating Group Meetings required.
- **Aim and Objectives**
  - Set Aim and Objectives (*in line with multi agency Aim and Objectives if set*)
  - Communicate Aim and Objectives to operational leads.
  - Develop tactical plans to meet the Aim and Objectives.
- **Supporting Groups**
  - Consider Involvement of voluntary agencies to support capabilities if required.
  - Consider requirement for Mutual Aid from neighbouring Authorities.
- **Communications**
  - Consider Shared Situational Awareness. Communicate relevant information to Strategic Level (CLT / ELT / Members) Agree the service and department who will be the main point of contact to these channels throughout the incident.
  - Provide update on the Multi agency Comms Strategy (*if applicable*)
  - Consider wider warning and informing Issues.
  - Identify 'talking heads' at multi agency tactical level.
- **Logistics and Administration**
  - Staff welfare
  - Consider places of work for staff (*if alternatives are required*)
  - Continuity of TCG meetings – consider Chair / loggist if prolonged incident.
- **AOB**
- **Confirm Decisions / Actions**
- **Date/Time/Venue/Set Agenda of Next Meeting**
- **Considerations for Future Meetings**
  - Review Actions / Impact
  - Review Situation Report
  - Review Aim and Objectives
  - Recovery Issues
  - Consider further Resource Requirements

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## Appendix C: Wiltshire Council Situation Report

	<b>Situation report</b>	Date	
		Time	
<b>Incident</b>	<i>&lt; Insert Incident Name Here &gt;</i>		
<b>Level of Response</b> <i>(Tick applicable response)</i>			
	<b>Info Sharing and Comms</b>	<b>Internal Incident Response and Coordination</b>	<b>Multi Agency response</b>
<b>OVERVIEW OF CURRENT SITUATION</b>			
<b>M/ETHANE REPORT</b>			
<b>Major Incident Declared?</b>	Yes / No	<b>Time Declared</b>	hh:mm
<b>Exact Location</b>			
<b>Type of Incident</b>			
<b>Hazards</b>			
<b>Access</b>			
<b>Casualties Information</b>			
<b>Emergency Services Involved</b>			
<b>GENERAL SITUATION</b> <i>(Top line information to include status in Wiltshire, summary of arrangements including deployment of resources)</i>			
<b>Actions Completed</b>			
<b>Outstanding Actions</b>			
<b>HORIZON SCAN</b>			

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COMMUNITY IMPACT ASSESSMENT (impact of incident on the Wiltshire Residents & Environment)		
<b>RED</b>	Incident having significant impact with possible long-term consequences	
<b>AMBER</b>	Incident having a moderate impact with possible short to long term consequences	
<b>GREEN</b>	Limited or no impact	
Community Impact Area	RAG	Comments (Please provide details to support the assessment of areas which have been identified as AMBER or RED)
<b>Social</b>  <i>(Encompassing the social consequences of an event and affect on residents)</i>		
<b>Health</b>  <i>(Encompassing the direct health impacts on Wiltshire)</i>		
<b>Environment</b>  <i>(Encompassing the impact of the contamination of pollution on Wiltshire)</i>		
<b>Infrastructure</b>  <i>(Encompassing the impact on local transport, buildings, and services)</i>		
OTHER PERTINENT INFORMATION		
INCIDENT IMAGES		
Description	Image #1	
Description	Image #2	
<b>Sit Rep Completed By</b>		
<b>Times of Next Update</b>		
<b>Contact Details</b>		
<b>Sit Rep Circulated to</b>		

**Appendix D: IIMARCH Template**

<i>Element</i>	<i>Key questions</i>	<i>Considerations</i>
<b>INFORMATION</b>	What, where, when, how? So what? What might? How many?	
<b>INTENT</b>	Why are we here? What are we trying to achieve?	
<b>METHOD</b>	How are we going to do it?	
<b>ADMINISTRATION</b>	What is required for effective, efficient and safe implementation?	
<b>RISK ASSESSMENT</b>	What are the relevant risks? What measures are required to mitigate them?	
<b>COMMUNICATIONS</b>	How are we going to initiate and maintain communications with all partners and interested parties?	
<b>HUMANITARIAN ISSUES</b>	What humanitarian assistance and human rights issues arise or may arise from this event and the response to it?	