

Wiltshire Council

Draft Integrated Emergency Management Plan



Wiltshire Council’s Business Plan has the stated aim of creating safe and resilient communities. From experience, we know that it is during an emergency that communities often stand strong and demonstrate their resilience most effectively.

Wiltshire Council recognises its duty in identifying risks and planning for emergencies. This cannot be done in isolation, and any major incident will require all our partners and communities to work together to overcome the challenges that collectively face us.

This Integrated Emergency Management Plan is a best-practice approach to preparing for emergencies, which will assure partners and communities that Wiltshire Council has planned, and is prepared, for major incidents. The Plan replaces three previous plans, and will align the organisation to the highest national and international standards for Major Incident Response, Business Continuity and Recovery.

In the last few years, Wiltshire Council has worked closely with partners to deal successfully with snow, outbreaks of contagious disease, large fires, unexploded bombs, Foot and Mouth, pandemic influenza and in 2013/14 the most severe floods in a generation. This document is driven by our desire to continuously improve, and to serve our communities in the most effective and efficient way possible.

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PART 1

POLICY

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1.1 Wiltshire Council Commitment

Wiltshire Council recognises the importance of its role during emergencies and incidents, and is fully committed to protecting the residents, businesses, infrastructure and environment of the county. It will fulfil this duty by working closely and effectively with partner agencies to prevent and manage major emergencies through anticipation; assessment; prevention; preparation; response; and recovery.

Business Continuity supports the organisation to ensure that resources are effectively deployed to maintain and recover services through disruption. It is essential that business continuity is considered an integral part within each service of Wiltshire Council.

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1.2 Role of Wiltshire Council

Wiltshire Council's responsibilities are:

- to support the emergency services and those agencies engaged in the response to an incident
- to lead in certain major incidents
- to provide a co-ordinated response for all council resources
- to lead in community resilience, 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
- to maintain service delivery in line with Business Continuity Management procedures and ensure a return to normality as soon as possible
- to provide Business Continuity advice to Wiltshire businesses
- to lead the recovery operation to restore the community, its facilities and infrastructure.

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1.3 Policy Leadership

The policy framework for Emergency Planning and Business Continuity is agreed by Full Council of Wiltshire Council.

The Integrated Emergency Management Plan is endorsed and promoted by The Corporate Leadership Team for use by all staff of the Council.

It is recognised that Corporate and Tactical On-Call Officers are permitted to act outside the parameters of the policy (if they are required to do so in extreme circumstances). In such circumstances they must document the reasons for operating outside the policy.

1.4 Scope, Aim and Objectives

1.4.1 Scope

Includes:

- Wiltshire Council response arrangements for a major incident
- Business Continuity Management ~~for~~ both internally and for local businesses
- Leading the recovery phase of an incident.
- This policy will not impact on day to day running of the council,

1.4.2 Aim

Wiltshire Council will ensure preparedness and commitment to providing an appropriate response to incidents affecting residents, businesses, infrastructure or the environment whilst ensuring that it delivers business critical services.

1.4.3 Objectives

We will do this by:

- Protecting life and the health of the public in Wiltshire
- Looking after our vulnerable residents
- Protecting the environment
- Protecting property
- Protecting the economy
- Working collaboratively with Category 1 and 2 Responders, and other organisations that may be required from time to time to assist in response.
- Providing information to the public that will enable them to prepare and help their community in an emergency
- Preparing the council and businesses with Business Continuity support

1.5 Equalities and Human Rights

In the development of this plan, and during the implementation of this plan, all staff will have regard to The Equalities Act and take into account relevant Articles of the Human Rights Act.

1.6 Legislative Framework

The following legal areas are the subject of this policy:

- Civil Contingencies Act 2004
- Health and Social Care Act 2012 s46 and s47
- The Control of Major Accident Hazards Regulations 1999

- The Pipeline Safety Regulations (PSR) 1996
- Radiation (Emergency Preparedness and Public Information) Regulations 2001
- The Reservoirs Act 1975
- The Public Health Act 1936

The following non- statutory guidance is available for emergency planning:

- Emergency Preparedness (Cabinet Office)
- Emergency Response and Recovery (Cabinet Office)
- Guidance on dealing with fatalities
- Expecting the unexpected: Business continuity in an uncertain world
- Recovery – An emergency management guide

1.7 Administration of the Incident Response, Business Continuity and Recovery

Arrangements are in place for emergency preparedness, resilience and response which:

- Have a change control process and version control
- Take account of changing business objectives and processes
- Take account of any changes in the organisations functions and/ or organisational and structural and staff changes
- Take account of change in supplier and contractual arrangements
- Take account of any updates to risk assessments
- Have a review schedule
- Use consistent unambiguous terminology
- Identify who is responsible for making sure the policies and arrangements are updated, distributed and regularly tested
- Policies and plans will be distributed and made available to relevant staff
- Have a process for identifying reporting and implementing lessons following exercises, emergencies and /or business continuity incidents.
- Include references to other sources of information and supporting documentation

1.8 Assurance Standards

1.8.1 Wiltshire Council will align its Integrated Emergency Management delivery to best practice nationally. This includes:

- Nationally accepted standards promoted by the Cabinet Office in its Guidance on part 1 of the Civil Contingencies Act 2004, its associated regulations and non- statutory arrangements.

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- Maintaining standards that align to the NHS England Core Standards for Emergency preparedness, resilience and response.
- National Occupational Standards for Civil Contingencies, developed by Skills for Justice
- Align with BS 11200, which sets standards for Crisis management
- Align with the internationally recognised standard for Business Continuity ISO22301.
- Chief Executives Guidance for Local Authorities (Solace)

1.8.2 Heads of Service are expected to certify on an annual basis that they are able to meet Business Continuity requirements; this process will be incorporated into normal corporate reporting cycles. Following each review, notice will be given to the Strategic On-Call Officers, and to the Emergency Planning Resilience and Response team that the plan is fit for purpose.

1.9 Review

Wiltshire Council plans are to work in conjunction with the Wiltshire and Swindon Local Resilience Forum Emergency Multi Agency Procedures (EMAP).

Review of documents will take place on an agreed timescale, or when triggered by a significant change in the following:

- Changes in legislation
- Changes in organisational structure
- Recommendation from a post-incident debrief
- Learning from training and exercising
- Changes in national guidance
- Learning from high profile incidents that have taken place nationally or internationally
- biannual peer review with a similar authority
- triannual external review
- Training, exercising regimes
- Internal / external contact lists

It shall be the responsibility of Heads of Service to ensure that their service meets the standards required by the Wiltshire Council Business Continuity Plan.

1.10 Response and Recovery Arrangements

Wiltshire Council's arrangements for response in a major incident are stated in Section 2 of this Integrated Emergency Management Plan. Recovery arrangements are specified in Section 4 of this Integrated Emergency Management Plan.

Definition of an Emergency

The Civil Contingencies Act 2004 defines an emergency as:

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“An event or situation that threatens serious damage to human welfare, the environment, or war or terrorism which threatens serious damage to the security of the United Kingdom”.

Damage to human welfare can be defined as involving one or more of the following:

- loss of human life
- human illness or injury
- homelessness
- damage to property
- disruption of a supply of money, food, water energy or fuel
- disruption of facilities for transport
- disruption to health services

Damage to the environment can be further defined as:

- contamination of land, water or air with biological, chemical or radioactive matter
- disruption or destruction of plant or animal life

Definition of a Major Incident

A major incident is an emergency 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 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.

1.11 Continuous Improvement

Corporate Resilience Group

The Corporate Resilience Group will be established to facilitate business continuity and emergency planning learning and development across Wiltshire Council. The group will be chaired by an Associate Director and will be administered by the Emergency Planning Resilience and Response Team. The group will include representation by Head of Service or a nominated deputy from Priority 1 Services and other services that are required. The terms of reference for the group can be found in Appendix E.

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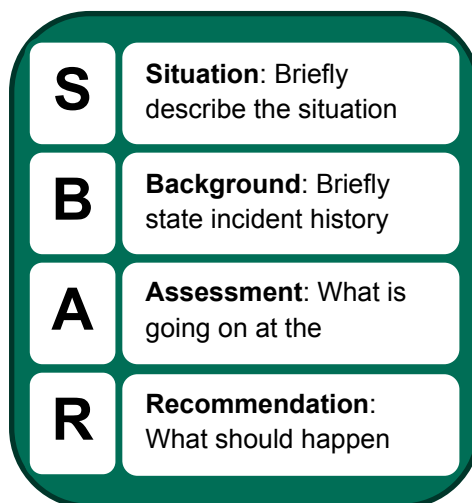
1.11.1 Debrief

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.

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

Shift Handover Brief

The shift handover debrief 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. The Situation, Background, Assessment and Recommendation (SBAR) technique provides a standard template to brief the person taking over in your role during an incident.



Hot Debrief

A Hot Debrief should be completed at the end of the shift or when a member of staff is stood down and should be used to capture information in the immediate aftermath of the incident.

Internal Debrief

Cold debriefings should be more structured, following a set agenda and should result in the production of a report on the incident response. The cold debrief allows staff to consider the response and comment on sections such as the methods used in response, an evaluation of the effectiveness of response, consider any staff welfare issues, identification of the positives and negatives associated with the response and the identification of lessons identified and key recommendations to ensure learning from the them.

Standard Agenda

The following standard agenda should be used for the cold debrief:

- Introduction
 - Attendees and Apologies
 - Overview of the incident
- Review
 - Service / Agency response (Operational, Tactical, Strategic)
 - Communications
- Staff Welfare
 - Issues or concerns
- Feedback
 - Positives
 - Negatives

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- Lessons identified
 - Key lessons identified
 - Recommendations to implement the changes
- Set a date to review the report

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Debrief Report

Following the debrief process, a full debrief report summarising the incident, actions taken in response to resolve issues, positives, negatives, lessons identified and future recommendations should be produced.

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 the Resilience Group and will be discussed in future meetings to ensure learning is shared and implemented throughout the organisations.

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1.12 Record Keeping

It is essential that a comprehensive record is kept of the Council's involvement during an incident in order to assess the effectiveness of the response.

Wiltshire Council will make available trained staff who are able to keep a log of key decisions during an incident.

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.

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PART 2

MAJOR INCIDENT PLAN

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2.1 Introduction

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| Purpose | The Corporate Major Incident Plan sets out the arrangements for the council’s response to emergencies within or affecting Wiltshire. |
| Background Information | <p>The Wiltshire and Swindon Local Resilience Forum assess the highest risks that affect the partnership within the Community Risk Register. The latest version of this can be found here: www.wiltshireandswindonprepared.org.uk/community-risk-register</p> <p>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.</p> |
| Emergency Definition | The definition of emergency is found in the policy section of the <i>Wiltshire Council Major Incident Plan</i> and is taken from the Civil Contingencies Act 2004. |
| Aim | The aim of this plan is to provide a coordinated Wiltshire Council emergency response framework. |
| Objectives | <p>The objectives of this plan are:</p> <ul style="list-style-type: none"> • to detail the Council’s alerting and callout procedures • to define the roles and responsibilities of key staff and service areas • to detail the Council’s emergency response strategy • to define the Council’s incident management arrangements including the handover process from response to recovery • to detail the Council’s emergency response capabilities and related emergency plans |
| Scope | 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. |
| Links to other plans | <p>This plan links to the Wiltshire and Swindon Local Resilience Forum plans.</p> <p>Key plans to be aware of include:</p> <ul style="list-style-type: none"> • Emergency Multi-Agency Procedures (EMAP) <ul style="list-style-type: none"> ◦ contains the full list of LRF plans • Operation Link <p>There are also other LRF and LHRP plans, guides and procedures.</p> <p>This plan links to the following Wiltshire Council plans:</p> <ul style="list-style-type: none"> • Emergency Contacts Directory • Council Incident Room Plan • Welfare Plan (includes Rest Centres, Humanitarian Assistance Centre, Faith) • Recovery Plan • Animal Health Plan |





- Emergency Telecoms and Procedures Guide
- Excess Death Guide Part B
- Flood Plan
- Heatwave Plan Action Cards
- Pipeline Plan
- Post Room Procedures

This plan also links to the following site specific plans:

- Porton Down Off-Site Plan
- PSD Purton Off-Site Plan
- Chemring Countermeasures Off-Site Plan
- Gasper New Lake Off-Site Reservoir Plan
- Shearwater Off-Site Reservoir Plan

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2.2 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 have to later stand down resources than have to attempt to catch-up during an incident that has escalated beyond initial expectations.

2.2.1 Incident Notification

Notification of an emergency will usually be from one of the following to the Silver/Tactical On-Call Officer On-Call:

- Emergency Services or another multi-agency partner through Operation Link
- Wiltshire Council Staff
- Neighbouring Local Authority

2.2.2 Activation Triggers

The Wiltshire Council Major Incident Plan (MIP) will be invoked in response to an incident that is or has the potential to cause the following:

- The involvement of a large number of people
- Requirement for large scale multi-agency response
- Significant number of calls or media enquiries
- Significant financial implications
- Impacts on Wiltshire Council's reputation

However the Major Incident Plan will never take the place of service arrangements for dealing with 'routine' minor emergencies.

2.2.3 Level of Incident

The Tactical On-Call Officer has responsibility for determining the initial level of Council response to an emergency and for initiating call-out procedures.

There are three levels of response:

| Level | Impact | Response |
|-----------------------------|--|---|
| Minor Incident | Minor emergency (e.g. gas / water main leak) with minimal impacts on the community or minor business continuity impact | Silver/Tactical On-Call Officer has overall management for the incident with support from emergency planning and additional services (as required) |
| Significant Incident | Significant incident that has not been declared a major incident or an incident which could severely impact on the local authority to deliver critical functions | Silver/Tactical On-Call Officer has overall management for the incident with significant levels of support from emergency planning, internal services and multi-agency partners which is likely to include a Tactical Coordinating Group (TCG). The Duty Gold/Strategic On-Call Officer must be briefed about the incident. |
| Major Incident | Major disruption to the | Gold/Strategic on call Director has |

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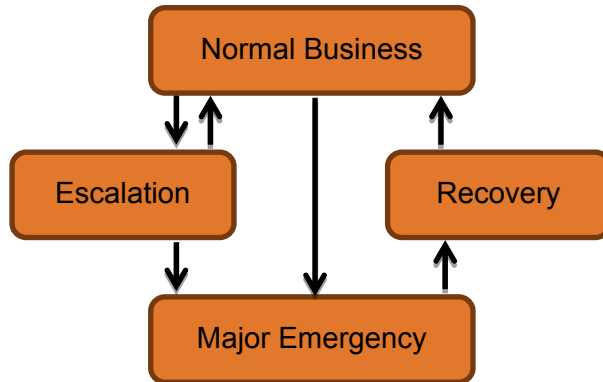
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| | community declared as a major incident in line with the definition in the policy section. | overall strategic management of the incident with a full strategic level response at Local Resilience Forum level. The full Wiltshire Council incident management plan to coordinate the response. |
|--|---|---|

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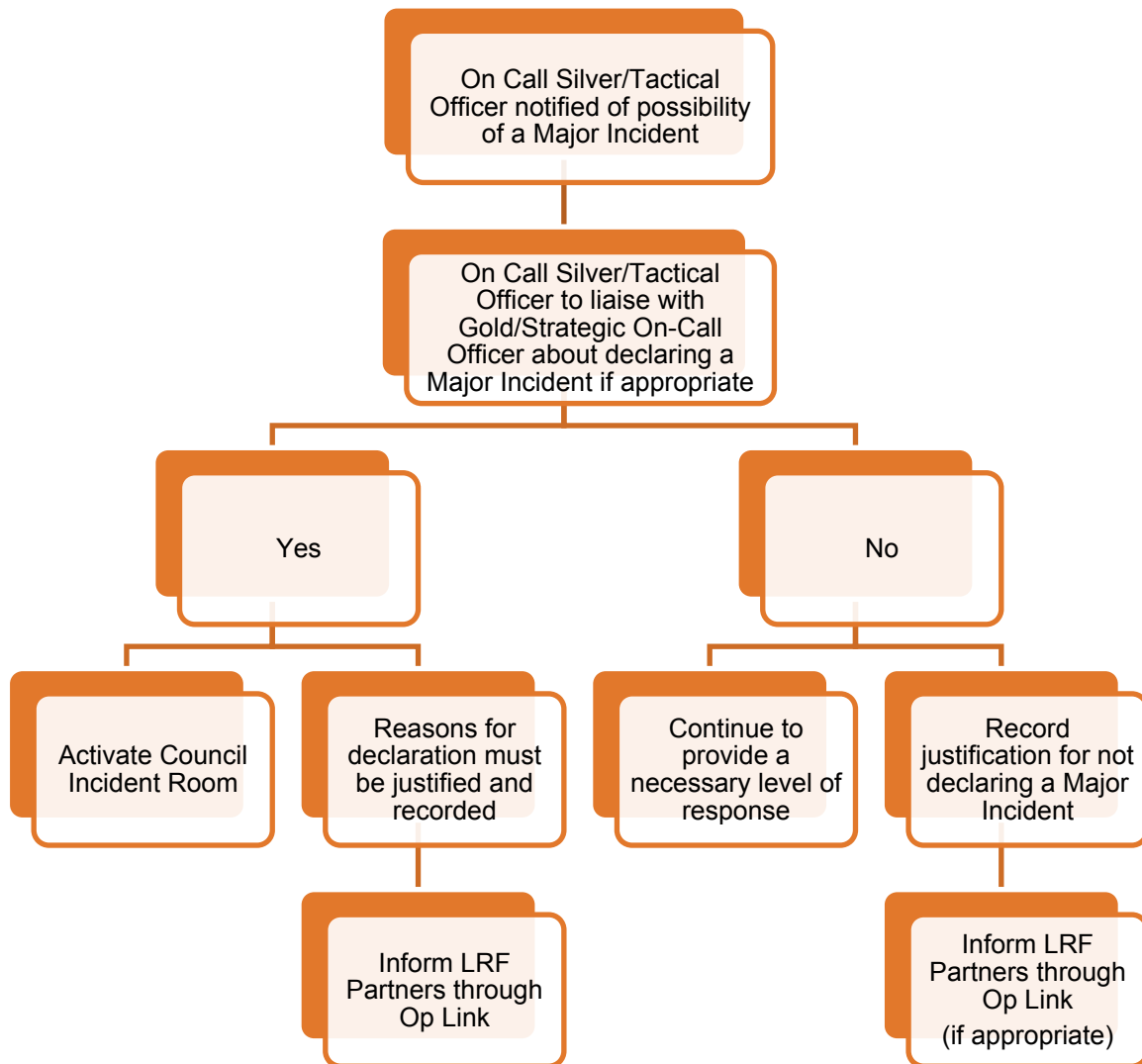
Two Phase Response Model:



The activation of the Major Incident Plan (MIP) by Wiltshire Council does not in itself constitute the declaration of a multi-agency major incident by the Wiltshire and Swindon Local Resilience Forum. Wiltshire Council may activate elements of this plan to respond to incidents that fall short of being declared a major emergency but still require a coordinated response by the local authority.

2.2.4 Activation Process

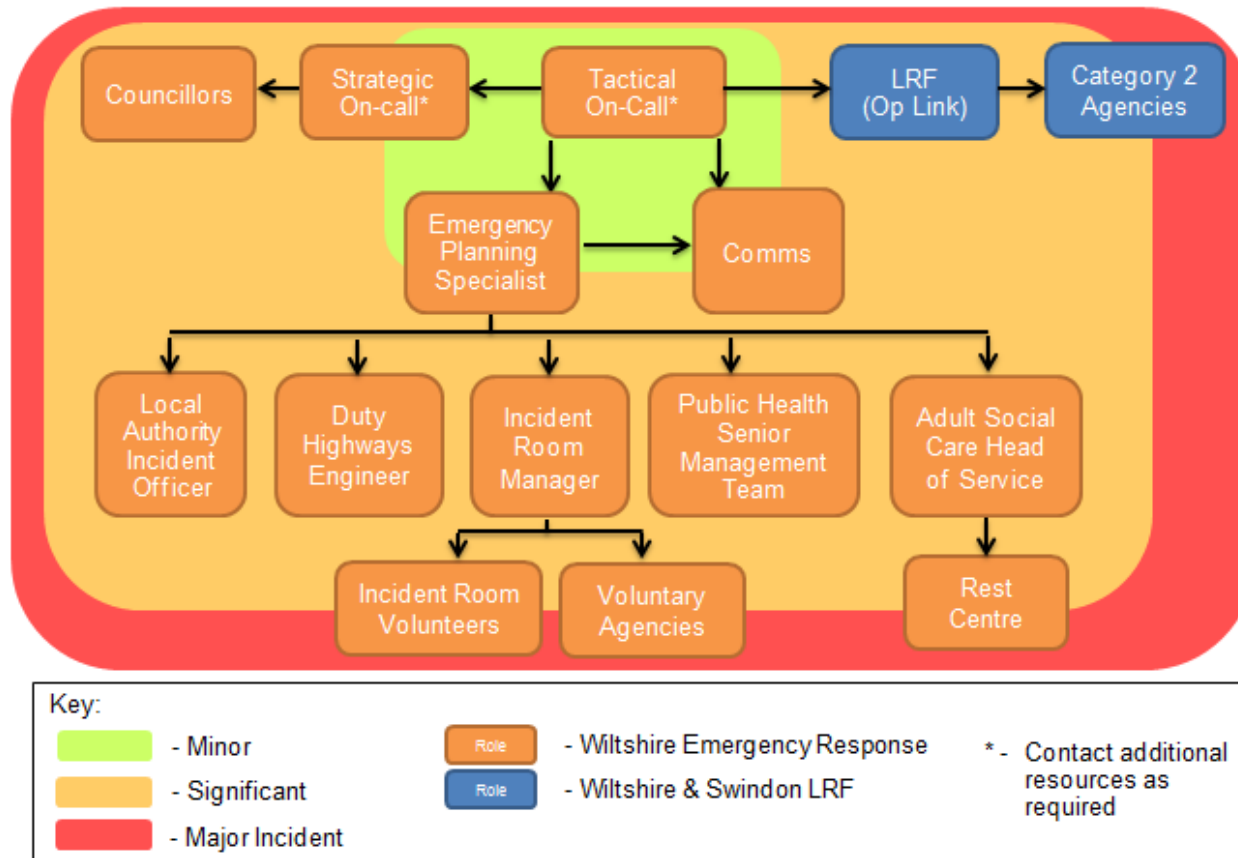
Following notification of an incident the Tactical On-Call Officer should follow the following steps to determine the appropriate level of response.



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2.2.5 Response Activation

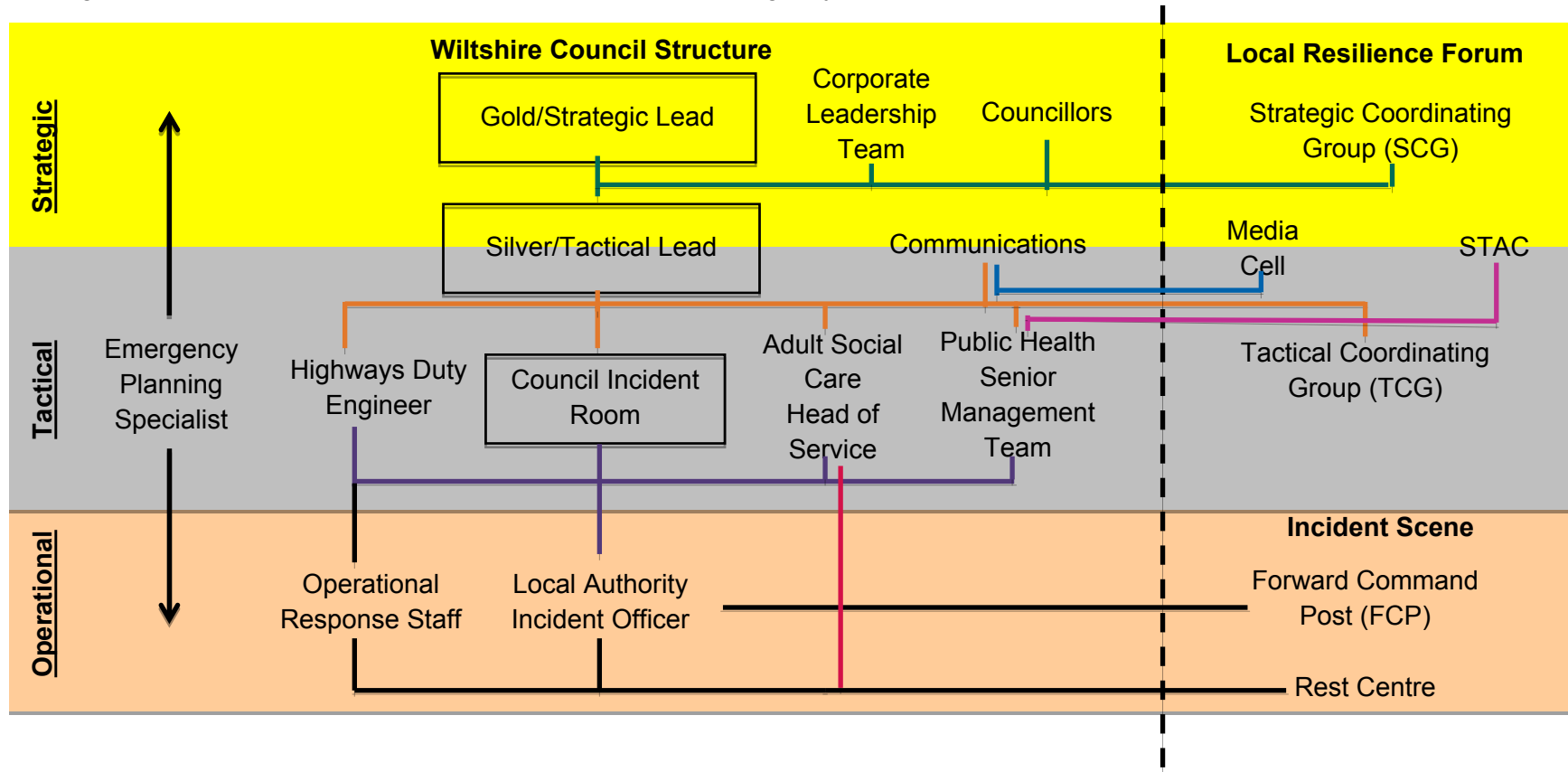
The On-Call Tactical Officer is responsible for activating the relevant services based on the nature of the incident.



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2.3 Incident Management

The diagram below shows the Wiltshire Council structure for emergency response:



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2.3.2 Response Structure

Strategic Response

The Gold/strategic 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 or finance and ensuring sufficient resources are available for response. The Duty Strategic On-Call Officer is the Wiltshire Council strategic lead.

Upon the declaration of a major incident the strategic lead will ensure that Wiltshire Council has appropriate internal and external multi-agency strategic leadership. They will therefore identify appropriate representation for the Strategic Coordinating Group and identify a lead for the Corporate Leadership Team (CLT).

Strategic Coordinating Group (SCG)

In the event of a Major Incident or emergency being declared in Wiltshire or Swindon and the SCG being activated, multi-agency Gold commanders will meet together to set the strategic direction for the incident.

SCG Sites

| | |
|--------------------|---|
| Primary Location | Police HQ, Devizes, SN10 2DN |
| Secondary Location | Gablecross Police Station, Swindon, SN3 4RB |
| Tertiary Location | County Hall, Trowbridge, BA14 8JN |

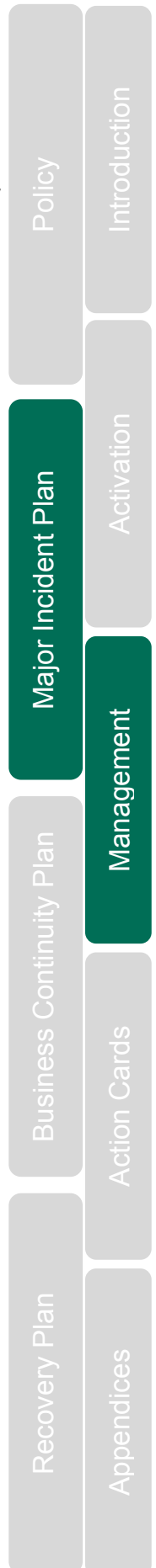
The Duty Strategic On-Call Officer can be supported by the following roles:

| | |
|------------------|---|
| Tactical Advisor | <p>Lead: Emergency Planning Specialist</p> <p>Role: To provide advice to the strategic lead and provide support in the implementation of the strategy</p> |
| Comms Advisor | <p>Lead: Senior Communications Manager</p> <p>Role: To provide advice and support in the development and implementation of the communications strategy</p> |
| Loggist | <p>Contact: Loggist</p> <p>Role: 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.

Corporate Leadership Team (CLT)

The role of the Corporate Leadership Team (CLT) will be to undertake planning at a strategic (Gold) level within Wiltshire Council; forecasting the long-term impacts and



requirements for the incident and instigating the recovery process. CLT will call upon expertise from appropriate internal and external representatives.

Location

| | |
|--------------------|--|
| Primary Location | Pitman Room, County Hall, Trowbridge, BA14 8JN |
| Secondary Location | Monkton Park, Chippenham, SN15 1ER |
| Alternative | CLT can meet via teleconference (as required) |

CLT 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.

Led by a Strategic On-Call Officer (or nominated deputy), CLT will ensure service departments are able to manage their service delivery response to the emergency whilst continuing to maintain priority services. This may require the implementation of the Corporate Business Continuity Plan or CLT making a formal mutual aid request from neighbouring authorities.

CLT are responsible for ensuring that relevant members (e.g. Leader / Cabinet Members) are informed of the emergency and any significant developments. CLT will also assist in the preparation of visits by VIPs / MPs.

CLT will lead on the development of the communications strategy for the incident and oversee any disaster appeals that are developed in response to the incident.

CLT will lead on emergency budget management and the consideration of funding such as through the Bellwin Scheme.

Council Members

Council members will provide the primary link with affected communities. Councillors will be expected to lead on the consultation and assessment of the long-term impacts on the community. Council members should maintain support to the community; highlighting relevant gaps in service provision.

The Leader and Cabinet members will be briefed by the Strategic On-Call Officer at the earliest opportunity, with further briefings will be provided as required. The Communications Team will send all members briefings to Councillors. Requests for information on specific issues should be directed through Members services. Relevant Councillors may be required for public and press briefings.

Tactical Response

The tactical level is responsible for formulating the tactics that will be adopted by Wiltshire Council to achieve the strategy set by the SCG and CLT led by the Tactical On-Call Officer.

Council Incident Room (CIR) Manager

The Council Incident Room Manager role can be completed by a trained member of Wiltshire Council staff.



The Council Incident Room Manager will coordinate the staffing and operation of the Council Incident Room to ensure the overall coordination of the incident is maintained.

Council Incident Room (CIR)

The Council Incident Room can be activated by the Tactical On-Call Officer through Emergency Planning (in hours) or Duty Level 2 (out of hours) to support the overall coordination of the council response. The Council Incident Room team will be staffed as detailed in the Council Incident Room Plan.

Location

| | | |
|------------------|------------------|--|
| Primary | Location: | Westwood Room, County Hall, Trowbridge, BA14 8JN |
| Secondary | Location: | Monkton Room / Bewley Room, Monkton Park, Chippenham, SN15 1ER |
| Secondary | Location: | De La Wyle Room, Bourne Hill, Salisbury, SP1 3UZ |

Role

The Council Incident Room will provide overall coordination of the Council response including the allocation of tasks to service areas, establishing a central point for information coming into the council and provision of situational updates to senior management. Further details on establishing the Council Incident Room can be found within the Council Incident Room plan.

Public Health Senior Management Team (PH SMT)

Public Health support will be coordinated through the Public Health Senior Management Team and out of hours through the duty Public Health Consultant.

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

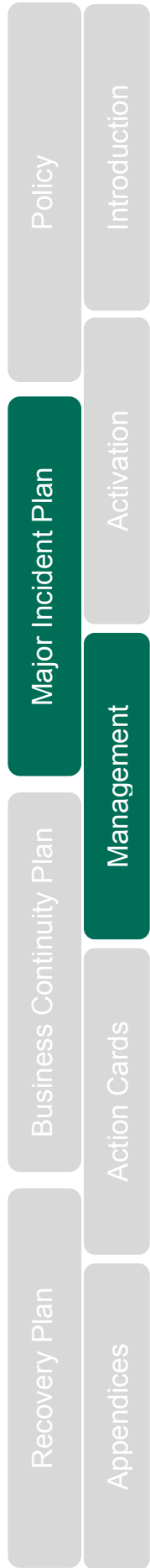
Should a Strategic Coordinating Group decide to activate a Science and Technical Advice Cell (STAC) to support strategic decision making, PH SMT will arrange appropriate representation from Wiltshire Council.

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 Head of Service

Welfare support can be provided through the Adult Social Care Head of Service and supporting team.

Adult Social Care will provide a coordination role in the identification of vulnerable people and staffing of welfare centres in an evacuation. They will coordinate the identification of temporary accommodation for a small number of evacuees. In the event of a large incident Adult Social Care Head of Service will coordinate staff operate Rest Centres, Survivor Reception Centres and Family and Friends Reception Centres providing registration, comfort, advice and support.



Highways Duty Engineer

Highways, specialist equipment and contractors are provided through the Highways Duty Engineer.

The Highways Duty Engineer 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 Duty Engineers in the Operational Flood plan.

Tactical Coordinating Group (TCG)

The Tactical Coordinating Group (TCG) will be established at an appropriate location close to the scene of the incident with several suggested locations included in the Wiltshire and Swindon LRF Emergency Multi Agency Procedures Annex A. Wiltshire Council will be represented at the TCG by the Tactical On-Call Officer who have appropriate powers to implement the local authority strategy.

They can be supported by the following roles:

| | |
|-----------------------|--|
| Tactical Advisor | <p>Lead: Emergency Planning Specialist</p> <p>Role: To provide advice and support in the implementation of the tactical response</p> |
| Public Health Advisor | <p>Lead: Public Health Senior Management Team</p> <p>Role: To provide public health advice and support in the implementation of the public health tactical response</p> |
| Comms Advisor | <p>Contact: Communications Officer</p> <p>Role: To provide advice and support in the implementation of the communications strategy and provision of messages to the public and media</p> |
| Loggist | <p>Contact: Loggist</p> <p>Role: Log all the decisions actions and the justification for them made by the Wiltshire Council Tactical representative</p> |

Emergency Planning Specialist

Emergency Planning specialist will be provided through the Emergency Planning Resilience and Response Team in hours and out of hours the Public protection level 2 rota will call in an emergency planning specialist.

Emergency Planning will provide specialist advice as a tactical advisor to both the Strategic and Tactical representatives.

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The Emergency Planning Resilience and Response Team will provide a range of support to facilitate the overall coordination of the Council response, activation of resources and production of situational awareness. 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.

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 media and social media. Communications will provide a representative to attend or lead the LRF Media Cell.

Operational Response

The contact details for activating the operational support resources can be found through the Emergency Contacts Directory.

Forward Control Point

The Forward Command Post is the co-location point from which the on scene response will be coordinated by multi-agency resources.

Local Authority Incident Officer (LAIO)

The Local Authority Incident Officer role will be provided by an appropriate public protection officer in hours and out of hours will be provided by the duty Local Authority Incident Officer (LAIO) north or south depending on the incident.

The LAIO is the local authority representative at the scene of the incident and is responsible for attending the initial silver meetings at the scene of the incident. The LAIO will also provide situational awareness from the scene and act as the point of contact between the scene of the incident and the Tactical Lead and also the Council Incident Room.

All Services

All additional services that are required in response to the incident can be requested through the Council Incident Room or Highways Control Room as appropriate.

2.3.3 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 On-Call Officer in the SCG will have a loggist present with them and a loggist will be available for the TCG. A log will also be maintained within the Council Incident Room.

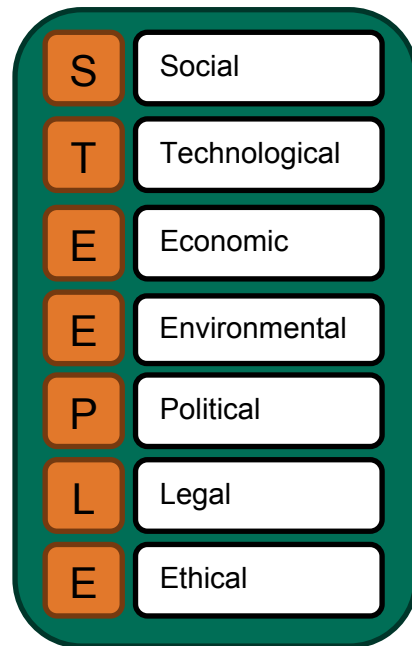
A well-kept log will enable officers to keep track of the tasks and events, enabling outstanding tasks to be actioned and monitored. The log will also support staff at the handover to see which actions have been completed and to understand the actions that remain outstanding.

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.

Response staff should avoid using disposable sticky notes and should never use pencil erasers or correction fluid.

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 (found in Appendix D of the Corporate Business Continuity Plan). This information would be used to inform the Wiltshire Council Situation report (Appendix A) which will be produced by Emergency Planning / Council Incident Room and sent to the Tactical On-Call Officer / Strategic On-Call Officer to inform decision making. It is recommended that the STEEPLE analysis tool is used when considering the situation.



Multi-Agency Working

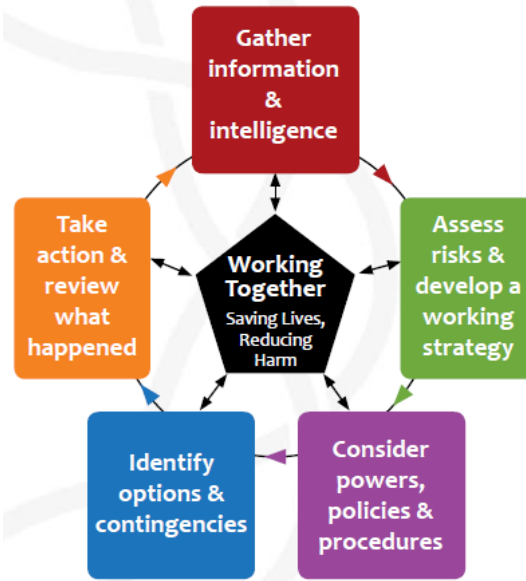
The Joint Emergency Services Interoperability Programme (JESIP) has been developed to improve the way in which blue light responders and multi-agency partners work together in response to a major incident. There are a couple of key sections from this to be aware of during a major incident.

It is important to be aware of the shared situational awareness mnemonic 'METHANE'. 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. Wiltshire Council response staff should also be aware of the Joint Decision Model which will be used in a major incident for multi-agency partners to decide upon the appropriate action to take in

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response. Each section of the model should be considered against the Aims and Objectives of the incident.

- M** Major Incident declared?
- E** Exact Location
- T** Type of incident
- H** Hazards present or suspected
- A** Access - routes that are safe to use
- N** Number, type, severity of casualties
- E** Emergency services present and those required



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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 On-Call Officer and the chief executive 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.

Military Aid to the Civil Authorities (MACA)

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 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 civil authorities (SCG)
- where the civil authority (SCG) lacks the capability to fulfil the task and it is unreasonable or too expensive to expect it to develop one
- and / or the civil authority has the capability but the need to act is urgent and it lack readily available resources

There are no predefined military forces for these tasks and therefore military support is not guaranteed. When it is provided the civil authorities normally have to pay for it, 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 On-Call Officer is responsible for reporting expenditure incurred to the Finance Department and will brief the Corporate Leadership Team at regular appropriate intervals on expenditure levels. The Strategic On-Call Officer, Tactical On-Call Officer for Finance and Duty Tactical On-Call Officer have delegated powers to invoke additional expenditure if required in the event of a major incident. The Corporate Leadership Team will monitor the financial expenditure until the formal stand-down of the local authority.

The Chief Financial Officer 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](#).

Communications and ICT

The Wiltshire Council Emergency Telecommunications and Procedures Guide provides information on the forms of communication available to staff during an incident.

The email account EPRR@wiltshire.gov.uk will be used as the primary email account for Wiltshire Council staff in emergency response. For resilience a secondary email account has been created wiltshireepr@gmail.com in the event that there is an issue with the Wiltshire Council email account.



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 debriefs 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 can access information on vulnerable people and should be contacted during an incident to identify the vulnerable people within the area.

Community Resilience

Wiltshire Council is working with communities to ensure that they have considered developing community resilience plans to identify the resources available within their area and provide an initial response in the event of an incident.

Parishes that have developed emergency plans are asked to share them with Wiltshire Council. In an incident, Wiltshire Council will contact Parish and Town Councils in order to notify them of an incident and to assist them with their needs.

Category 2 Responders and Voluntary Agencies

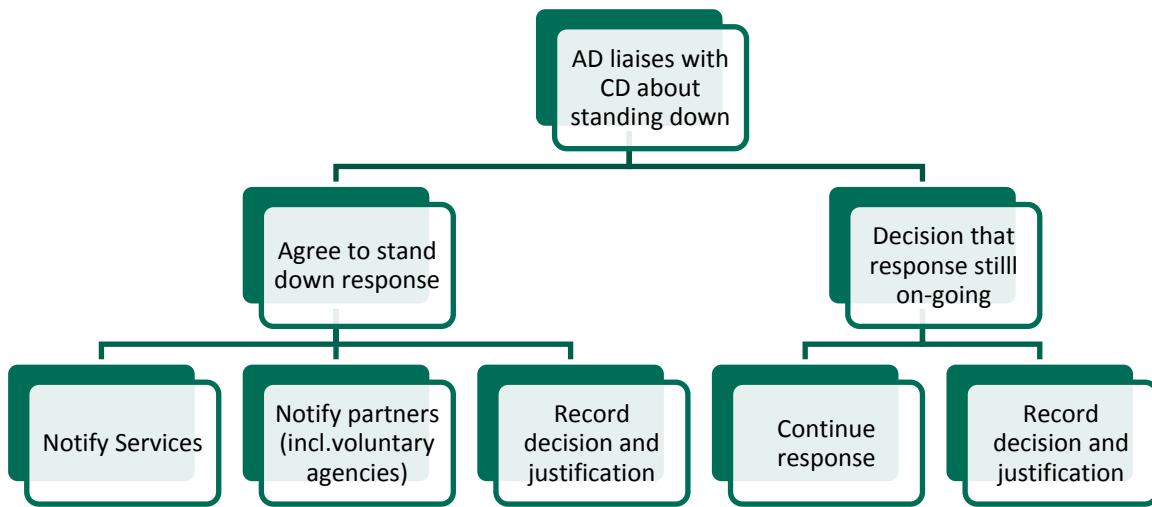
Upon the notification of an incident the Tactical On-Call Officer should consider the appropriate agencies and partners that should be notified about the incident.

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 Emergency Committee (VASEC) Guide. Early consideration should be given to notifying voluntary agencies of an incident. RAYNET can be contacted to place voluntary agencies on standby using the details contained within the VASEC guide.

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2.4.4 Stand Down Arrangements



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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 On-Call Officer will liaise with the Strategic On-Call Officer 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 (including voluntary agencies through RAYNET).

2.4.5 Debrief

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.

Shift Handover Brief

The shift handover debrief 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. The Situation, Background, Assessment and Recommendation (SBAR) technique provides a standard template to brief the person taking over in your role 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 from the them. 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.

Standard Agenda

The following standard agenda should be used in each type of debrief:

- Introduction
 - Attendees and Apologies
 - Overview of the incident
- Review
 - Service / Agency response (Operational, Tactical, Strategic)
 - Communications



- Staff Welfare
 - Issues or concerns
- Feedback
 - Positives
 - Negatives
- Lessons identified
 - Key lessons identified
 - Recommendations to implement the changes
- Set a date to review the report

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.

2.4.6 Recovery

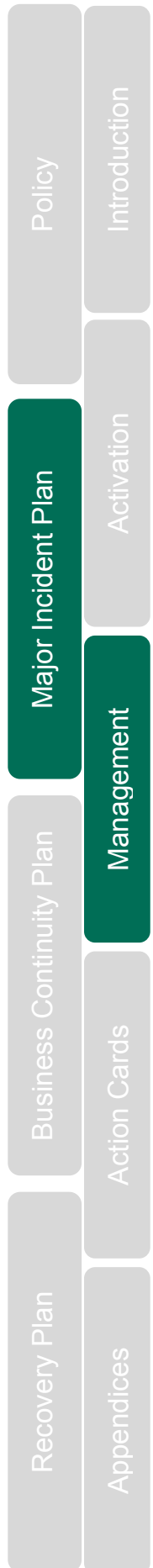
A request to initiate the recovery plan will be made by the chairman of the SCG to the Council’s Strategic On-Call Officer on duty. It is a legal requirement that a formal handover document (see Appendix X) is signed as responsibility is passed from a multi-agency body to the Council.

Details of the procedures and structures for response can be found within the Wiltshire Council recovery plan.

2.4.7 Training and Exercising

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

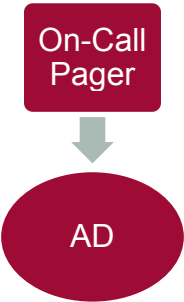
The Wiltshire Council Major Incident Plan will be reviewed on an annual basis and will be subject to training within six months and having been exercised within twelve months.



2.4 Action Cards

| 2.3.1 Gold / Strategic Action Card | |
|---|---|
| Role | Responsibilities |
| <p>Gold / Strategic To lead the strategic (Gold) Wiltshire Council response to an emergency.</p> | <ul style="list-style-type: none"> Decide whether to activate Gold response Management of additional resources where needed Management of media and communications Liaison with elected members Management of financial aspects Maintaining corporate reputation Representation at the Strategic Coordinating Group |
| <p>Activation Process</p> <pre> graph TD A[Silver / Tactical] --> C((Gold / Strategic)) B[On-Call Pager] --> C </pre> | <p>Immediate Actions</p> <ul style="list-style-type: none"> Gain full situational awareness Decide whether to activate Wiltshire Council Gold arrangements Notify the Silver / Tactical of the decision and justification Start log recording all decisions, options, actions and justification <p>Advice Available from</p> <ul style="list-style-type: none"> Silver / Tactical on call Emergency Planning Media Advisor |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Forming a tactical advice team <input type="checkbox"/> Set the Aims and Objectives for response <input type="checkbox"/> Inform the LRF via Operation Link <ul style="list-style-type: none"> Consider with the LRF if the Strategic Coordination Group is required <input type="checkbox"/> Briefing other Gold / Strategic Colleagues <input type="checkbox"/> Establishing a battle rhythm for response <input type="checkbox"/> Consider the requirement for business continuity management <input type="checkbox"/> Consider the need to establish a recovery group <input type="checkbox"/> Consider if mutual aid is required <input type="checkbox"/> Consider notifying elected members <input type="checkbox"/> Refer to incident specific plans <input type="checkbox"/> Liaison with DCLG <input type="checkbox"/> Attend the Strategic Coordination Group, if appropriate <input type="checkbox"/> Discussing with the loggist what you want them to record at the SCG meetings | |
| <p>Plans / Procedures to Consider</p> <ul style="list-style-type: none"> Operation Link W&S LRF Emergency Multi-Agency Procedures Wiltshire Council Corporate Business Continuity Plan Recovery Plan | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when Gold is stood down Inform Silver / Tactical and give contact of replacement Give a full briefing to the subsequent Gold / Strategic when handing over |


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| 2.3.2 Silver / Tactical Action Card | |
|--|--|
| Role | Responsibilities |
| <p>Silver/Tactical</p> <p>To lead on the tactical (silver) Wiltshire Council response to a business disruption incident.</p> | <ul style="list-style-type: none"> Lead on the implementation of the tactical response Assure appropriate attendance at TCG meetings Coordinate Council resources in response |
| <p>Activation Process</p> <div style="text-align: center;">  <p>The diagram shows a red rectangular box labeled 'On-Call Pager' with a downward-pointing arrow leading to a red oval labeled 'AD'.</p> </div> | <p>Immediate Actions</p> <ul style="list-style-type: none"> Gain a full situational awareness Decide whether the incident may be a Major Incident with Gold / Strategic Decide whether a Business Continuity Response is also required Start log recording all decisions, options, actions and justification <p>Advice Available from</p> <ul style="list-style-type: none"> Gold / Strategic on call Public Health On-Call Level 2 Emergency Planning |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Start the internal notification cascade <input type="checkbox"/> Inform the LRF via Operation Link <input type="checkbox"/> Set the battle rhythm (battle rhythm may change if SCG is called) <input type="checkbox"/> Set aims and objectives, for Gold to review if called upon <input type="checkbox"/> Consider STEEPLE analysis tool to analyse the problem (see appendix) <input type="checkbox"/> Consider using the JESIP Joint Decision Model (see appendix) <input type="checkbox"/> Refer to incident specific plans <input type="checkbox"/> Attend the Tactical Coordination Group, if appropriate <input type="checkbox"/> Using the Incident Support officer to record decisions and actions <ul style="list-style-type: none"> ➤ Seek support from: <ul style="list-style-type: none"> ➤ Level 2 (see master rota) for opening incident room and rest centre ➤ Public Health (07699719123) for air quality, outbreak of communicable disease ➤ Duty Engineer (07899967458) for Highways issues, sandbags, plant, 4x4 ➤ Communications (07747007340) | |
| <p>Plans / Procedures to Consider</p> <ul style="list-style-type: none"> Operation Link W&S LRF Emergency Multi-Agency Procedures Wiltshire Council Corporate Business Continuity Plan Welfare Plan | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when Silver is stood down Inform Gold / Strategic and give contact of replacement Give a full briefing to the subsequent Silver / Tactical when handing over |


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| 2.3.3 PH On call Action Card | |
|---|---|
| Role | Responsibilities |
| <p>Public Health On call To lead on the provision of public health advice in response to an incident within Wiltshire</p> | <ul style="list-style-type: none"> • Provide public health information and guidance for the general public and incident management • Mobilise local response to a public health emergency • Mobilise environmental testing (e.g. air quality monitoring) • Liaise with PHE and NHS colleagues as required • Represent the local authority in a STAC • Authorise expenditure from the public health budget |
| <p>Activation Process</p> <pre> graph TD EP[Emergency Planning] --> PHSMT((Public Health SMT)) PHE[PHE / NHS] --> PHSMT ST[Silver / Tactical] --> PHSMT </pre> | <p>Immediate Actions</p> <ul style="list-style-type: none"> • Follow instructions from pager. • Gain situational awareness from Local Health Resilience Partnership members. <p>Advice Available from</p> <ul style="list-style-type: none"> • Director of Public Health • Public Health England (Out of Hours) • NHS England (On-Call Director) • Silver / Tactical • Emergency Planning • LAIO or Public Protection Officer |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Gain a full situational awareness <input type="checkbox"/> Start a log recording all decisions, options, actions and justification <input type="checkbox"/> Activate public health response in accordance with the Communicable Disease Control Plan or Major Incident Plan as required <input type="checkbox"/> Participation in outbreak control team <input type="checkbox"/> Alerting Council Communications lead (if required) <input type="checkbox"/> Providing a briefing for Gold / Strategic and Cabinet Members (if required) <input type="checkbox"/> | |
| <p>Plans / Procedures to Consider</p> <ul style="list-style-type: none"> • W&S LHRP Communicable Disease Plan • W&S LHRP Pandemic Influenza Plan • W&S LRF Animal Health Plan • Animal Health Plan | <p>Standing Down</p> <ul style="list-style-type: none"> • Stand down at the end of your shift or when instructed to by the Silver / Tactical • Inform Silver / Tactical or CIR and give contact of replacement • Give a full briefing to the subsequent Public Health SMT when handing over |

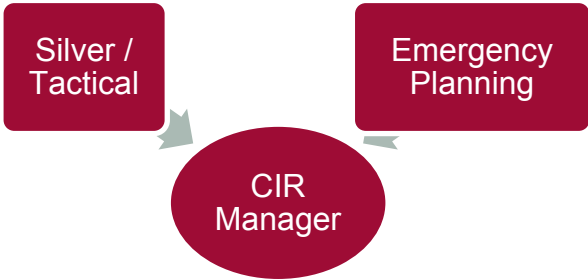
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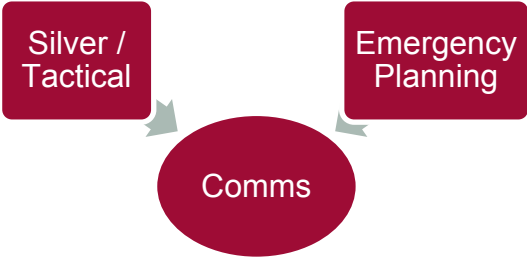
| 2.3.4 Emergency Planning Action Card | |
|---|---|
| Role | Responsibilities |
| <p>Emergency Planning To provide emergency response advice to the Silver / Tactical, Public Health SM and LAIO</p> | <ul style="list-style-type: none"> To take role of tactical advisor in an emergency Provide advice and support to LAIO on-call Provide Public Protection advice Escalate issues to the Public Health SMT or Tactical / Silver To provide assistance or support as directed to the Public Health SMT on-call |
| <p>Activation Process</p>  | <p>Immediate Actions</p> <ul style="list-style-type: none"> Start log recording all decisions, options, actions and justification Provide advice and support to LAIO Report back to Silver / Tactical, establish battle rhythm. <p>Advice Available from</p> <ul style="list-style-type: none"> PH SMT on call Silver / Tactical on call |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Attend the Council Incident Room on the instruction of the Silver / Tactical <input type="checkbox"/> Ensure Parishes with a community plan have been contacted. <input type="checkbox"/> Interaction with LAIO <ul style="list-style-type: none"> ○ Support LAIO by providing information they need eg to feed into briefings ○ Support LAIO by making phone calls for them, eg to call other OOH officers ○ Request information from LAIO , eg to brief the Silver / Tactical, or PH SMT on call ○ Request an action by LAIO, eg to obtain information, or speak to residents <input type="checkbox"/> Interaction with Silver / Tactical or PH SM on call <ul style="list-style-type: none"> ○ Provide information and updates from LAIO ○ To action tasks allocated to Emergency Planning ○ Request information from LAIO , eg to brief the Silver / Tactical, or PH SMT on call ○ Request deployment by another service, eg Highways, Building Control, etc <input type="checkbox"/> Use GIS to identify risks <input type="checkbox"/> Use the app to update case information and upload photographs | |
| <p>Plans / Procedures to Consider</p> <ul style="list-style-type: none"> Emergency Contacts Directory Council Incident Room Plan W&S LRF Emergency Multi-Agency Procedures Welfare Plan Recovery Plan | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when instructed to by the Silver / Tactical Inform LAIO and give contact of replacement Give a full briefing to the subsequent Emergency Planning when handing over |

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| 2.3.5 LAIO Action Card | |
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| Role | Responsibilities |
| <p>LAIO</p> <p>To attend the scene of the incident on behalf of Wiltshire Council</p> | <ul style="list-style-type: none"> • Deployment to any Emergency • Deployment to Public Protection issue |
| <p>Activation Process</p>  | <p>Immediate Actions</p> <ul style="list-style-type: none"> • Start log recording all decisions, options, actions and justification • Introduce to Incident Commander • Report back to Silver / Tactical • Meet Wiltshire Council colleagues on scene <p>Advice Available from</p> <ul style="list-style-type: none"> • Emergencies – Emergency Planning On Call • Noise – Emergency Planning On Call • Health and Safety - Jo McClay, John Carter • Food – Jo McClay, Jenni Thomson |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue the log of activities, conversations, decisions and the rationale behind them <input type="checkbox"/> Advise emergency services on the support available from the council <input type="checkbox"/> Attend operational command briefings <input type="checkbox"/> Contact Silver / Tactical to provide him/her with updates of the resources required and actions taken. <input type="checkbox"/> Contact Emergency Planning, to <ul style="list-style-type: none"> ○ Provide information ○ Request an action ○ Request information <input type="checkbox"/> Answer questions by Emergency Planning <input type="checkbox"/> Respond to requests and information from the Silver / Tactical and Gold / Strategic <input type="checkbox"/> Co-ordinate all council staff and resources on site, including contractors <input type="checkbox"/> Note time of arrival <input type="checkbox"/> Call forward council services as required <input type="checkbox"/> Look after the welfare of all staff deployed on behalf of Wiltshire Council, including your own. <input type="checkbox"/> Use tablets to log updates, upload photos and update case information in the app | |
| <p>Plans / Procedures to Consider</p> <ul style="list-style-type: none"> • Emergency Contacts Directory • Emergency Telecoms & Procedures Guide • W&S LRF Emergency Multi-Agency Procedures | <p>Standing Down</p> <ul style="list-style-type: none"> • Stand down when instructed by Silver / Tactical • Inform Wiltshire Council staff on site • Inform Emergency Planning, if involved • Give a full briefing to the subsequent LAIO when handing over |

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| 2.3.6 Council Incident Room (CIR) Manager Action Card | | Policy | Introduction |
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| Role | Responsibilities | | |
| <p>CIR Manager Overseeing the coordination and completion of actions and the timely distribution of information</p> | <ul style="list-style-type: none"> Oversees the Council Incident Room Coordinates the completion and monitoring of actions and distribution of situation reports Resolves issues where required Liases with the Silver / Tactical Monitors the welfare of staff in the CIR | Major Incident Plan | Activation |
| <p>Activation Process</p>  | <p>Immediate Actions</p> <ul style="list-style-type: none"> Attend the CIR Initiate call out for CIR volunteers Begin setting up the CIR | | |
| | <p>Advice Available from</p> <ul style="list-style-type: none"> Silver / Tactical Emergency Planning (Specialist) Communications Public Health SMT | Business Continuity Plan | Management |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> Contacting the relevant number of staff to attend the CIR and set up CIR Brief staff on arrival on the incident and assign to relevant roles in the CIR Coordinate requests and information in the CIR tasking Coordinators with actions Coordinate the flow of messages between the CIR and Silver / Tactical, Highways Incident Room, Local Authority Incident Officer (LAIO), Rest Centre, internal services and multi-agency partners Ensure the timely distribution of situational awareness 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 Regularly brief the CIR staff to ensure that they are aware of the whole picture; updates are particularly important following any major developments Forecast ahead, in consultation with Coordinators and Services to ensure any potential future issues are identified and resources are in place 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) Requirement for a rota (particularly if incident is likely to exceed 8 hours) Complete a hot debrief with all Council Incident Room staff when they finish their shift | | | |
| <p>Plans to Consider</p> <ul style="list-style-type: none"> Emergency Contacts Directory Major Incident Plan Corporate Business Continuity Plan Welfare Plan | <p>Standing Down</p> <ul style="list-style-type: none"> Notify Silver / Tactical that you are standing down and inform them who the subsequent CIR Manager will be (if appropriate) Complete handover with subsequent CIR Manager Complete a Hot Debrief Form | Appendices | |

| 2.3.7 Communications Action Card | |
|--|---|
| Role | Responsibilities |
| <p>Communications</p> <p>To lead on the provisions of communications to staff and the public in an emergency</p> | <ul style="list-style-type: none"> • Provide support and guidance to Gold / Strategic in establishing a media strategy • Liaison with multi-agency partners • Representation at the LRF media cell • Coordinate the provision of information to Wiltshire Council staff and the public • Coordinate all Wiltshire Council statements, media releases and interviews |
| <p>Activation Process</p>  | <p>Information Required</p> <ul style="list-style-type: none"> • Full situational awareness of the incident • Confirm which agency is leading on media messages • Identifying additional information available through media and social media <p>Advice Available from</p> <ul style="list-style-type: none"> • Gold / Strategic • Silver / Tactical • Public Health SMT • Council Incident Room |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Start a log; recording all decisions, options, actions and justification <input type="checkbox"/> Provide support and guidance to the Gold / Strategic in establishing a media strategy (if required) <input type="checkbox"/> Ensure appropriate representation at the Strategic Coordinating Group (if required), Tactical Coordinating Group and the Council Incident Room <input type="checkbox"/> Develop media briefings in coordination with multi-agency partner media leads <input type="checkbox"/> Develop and disseminate briefings internally to Cabinet Members, Councillors and staff <input type="checkbox"/> Facilitate the provision of a media handling centre at the scene of the incident in accordance with the W&S LRF Media and Communications Guide <input type="checkbox"/> Providing and updating information on the website, social media and the internet <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 | |
| <p>Plans / Procedures to Consider</p> <ul style="list-style-type: none"> • Emergency Contacts Directory • W&S LRF Media and Communications Guide | <p>Standing Down</p> <ul style="list-style-type: none"> • Stand down at the end of your shift or when instructed to by the Silver / Tactical • Inform Silver / Tactical, CIR and give contact of replacement • Give a full briefing to the subsequent Communications officer when handing over |

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| 2.3.8 Adult Social Care Head of Service Action Card | |
|--|--|
| Role | Responsibilities |
| <p>Adult Social Care Head of Service</p> <p>To lead on the provision of welfare to those affected by the incident</p> | <ul style="list-style-type: none"> • Identification of temporary accommodation for a small number of displaced residents / evacuees • Coordinate staffing of a Rest Centre • Liaison between the Rest Centre Manager and Council Incident Room • Coordinate staffing of a Survivor Reception Centre to support the Police • Identification of vulnerable people • Liaison with multi-agency partners |
| Activation Process | Immediate Actions |
| <pre> graph TD A[Silver / Tactical] --> C((Adult Social Care HoS)) B[Emergency Planning] --> C </pre> | <ul style="list-style-type: none"> • Gain a full situational awareness • Location of the Rest Centre • Location of nearest Rest Centre bag • Time Rest Centre will be opened • Number of people evacuated • Name of contact opening Rest Centre |
| | Advice Available from |
| | <ul style="list-style-type: none"> • Silver / Tactical • Emergency Planning / Level 2 • Public Health SMT • Council Incident Room (CIR) • Wiltshire Police |
| Actions to Consider within the Role | |
| <ul style="list-style-type: none"> <input type="checkbox"/> Start a log; record all options, decisions, actions and the justification for the decision <input type="checkbox"/> Obtain contact details for the Silver / Tactical and Emergency Planning / Level 2 <input type="checkbox"/> Identification of vulnerable residents known to Wiltshire Council <input type="checkbox"/> Coordination of temporary accommodation for a small number of displaced / evacuated residents <input type="checkbox"/> Coordination of staff to activate and operate the Rest Centre; including the consideration for staff rotation (if required) <input type="checkbox"/> Provision of your contact details to all staff activated to attend the Rest Centre <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 <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) <input type="checkbox"/> Coordination of staff to activate and operate the Family & Friends Reception Centre; including the consideration for staff rotation (if required) | |
| Plans / Procedures to Consider | Standing Down |
| <ul style="list-style-type: none"> • Major Incident Plan • Emergency Contact Directory • Welfare Plan • W&S LRF/LHRP Vulnerable Individuals Plan • Rest Centre Staff Contact List | <ul style="list-style-type: none"> • Stand down at the end of your shift or when instructed to by the Silver / Tactical • Inform Silver / Tactical, CIR and give contact of replacement • Give a full briefing to the subsequent Adult Care Head of Service when handing over at the end of your shift |


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| 2.3.8 Highways Duty Engineer Action Card | |
|--|---|
| Role | Responsibilities |
| <p>Highways Duty Engineer</p> <p>To lead on the coordination of emergency response on highways and the provision of vehicles, plant, equipment and resourcing additional equipment.</p> | <ul style="list-style-type: none"> • Authorise and effect repairs to highways • Clearance and clean-up of road network • Coordination of traffic management • Coordination of contractors, skilled operators, plant, additional equipment, transport and fuel • Provision of access to vehicles (which includes 4x4's) • Liaison with multi-agency partners • Coordination of civil engineering advice and support |
| Activation Process | Information Required |
| <pre> graph TD A[Silver / Tactical] --> D((Highways Duty Engineer)) B[Multi-Agency Partner] --> D C[Emergency Planning] --> D </pre> | <ul style="list-style-type: none"> • Gain a full situational awareness • Specific impacts of the incident on highways network • Is there a requirement for specialist plant, materials, vehicles or advice |
| | Advice Available from |
| | <ul style="list-style-type: none"> • Emergency Services • Highways Agency • Silver / Tactical • Local Authority Incident Officer • Emergency Planning • Council Incident Room |
| Actions to Consider within the Role | |
| <ul style="list-style-type: none"> <input type="checkbox"/> Deploying officers to make a detailed assessment <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 <input type="checkbox"/> Requirement for road closures or car park closures <input type="checkbox"/> Potential damage to the highways and requirement for repair <input type="checkbox"/> Flooding impacts (if required) and requirement for emergency pumping, drainage and sandbags <input type="checkbox"/> Procurement of specialist equipment, plant, materials, contractors, specialist advice or vehicles <input type="checkbox"/> Provision of emergency structural advice at the incident | |
| Plans / Procedures to Consider | Standing Down |
| <ul style="list-style-type: none"> • Emergency Contact Directory | <ul style="list-style-type: none"> • Stand down at the end of your shift or when instructed to by Silver / Tactical • Inform Silver / Tactical, Council Incident Room and give contact of replacement • Give a full briefing to the subsequent Highways Duty Engineer when handing over |

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2.5 Appendices

2.5.1 Appendix A: Wiltshire Council Situation Report

| | | | | | |
|--|-------------------|----------------------------|---|---------------------------------------|------------|
|  | | Situation Report | | Report Number: | |
| | | | | Date: | Dd/mm/yyyy |
| | | | | Time: | hh:mm |
| INCIDENT: | | INCIDENT Name | | | |
| | | CAD NUMBER (if applicable) | | | |
| 1 | Level of Response | 1: Monitoring | 2: Information Sharing and Communications | 3: Incident Response and Coordination | |
| | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 2 OVERVIEW OF CURRENT SITUATION | | | | | |
| METHANE REPORT | | | | | |
| Major Incident Declared: | | Yes/No | Time Declared : | | hh:mm |
| Exact Location | | | | | |
| Type of Incident | | | | | |
| Hazards | | | | | |
| Access | | | | | |
| Casualties Information | | | | | |
| Emergencies Services involved | | | | | |
| General Situation (top line information to include status of incident in Wiltshire, summary of arrangements including deployment of resources) | | | | | |
| | | | | | |
| Actions Completed | | | | | |
| | | | | | |
| Outstanding Actions | | | | | |
| | | | | | |
| 3 HORIZON SCAN | | | | | |
| | | | | | |

| | |
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| INCIDENT IMPACT ASSESSMENT | | |
|---|------------------------------------|----------|
| RED | Incident having significant impact | |
| AMBER | Incident having moderate impact | |
| GREEN | Limited or no impact | |
| UNKNOWN | Unknown at this time | |
| N/A | No Impact | |
| SERVICE AREA | RAG | COMMENTS |
| 4 Adult Social Care (Vulnerable People) | | |
| 5 Housing (Including displaced residents and Rest Centres) | | |
| 6 Children (including all schools, education, nurseries and looked after children) | | |
| 7 Public Health | | |
| 8 Public Protection | | |
| 9 Highways (Including highway maintenance, drainage and plant equipment) | | |
| 10 Passenger Transport (Council transport assets) | | |
| 11 Building Control | | |
| 12 Waste Management | | |
| 13 Communication (Warning and informing public) | | |
| 14 Other (Services not listed above) | | |
| 15 Other (Services not listed above) | | |
| 16 Other (Services not listed above) | | |

| | |
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| COMMUNITY IMPACT ASSESSMENT (Impact of incident on the Wiltshire residents & environment) | | |
|---|---|---|
| RED | Incident having significant impact with possible long term consequences | |
| AMBER | Incident having a moderate impact with possible short to long term consequences | |
| GREEN | 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) |
| 17 Social (Encompassing the social consequences of an event and effect on residents) | | |
| 18 Health (Encompassing the direct health impacts on Wiltshire) | | |
| 19 Environment (Encompassing the impact of the contamination or pollution on Wiltshire) | | |
| 20 Economic (Encompassing the economic cost or losses to businesses) | | |
| 21 Infrastructure (Encompassing the impact on local transport, buildings and services) | | |
| 22 OTHER PERTINENT INFORMATION (Details that do not sit elsewhere in the report) | | |
| | | |
| 23 INCIDENT IMAGES | | |
| Description | IMAGE #1 | |
| Description | IMAGE #2 | |
| 24 Sitrep completed by | | |
| 25 Time of Next Update: | | |
| 26 Contact Details | | |

| | |
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2.5.2 Appendix B: Recovery Handover Document

Handover certificate

Upon this status certificate being signed by both Wiltshire Council and Wiltshire Police, the command and control for dealing with the recovery phase of the incident atis to be taken over by Wiltshire Council.

It is agreed between the chairman of the strategic co-ordinating group (SCG) and the lead Strategic On-Call Officer of Wiltshire Council that the following six points apply:

1. There is no known further risk to life specific to this incident.
2. The circumstances dictate it more appropriate for the command and control to rest with Wiltshire Council in that the phase is clearly now one of recovery.
3. There are no serious public order or crime prevention issues that impact on the overall strategic co-ordination of the recovery phase.
4. Wiltshire Fire and Rescue Service, together with the South Western Ambulance Service Foundation Trust, are now operating at a level, which does not necessitate a strategic (gold) co-ordinating group (SCG) to co-ordinate and facilitate their activity.
5. There are no known scenarios that may give rise for the requirement to reinstate the strategic (gold) co-ordinating group in the foreseeable future in relation to this incident.
6. Wiltshire Council is satisfied that it has the infrastructure and processes in place to take over co-ordination from the police.

Signed:..... Wiltshire Council

Signed: Wiltshire Police

Date and time:.....


The signatories below have read and acknowledge the contents of this status certificate.

.....
Wiltshire Fire and Rescue Service

.....
South Western Ambulance Service Foundation Trust

| | |
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2.5.3 Appendix C: LAIO Situation Report Template

| | | | | | |
|--|---|--|----------|----------------|------------|
|  | | <h2 style="margin: 0;">Situation Report</h2> | | Report Number: | |
| | | | | Date: | Dd/mm/yyyy |
| | | | | Time: | hh:mm |
| INCIDENT: | | INCIDENT Name | | | |
| | | CAD NUMBER (if applicable) | | | |
| 1 OVERVIEW OF CURRENT SITUATION | | | | | |
| METHANE REPORT | | | | | |
| Major Incident Declared: | Yes/No | Time Declared : | hh:mm | | |
| Exact Location | | | | | |
| Type of Incident | | | | | |
| Hazards | | | | | |
| Access | | | | | |
| Casualties Information | | | | | |
| Emergencies Services involved | | | | | |
| General Situation (top line Information to include status of incident in Wiltshire, summary of arrangements including deployment of resources) | | | | | |
| | | | | | |
| 2 HORIZON SCAN | | | | | |
| | | | | | |
| SERVICES REQUIRED | | | | | |
| SERVICE AREA | | REQUIRE | COMMENTS | | |
| 3 | Reception Centre / Housing (Number of people requiring shelter, specialist requirements) | <input type="checkbox"/> | | | |
| 4 | Passenger Transport (Number of people requiring transport) | <input type="checkbox"/> | | | |

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|----|--|--------------------------|--|
| 5 | Public Protection (e.g. private water supply, environmental impacts) | <input type="checkbox"/> | |
| 6 | Public Health (Including air quality, health impacts, outbreak control) | <input type="checkbox"/> | |
| 7 | Adult Social Care (Vulnerable People Search) | <input type="checkbox"/> | |
| 8 | Highways (Including highway maintenance, drainage, gully clearance) | <input type="checkbox"/> | |
| 9 | Building Control (Structural damage and risk to public) | <input type="checkbox"/> | |
| 10 | Waste Management | <input type="checkbox"/> | |
| 11 | Communications (Media Officer / Media Handling Centre) | <input type="checkbox"/> | |
| 12 | Other (Services not listed above) | <input type="checkbox"/> | |
| 13 | Other (Services not listed above) | <input type="checkbox"/> | |
| 14 | OTHER PERTINENT INFORMATION (Details that do not sit elsewhere in the report) | | |
| | | | |
| 15 | INCIDENT IMAGES | | |
| | Description | IMAGE #1 | |
| | Description | IMAGE #2 | |
| 16 | Sitrep completed by | | |
| 17 | Time of Next Update: | | |
| 18 | Contact Details | | |

| | |
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PART 3

CORPORATE BUSINESS CONTINUITY PLAN

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3.1 Introduction

| | |
|---------------------------------------|--|
| Purpose | The Corporate Business Continuity Plan sets out the procedures and actions to be taken by Wiltshire Council in the event of disruption to council services. |
| Background Information | <p>This plan has been developed to meet the requirements of the Cabinet Office ‘Expectations and Indicators of Good Practice Set for Category 1 and 2 Responders’ and aligned to both the Business Continuity Institute ‘Good Practice Guide 2013’ and ‘ISO22301:2012’. The plan links to the Wiltshire Council Corporate Risk Register and Wiltshire & Swindon Local Resilience Forum Community Risk Register.</p> <p>This plan provides both the strategic management framework within which the service restoration will operate and practical generic advice / information to help achieve a successful recovery.</p> |
| Business Continuity Definition | The strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level. |
| Aim | The aim of this plan is to ensure the continuity of critical services delivered by Wiltshire Council through an incident. |
| Objectives | <p>The objectives of this plan are:</p> <ul style="list-style-type: none"> • To establish the organisational structure required to manage the corporate response to a business disruption • To identify priority 1 services and maintain them in response to an incident on a continuous basis wherever possible • To reinstate all services to business as usual • To identify the immediate actions to be taken in response • To communicate with staff, suppliers/partners and the public during an emergency or business disruption • To ensure the council continues to meet its statutory obligations as a Category 1 responder as defined in the Civil Contingencies Act 2004 |
| Scope | This plan establishes how Wiltshire Council will provide continuity of its critical services though a disruption; including the prioritisation of services for recovery. The plan will not supersede service level arrangements to respond to minor disruption. |
| Links to other plans | <p>This plan links to:</p> <ul style="list-style-type: none"> • Major Incident Plan • Recovery Plan • Wiltshire Council Service Level Business Continuity Plans |



3.2 Activation

3.2.1 Incident Notification

Every member of staff has a responsibility to bring to the attention of their line manager any situation which might lead to the requirement to activate their Service Level Business Continuity plan or the Corporate Business Continuity plan. The line manager should then discuss with the head of service the level of response that is required to the incident.

Notification of a business disruption incident that needs coordination at a council-wide level should be given to the on-call Council Silver/Tactical Officer.

3.2.2 Activation Triggers

The Wiltshire Council Corporate Business Continuity Plan (CBCP) will be invoked in response to an incident with the potential to impact the delivery of critical services due to the following impacts:

| Impact | Examples |
|---------------------------------------|--|
| Staff shortage | <ul style="list-style-type: none"> • Pandemic influenza / communicable disease • Adverse weather causing transport difficulties • Industrial action • Fuel shortage • Response to external emergencies • Acts of terrorism (fear of attending workplace) |
| Loss of Access | <ul style="list-style-type: none"> • Fire • Flood • Act of terrorism • Unsafe building • Adverse weather conditions • Security threat |
| Loss of ICT | <ul style="list-style-type: none"> • Loss of server access • Loss of power • Loss of information • Cyber attack |
| Loss of Communications | <ul style="list-style-type: none"> • Power failure affecting phone exchange / server • Loss of service due to supplier issue • Industrial action on postal service • Adverse weather affecting postal service |
| Loss of supply from external provider | <ul style="list-style-type: none"> • Utility failure (gas, electric, water) • Supplier going into receivership • Adverse weather affecting supply |
| Fuel Shortage | <ul style="list-style-type: none"> • Industrial action / Public Protest • Scarcity of supply • Technical issue with infrastructure |
| Resources overstretched | <ul style="list-style-type: none"> • Excessive demands on the service |
| Financial loss | <ul style="list-style-type: none"> • Significant unexpected expenditure |
| Loss of reputation | <ul style="list-style-type: none"> • Significant negative press coverage |

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3.2.4 Activation

When an incident occurs with the potential to disrupt the Local Authority’s services, the Head of Service is responsible for determining if the incident can be managed by the Service or whether there is a requirement to notify the Duty Tactical On-Call Officer.

The Tactical On-call Officer has responsibility for determining the level of response to a business continuity disruption and for initiating call-out procedures.

There are three levels of response:

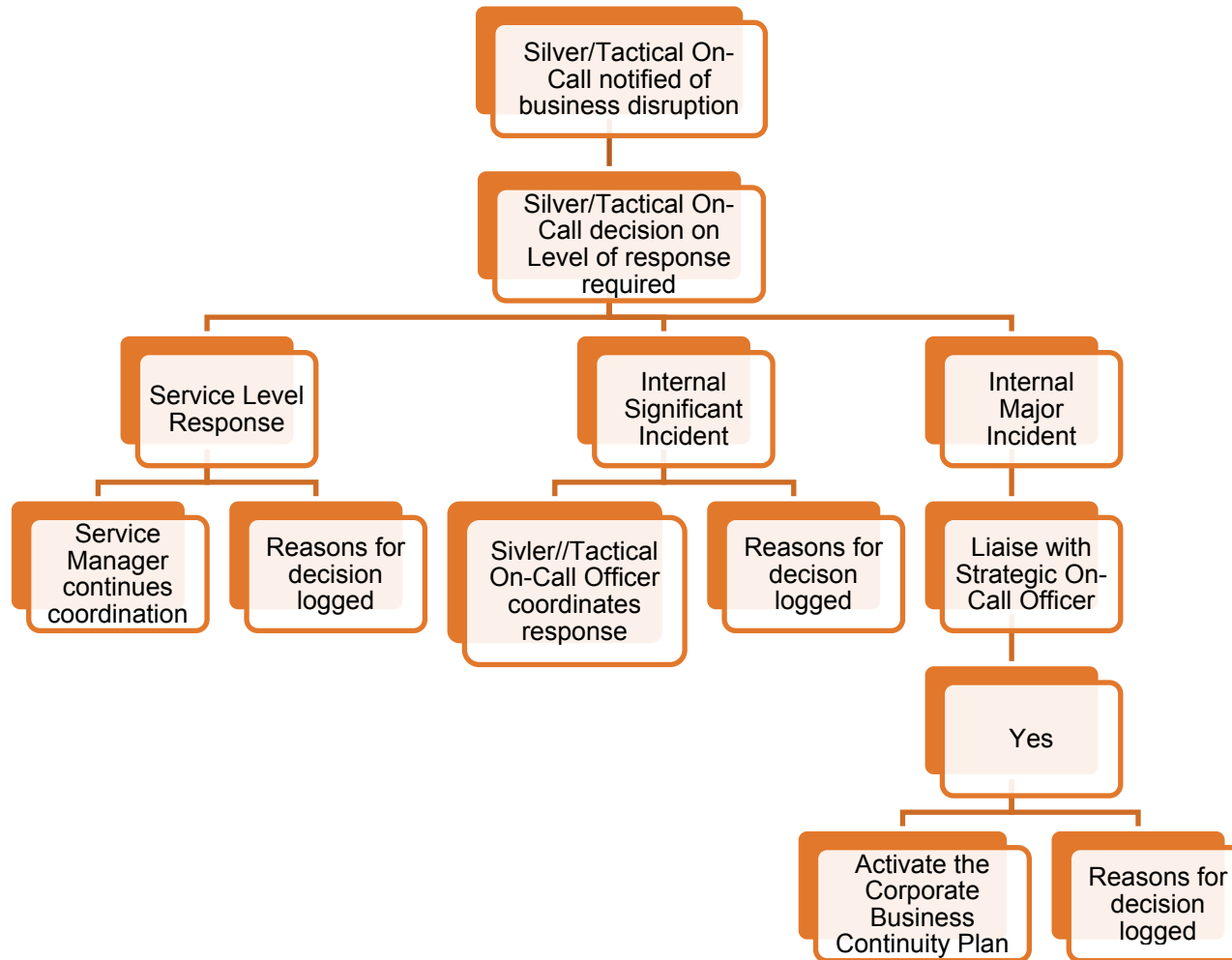
| Level | Impact | Response |
|--------------------------------------|--|--|
| Internal Minor Incident | Relatively minor incidents that may result in limited disruption of services but involve no threat to health, no legal / statutory implications and pose no threat to Wiltshire Council. | Head of Service responds within their service with support from staff and other services as required |
| Internal Significant Incident | Incident with the potential to disrupt critical services and pose a potential threat to health, property, legal or statutory implications or pose a threat to Wiltshire Council. | Head of Service will notify their Associate Director and the Silver/Tactical On-call officer who will coordinate the response with support from internal services. |
| Internal Major Incident | Major Incident that will disrupt critical services and will significantly threaten health or life, legal or statutory implications or the reputation of Wiltshire Council. | The full Wiltshire Council response will be activated. |

The Corporate Business Continuity Plan can be activated in response to an incident in progress or in response to a potential incident which could impact on the ability of the local authority to deliver critical services. The activation of this plan does not constitute the declaration of an Internal Major Incident.

| | |
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3.2.3 Activation Process

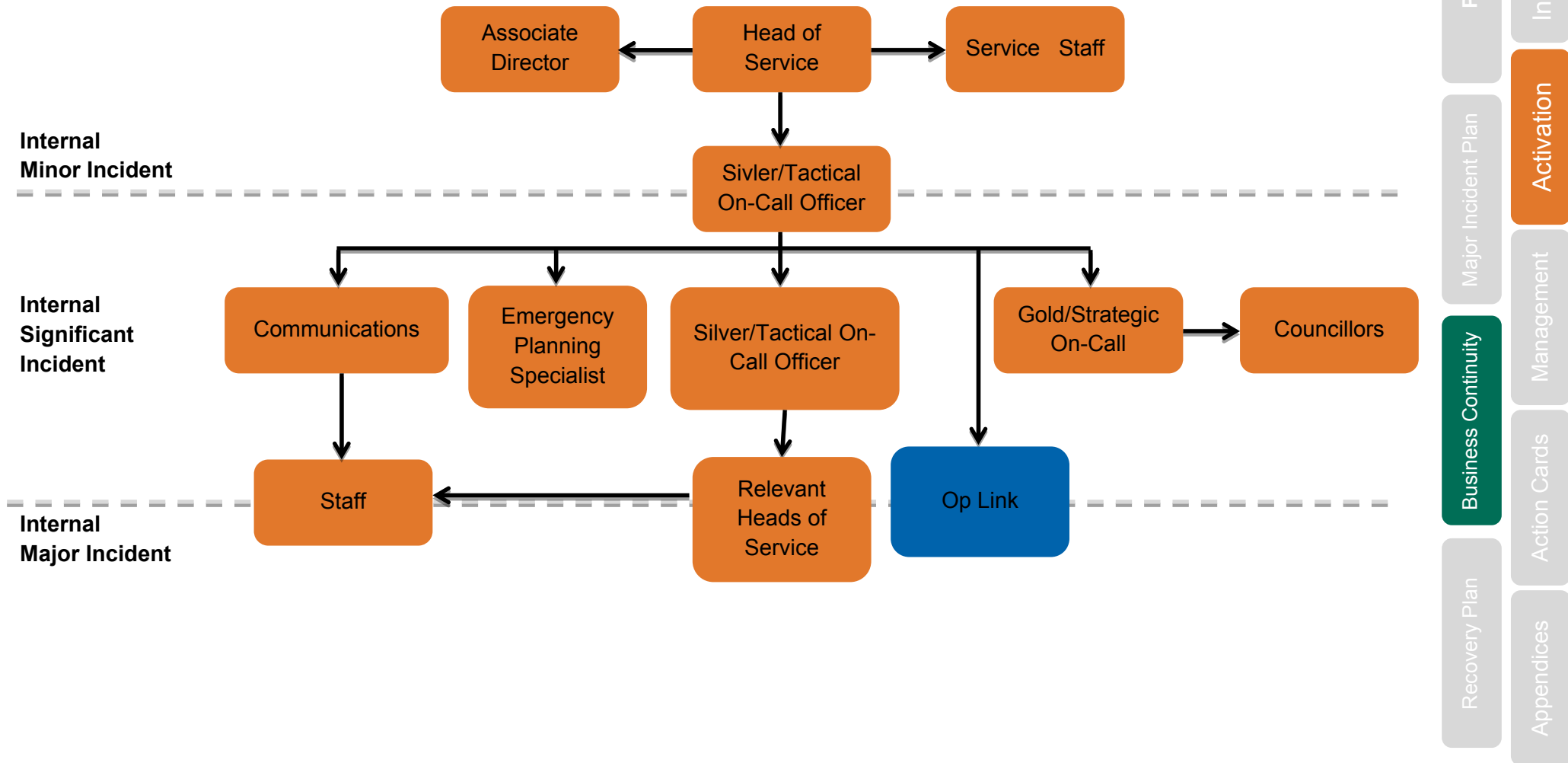
Upon notification of an incident the Tactical On-Call Officer should take the following steps to determine the appropriate response:



- Policy
- Introduction
- Major Incident Plan
- Activation**
- Management
- Business Continuity
- Action Cards
- Recovery Plan
- Appendices

3.2.4 Response Activation

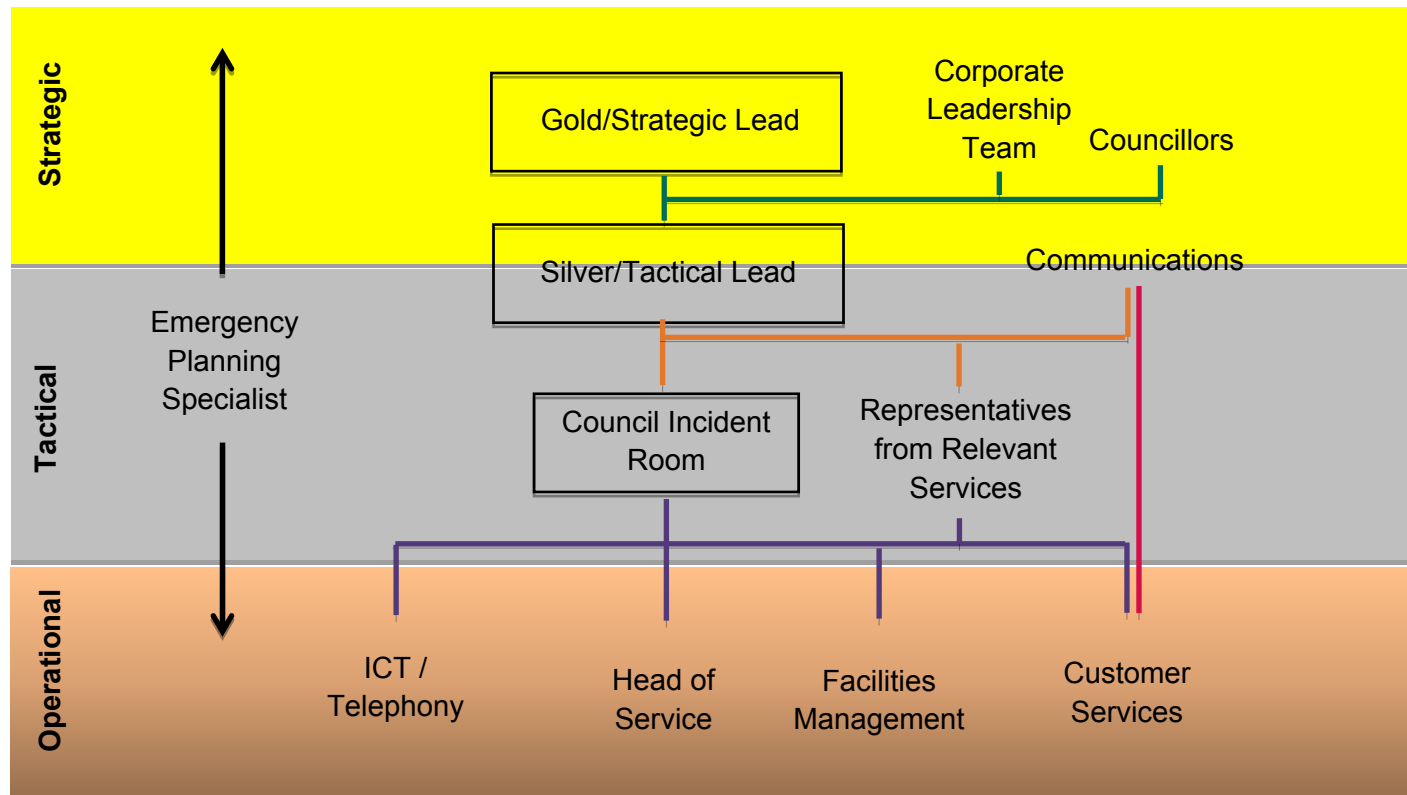
The Head of Service or Tactical On-Call Officer On-Call is responsible for activating the relevant services to respond to the business disruption.



3.3 Incident Management

3.3.1 Response Coordination

The diagram below shows the Wiltshire Council structure for business continuity response.



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- Introduction
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- Action Cards
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3.3.2 Response Structure

Strategic Response

The Duty Gold/Strategic On-Call is the strategic lead for Wiltshire Council. They have overall management of the business continuity response to a service disruption and, as required, the emergency response of the council. The Duty Gold/Strategic On-Call will forecast and manage the long-term requirements for the response. The Duty Strategic On-Call and CLT should maintain strategic oversight and provide a strategy for implementation.

The Duty Gold/Strategic On-Call will set the aims and objectives for response. They will be responsible for setting the communications strategy and signing off external media messages whilst also ensuring the leader, Cabinet Members and Council Members are informed of the incident and any significant developments. The Duty Gold/Strategic On-Call will also maintain an overview of the financial expenditure associated with the incident and will ensure that the required resources are made available to facilitate the response.

Tactical Response

The Duty Silver/Tactical On-Call Officer is the tactical lead for Wiltshire Council. They are responsible for setting the tactics that will be adopted by Wiltshire Council to implement the strategy set by the Duty Strategic On-Call Officer.

In the event that the incident has resulted in both an internal incident and external emergency response, the Silver/Tactical On-Call Officer may consider nominating a deputy to manage the service disruption and activating a secondary incident room.

The Silver/Tactical On-Call Officer can request the support of relevant Heads of Service or representatives from services to support the coordination of response to the disruption.

The Silver/Tactical On-Call Officer will ensure the continuity of Priority 1 and 2 services and coordinate support from Priority 3 and 4 services.

Emergency Planning Specialist

An Emergency Planning Specialist will be provided through the Emergency Planning Resilience and Response Team in hours and out of hours the Public Protection Duty Level 2 will call in an Emergency Planning Specialist.

Emergency Planning will provide specialist advice as a tactical advisor to both the strategic and tactical representatives.

The Emergency Planning Specialist will provide a range of support to facilitate the overall coordination of the Council response, activation of services and provide supporting the Silver/Tactical On-Call Officer. They will advise on a recommended battle rhythm to ensure the production of Situation Reports to inform decision making at a strategic and tactical level.



Communications

The Duty Communications Officer / Communications Team will provide support and guidance to the Gold/Strategic On-Call Officer in setting the media strategy.

Communications will lead on the development of a communications strategy to be agreed by the Gold/Strategic On-Call Officer. Communications will create both internal messages to staff and external messages to the media and public. They will also be responsible for monitoring information within the media and social media during the service disruption and relaying this information to the Silver/Tactical On-Call Officer and Council incident Room.

Council Incident Room

The Council Incident Room (CIR) will provide the central point for coordinating information during the service disruption. The Council Incident Room will be activated by Emergency Planning (in hours) or the Duty Level 2 (out of hours) following the procedures in the Council Incident Room plan. The Council Incident Room Manager will coordinate the response with support Council Incident Room staff; contact details can be found in the Emergency Contacts Directory.

Location

| | | |
|------------------|------------------|--|
| Primary | Location: | Westwood Room, County Hall, Trowbridge, BA14 8JN |
| Secondary | Location: | Monkton Room / Bewley Room, Monkton Park, Chippenham, SN15 1ER |
| Secondary | Location: | De La Wyle / Bourne Hill / Salisbury SP1 3UZ |

Role

The CIR will collate the service level situation reports, produce the Wiltshire Council Situation Report and liaise directly with services reporting issues.

Operational Response

The operational response to the incident will be led by individual Heads of Service, and be coordinated through the Council Incident Room (CIR) in liaison with the Silver/Tactical On-Call Officer. This will involve the coordination of all services to effectively manage the response to the service disruption.

Heads of Service

All Heads of Service will retain responsibility for implementing their service level business continuity plans. Priority 1 services will be required to ensure that they are able to continue the delivery of critical services and should raise any issues to the Council Incident Room. Priority 2, 3 and 4 services will be required to maintain services unless direction is received from the Silver/Tactical On-Call Officer to suspend, reduce or significantly alter delivery.

All Heads of Service are required to complete (or nominate a member of the team to complete) the Service Level Situation Report (Appendix C). Services should highlight at

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the earliest opportunity any business critical services that require additional support to maintain delivery.

Facilities Management

The Facilities Management team are responsible for the coordination of the response to impacts on premises managed by Wiltshire Council.

ICT / Telephony

The ICT Team are responsible for assessing the impacts of the service disruption on ICT infrastructure and applications. They will make a decision as to whether Disaster Recovery arrangements need to be activated and will coordinate the response of ICT and prioritise the recovery of applications for services. The telephony team will assess the impacts of the service disruption on the council telecommunications and will coordinate the recovery of Customer Services. Both ICT and Telephony, if requested, will send appropriate representation to support the Silver/Tactical On-Call Officer in coordinating the response to the incident.

Customer Services

Customer Services are responsible for the communication of messages about the service disruption to the public through the Council phone lines, emails, apps and public information desks. Customer Services will also feedback from the public that will be fed to the Council Incident Room using the Service Level Situation Report (Appendix C).

3.3.3 Response Considerations

Situation Reporting

Heads of Service will be required to complete the service level situation report (Appendix C) on the level of impact of the service disruption. Services will report whether they are Red (critical services not covered), Amber (staff moved to cover critical roles and some impact in non-critical areas) or Green (limited or no impact). Heads of Service or their nominated deputy will send the service level situation report to bcresponse@wiltshire.gov.uk by the set deadline.

The Council Incident Room will collate the information from the service level returns into a centralised spreadsheet. The Incident Room will contact any services reporting red or amber to identify if any additional support is required. The information will then be collated into a Wiltshire Council Situation Report (Appendix D) which will be sent to the Gold/Strategic On-Call Officer, Silver/Tactical On-Call Officer Communications, Customer Services and wider as required.

The Wiltshire Council Situation Report can then be used to support decision-making and the provision of information to Councillors, staff and the public.

Logging

All staff responding to a service disruption are required to ensure that they maintain a log of the information they receive, options considered, their decisions, actions and



justification. The log will support staff in keeping track of the incident; facilitating the completion of tasks and supporting staff in the handover process.

Communications

The Gold/Strategic On-Call Officer is responsible for developing the strategy for all communications with the public, customers, partners, staff and the media and will be supported by the communications team.

Internal Communications

Communications will prepare messages to be sent internally to staff with the support of the Duty Silver/Tactical On-Call Officer or Council Incident Room as appropriate. Messages will be sent at regular intervals to ensure that all staff are kept informed of the latest developments. The Intranet, Hot Wire, email, staff notice boards and where appropriate the media will be used to send generic messages to all staff and notify staff of the actions that they should be taking. If significant numbers of staff are asked to stay at home or to work from home, consideration should be given to establishing a staff information phone line to keep staff updated.

It is the responsibility of Heads of Service to send information about their service to their staff or request staff to return to work. This may be done by using the service call out cascades found within Service Level Business Continuity Plans.

The Gold/Strategic On-Call Officer is responsible for briefing the Leader, Cabinet Members and Council Members. The Elected Wire and Councillor briefing notes may be used to keep all Councillors informed during the incident.

External Communications

Heads of Service are responsible for notifying relevant partners, external contractors and customers through pre-existing channels and in accordance with the information held in the Service Level Business Continuity Plans (as appropriate). Heads of Service are also required to ensure the Emergency Alerts are updated on the external website if the disruption will impact on the public.

The Gold/Strategic On-Call Officer is responsible for agreeing key strategic messages for the public. The Silver/Tactical On-Call Officer or Gold/Strategic On-Call Officer will also notify the Wiltshire and Swindon Local Resilience Forum partners of the internal incident through Operation Link, if required.

The Communications Team will update information on the Council website, social media and send briefings to the media. This will inform the public of any disruption to services, advice on the impacts of the disruption and will be updated as the situation changes.

The Customer Services team will maintain the call centre as a Priority 1 service to ensure that customers can continue to contact the council. Information on the latest situation will be provided through the Situation Reports and the Council Incident Room.

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Priority Services

There are a number of council services that have been identified as Priority 1 services (recovery time within 24 hours) of service disruption, Priority 2 services (recovery time within 72 hours) and Priority 3 (recovery time of within one week) and Priority 4 (more than one week). The list of services in each Category can be found in Appendix A.

Service Prioritisation

The Silver/Tactical On-Call Officer supported by relevant heads of service will plan whether services will be:

- Enhanced to respond to the service disruption / emergency
- Reduced in order to facilitate making resources available for higher priority services
- Suspended in order to enable the reallocation of resources

Decisions about the reallocation of significant numbers of staff will be proposed by the Silver/Tactical On-Call Officer to the Gold/Strategic on-Call. Decisions will be made by the Corporate Leadership Team, based on the council’s capabilities, constraints and the needs of the community. Heads of Service will be required to implement any reallocation as determined by the Corporate Leadership Team.

Equipment

Heads of Service will be responsible for ensuring that they have sufficient resources available to maintain the continuity of services and should have contact details in their business continuity plans for equipment required. If additional resources are required requests can be made to the Council Incident Room who will support resourcing. Some services may be scaled down to make additional resources available.

If mutual aid is required the Gold/Strategic On-Call Officer will request this from neighbouring authorities.

Finances

Heads of Service are responsible for recording expenditure that is associated with the response to the service disruption and passing this information to the finance team as and when requested. Heads of Service will be responsible for using their available budget to respond to the service disruption.

The Finance Team will be responsible for monitoring expenditure and ensuring that arrangements allow sufficient flexibility for Silver/Tactical On-Call Officer to act where additional expenditure is required to maintain the continuity of services (particularly Priority 1 Services).

The Assistant Director is responsible for reporting expenditure incurred to the Finance Department and will brief the Corporate Leadership Team at regular intervals on expenditure levels. The Gold/Strategic On-Call Officer, Associate Director for Finance and Duty Silver/Tactical On-Call Officer have delegated powers to invoke additional

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expenditure if required in the event of a major incident. The Corporate Leadership Team will monitor the financial expenditure until formal stand-down by the local authority.

Welfare

All staff are required to consider their own personal welfare requirements to ensure their own personal safety. Further information on staff policies can be found on the Wiltshire Council Intranet on the HR Direct pages.

If staff are redeployed to new duties (to maintain priority services) Heads of Service must facilitate safe working including the provision of relevant risk assessments, training and appropriate personal protective clothing or equipment. Particular care should be given to the redeployment of appropriate people to appropriate roles, taking into account personal circumstances. Where necessary, Occupational Health will be consulted prior, during and post event.

Relocation

In the event that one of the Council premises becomes unavailable as a result of the service disruption, there is the capability to move Priority 1 staff to alternative premises (primarily council hubs). Facilities Management are responsible for making the space available as requested by the Duty Silver/Tactical On-Call Officer. Services at the receiving location may need to implement their business continuity plan to reduce or suspend services to make space for the additional staff.

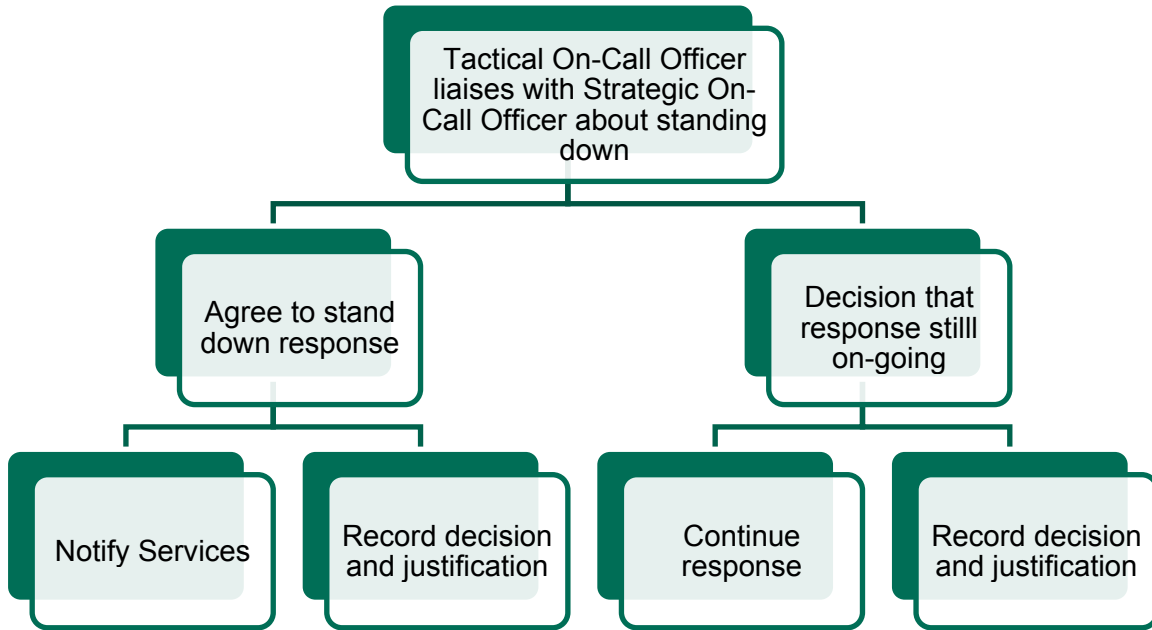
The following desk space has been identified at each of the council hubs:

| | County Hall | | Monkton Park | Bourne Hill |
|---|-------------|------|--------------|-------------|
| | OCH | MECH | | |
| Total Standard Desk Capacity | 406 | 565 | 288 | 300 |
| Capacity in Break Out Areas | 97 | 364 | 271 | 50+ |
| High Seats Capacity in Break Out | 24 | 108 | | |
| Total Meeting Rooms | 11 | 25 | 11 | 8 |
| Total Meeting Rooms Capacity | 108 | 136 | 136 | 82 |
| Total | 635 | 1173 | 695 | 432 |

Human Resources will be responsible for providing guidance on the specific policies associated with working from an alternative location.

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3.3.4 Stand Down Resources



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3.3.5 Debrief

Information on debriefing an incident can be found within the policy section of the plan.

3.3.6 Training and Exercising

The Wiltshire Council Corporate Business Continuity Plan will undergo training and exercising in accordance with the Wiltshire Council Plan Maintenance document which sets out a cycle for plan review, training and exercising.

3.4 Action Cards

| 3.3.1 Gold / Strategic Action Card | |
|--|---|
| Role | Responsibilities |
| <p>Gold / Strategic To lead on the strategic Wiltshire Council response to a business disruption.</p> | <ul style="list-style-type: none"> Decision to declare Internal Major Incident Maintain overall executive control Establish communications strategy Liaison with elected members Management of additional resources Management of finance Maintaining corporate reputation Set Aims and Objectives for the incident |
| <p>Activation Process</p> | <p>Information Required</p> <ul style="list-style-type: none"> Details of disruption Services reporting red / amber impacts to business critical functions Anticipated length of disruption <p>Advice Available from</p> <ul style="list-style-type: none"> Silver / Tactical Council Incident Room Emergency Planning Specialist Heads of Service |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions <input type="checkbox"/> Establish the strategic objectives of the response <input type="checkbox"/> Devise the short, medium and long-term strategy for recovery <input type="checkbox"/> Establish the communications strategy and approve external media statements before they are issued <input type="checkbox"/> Resolve conflicts in response and recovery <input type="checkbox"/> Approve significant expenditure <input type="checkbox"/> Ensure the Council continues to meet statutory and legal requirements <input type="checkbox"/> Authorise the implementation of the corporate business continuity plan <input type="checkbox"/> Keep elected members informed <input type="checkbox"/> Identifying a media spokesperson for the incident <input type="checkbox"/> Receive and consider situation reports <input type="checkbox"/> Consider requesting assistance from other local authorities / agencies <input type="checkbox"/> Protect the reputation of Wiltshire Council <input type="checkbox"/> Is disruption major or affects wider than the authority? In which case consider declaring a major incident or respond to the declaration by another organisation. | |
| <p>Plans/Procedures to Consider</p> <ul style="list-style-type: none"> Corporate Business Continuity Plan Emergency Contacts Directory W&S LRF Operation Link | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when Gold is stood down Inform Silver / Tactical and give contact of replacement Give a full briefing to the subsequent Gold / Strategic when handing over |

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| 3.3.2 Silver / Tactical Action Card | |
|--|--|
| Role | Responsibilities |
| <p>Silver / Tactical</p> <p>To lead on the tactical Wiltshire Council response to a business disruption.</p> | <ul style="list-style-type: none"> Lead on the implementation of the tactical response Coordinate Council resources to ensure continuity of business critical functions |
| <p>Activation Process</p> <pre> graph TD OP[On-Call Pager] --> ST((Silver / Tactical)) SM[Service Manager] --> ST </pre> | <p>Information Required</p> <ul style="list-style-type: none"> Details of disruption Services reporting red / amber impacts to business critical functions Anticipated length of disruption <p>Advice Available from</p> <ul style="list-style-type: none"> Gold / Strategic Council Incident Room Emergency Planning Specialist Heads of Service |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Decide if a coordinated business continuity response is required <input type="checkbox"/> Inform the necessary On-Call staff (Emergency Planning Specialist, Facilities Management, IT) <input type="checkbox"/> Consider assembling representatives from relevant services to coordinate the response <input type="checkbox"/> Determine priority of services to be recovered <input type="checkbox"/> Consider whether services will be: <ul style="list-style-type: none"> Enhanced to respond to the service disruption / emergency Reduced in order to facilitate making resources available for higher priority services Suspended in order to enable the reallocation of resources <input type="checkbox"/> Set the battle rhythm <input type="checkbox"/> Set aims and objectives, for Gold to review if called upon <input type="checkbox"/> Consider STEEPLE analysis tool to analyse the problem (see appendix) <input type="checkbox"/> Refer to incident specific plans <input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions | |
| <p>Plans/Procedures to Consider</p> <ul style="list-style-type: none"> Corporate Business Continuity Plan Emergency Contacts Directory Wiltshire & Swindon Local Resilience Forum Operation Link | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when tactical response is stood down Inform Gold / Strategic and give contact of replacement Give a full briefing to the subsequent Silver / Tactical when handing over |

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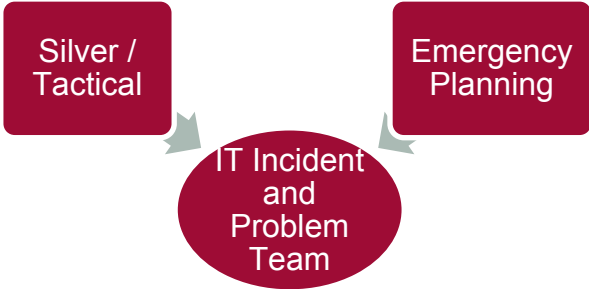
Appendices

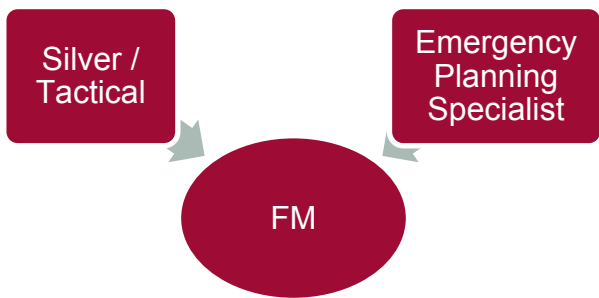
| 3.3.3 Head of Service Action Card | |
|--|---|
| Role | Responsibilities |
| <p>Head of Service To coordinate the response to and recovery of your service to a business continuity incident</p> | <ul style="list-style-type: none"> Maintain overview of your service Identify the impacts of the disruption on business critical functions Provide situation awareness of impacts on your service to the Council Incident Room (bcreponse@wiltshire.gov.uk) |
| <p>Activation Process</p> <pre> graph TD Incident[Incident] --> HeadOfService((Head of Service)) CouncilIncidentRoom[Council Incident Room] --> HeadOfService ServiceManager[Service Manager] --> HeadOfService </pre> | <p>Information Required</p> <ul style="list-style-type: none"> Impacts on your service delivery (particularly business critical functions) Confirm the staffing levels available <p>Advice Available from</p> <ul style="list-style-type: none"> Staff Silver / Tactical Council Incident Room Emergency Planning Specialist |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Activation of your service business continuity plan <input type="checkbox"/> Start a log of the incident and record the information on the options available, decisions on actions to take and justification of those decisions <input type="checkbox"/> Identification of business critical staff <input type="checkbox"/> Confirm alternative working space (if required) <input type="checkbox"/> Notifying service staff of business disruption <input type="checkbox"/> Provide (<i>as required</i>) situational awareness reports to the Council Incident Room on the status of your service (see appendix B) <input type="checkbox"/> Provide mutual aid to other service areas (as required) <input type="checkbox"/> Consider temporary redeployment, special incident leave, honorarium payments, travel claims, additional hours or non-standard patterns of work, annual leave, flexitime, unexplained absence and flexible home working. | |
| <p>Plans/Procedures to Consider</p> <ul style="list-style-type: none"> Corporate Business Continuity Plan Service Business Continuity Plan Service Level Procedures | <p>Standing Down</p> <ul style="list-style-type: none"> Notify staff in your service that the business disruption is over Stand down at the end of your shift or when instructed to by the Silver / Tactical, Council Incident Room Inform the Silver / Tactical, Council Incident Room and give contact of nominated representative Give a full briefing to the subsequent nominated representative when handing over Contribute to the debrief |

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| 3.3.4 Emergency Planning Specialist Action Card | | | |
|---|--|--------------------------|--------------|
| Role | Responsibilities | | |
| <p>Emergency Planning Specialist</p> <p>To provide assistance and guidance to the Tactical On-Call Officer and supporting the Council Incident Room</p> | <ul style="list-style-type: none"> Support Silver / Tactical in incident management and coordination Activation of relevant services | Policy | Introduction |
| Activation Process | | Information Required | |
| | <ul style="list-style-type: none"> Services reporting impacts Additional services that are required to contact | Major Incident Plan | Activation |
| | Advice Available from | | |
| <ul style="list-style-type: none"> Silver / Tactical Heads of Service Communications | | | |
| Actions to Consider within the Role | | | |
| <ul style="list-style-type: none"> <input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions <input type="checkbox"/> Provision of support and guidance to Silver / Tactical <input type="checkbox"/> Activation and notification of services (as required) <input type="checkbox"/> Support the coordination and management of the incident <input type="checkbox"/> Collating and disseminating Situation Reports | | | Management |
| Plans/Procedures to Consider | | Standing Down | |
| <ul style="list-style-type: none"> Emergency Contacts Directory Corporate Business Continuity Plan | <ul style="list-style-type: none"> Stand down at the end of your shift or when instructed to by the Silver / Tactical Inform the Silver / Tactical and give contact of replacement Give a full briefing to the subsequent Emergency Planning Specialist when handing over | Business Continuity Plan | Action Cards |
| | | Recovery Plan | Appendices |

| 3.3.5 Communications Action Card | | | |
|--|---|--------------------------|--------------|
| Role | Responsibilities | | |
| <p>Communications</p> <p>To lead on the provisions of communications to staff and the public as a result of the business disruption</p> | <ul style="list-style-type: none"> • Provide support and guidance to the Gold / Strategic in establishing a media strategy • Provide media guidance to the Silver / Tactical • Manage the provision of information to Wiltshire Council staff and the public • Manage all Wiltshire Council statements, media releases and interviews | Policy | Introduction |
| Activation Process | Information Required | Major Incident Plan | Activation |
| <pre> graph TD A[Silver / Tactical] --> C((Comms)) B[Emergency Planning Specialist] --> C </pre> | <ul style="list-style-type: none"> • Full situational awareness of the business disruption including the anticipated impacts and expected length of disruption • Information on the services that are reporting impacts as a result of the disruption | | |
| | Advice Available from | Management | |
| | <ul style="list-style-type: none"> • Gold / Strategic • Silver / Tactical • Emergency Planning Specialist • Council Incident Room | | |
| Actions to Consider within the Role | | Business Continuity Plan | |
| <ul style="list-style-type: none"> <input type="checkbox"/> Managing all Wiltshire Council statements and media releases <input type="checkbox"/> Arrange press conferences, media releases and media visits <input type="checkbox"/> Monitor press and media coverage and take action as required <input type="checkbox"/> Manage internal communications with staff <input type="checkbox"/> Advice on actions required to protect Wiltshire Council's reputation | | | |
| Plans/Procedures to Consider | Standing Down | Action Cards | |
| <ul style="list-style-type: none"> • Corporate Business Continuity Plan • Emergency Contacts Directory | <ul style="list-style-type: none"> • Stand down at the end of your shift or when instructed to by the Silver / Tactical • Inform Silver / Tactical, Council Incident Room and give contact of replacement • Give a full briefing to the subsequent Communications officer when handing over | | |
| | | Recovery Plan | Appendices |

| 3.3.6 ICT Action Card | | | |
|---|---|--------------------------|--------------|
| Role | Responsibilities | | |
| <p>ICT</p> <p>To lead on the restoration and recovery of ICT and Telephony for all Wiltshire Council services</p> | <ul style="list-style-type: none"> Establish the impacts of the incident on IT and Telephony Activate the Disaster Recovery Plan (if required) | Policy | Introduction |
| <p>Activation Process</p>  | <p>Information Required</p> <ul style="list-style-type: none"> Services reporting impacts Anticipated impacts of disruption | | |
| | <p>Advice Available from</p> <ul style="list-style-type: none"> Silver / Tactical Council Incident Room | Major Incident Plan | Activation |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions <input type="checkbox"/> Implement the Wiltshire Council disaster recovery plan (if applicable) <input type="checkbox"/> Restore and secure IT systems, applications, data <input type="checkbox"/> Maintenance and recovery of external website provision <input type="checkbox"/> Provide advice to the Council Incident Room and Silver / Tactical about the IT implications of the incident | | | Management |
| <p>Plans/Procedures to Consider</p> <ul style="list-style-type: none"> Emergency Contacts Directory Disaster Recovery Plan | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when instructed to by the Silver / Tactical, Council Incident Room Inform Silver / Tactical, Council Incident Room and give contact of replacement Give a full briefing to the subsequent ICT team when handing over at the end of your shift | Business Continuity Plan | Action Cards |
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| 3.3.7 Facilities Management Action Card | | | |
|--|--|--------------------------|--------------|
| Role | Responsibilities | | |
| <p>Facilities Management To lead on the continued provision of business premises to enable staff to continue to deliver priority services</p> | <ul style="list-style-type: none"> Ensure provision of business premises and parking for staff Lead on the response to issues with utilities in Wiltshire Council buildings Lead on emergency repairs / remedial works and liaise with contractors Support the emergency services in responding to an incident | Policy | Introduction |
| <p>Activation Process</p>  | <p>Information Required</p> <ul style="list-style-type: none"> Buildings affected and the impacts Numbers of staff requiring alternative working premises <p>Advice Available from</p> <ul style="list-style-type: none"> Silver / Tactical Council Incident Room FM Head of Service Asset Management IT Emergency Planning Specialist | Major Incident Plan | Activation |
| <p>Actions to Consider within the Role</p> <ul style="list-style-type: none"> <input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions <input type="checkbox"/> Arrange and manage alternative accommodation for priority staff displaced by an incident and liaise with IT to ensure staff have the appropriate telephony and IT equipment available to work at alternative premises <input type="checkbox"/> Arrange and manage access for staff at Wiltshire Council buildings as required in response to the incident <input type="checkbox"/> Arrange emergency repairs and remedial work at Wiltshire Council premises and liaise with contractors <input type="checkbox"/> Manage the coordination of parking spaces for staff <input type="checkbox"/> Arrange as required catering for staff <input type="checkbox"/> Manage the provision of stationary and printing facilities for staff <input type="checkbox"/> Manage the activation and coordination of emergency procedures to responds to incidents involving utility failures at Council buildings include gas leaks, water leaks and electrical issues <input type="checkbox"/> Advice and coordinate with the emergency services when required in an incident (e.g. bomb or fire) | | Business Continuity Plan | Management |
| <p>Plans/Procedures to Consider</p> <ul style="list-style-type: none"> Emergency Contacts Directory Facilities Management Out of Hours Procedures | <p>Standing Down</p> <ul style="list-style-type: none"> Stand down at the end of your shift or when instructed to by the Silver / Tactical Inform Silver / Tactical, Council Incident Room and give contact of replacement Give a full briefing to the subsequent Facilities Management team when handing over the incident | Recovery Plan | Appendices |

3.5 Appendices

3.5.1 Appendix A: Priority Services List

The full list of Priority 1-4 services will be collated as part of the initial Service Level Business Continuity planning process.

Priority 1 Services (Restore Within 24 hours)

| | | |
|-------------------------------|--|--|
| <u>Maggie Rae</u> | <u>Adult Care Operations</u> | <u>Adult Social Care Ops – Locality</u> |
| | | <u>Adult Social Care Ops – Locality (Comensura)</u> |
| | | <u>Adult Social Care – Mental Health</u> |
| | | <u>Adult Social Care Ops – Hospital Teams</u> |
| | | <u>Adult Social Care – Learning Disabilities</u> |
| | <u>Adult Care Commissioning and Housing</u> | <u>Community Commissioning</u> |
| | | <u>Operations & People</u> |
| | | <u>Strategy & Asset Management</u> |
| | <u>Communities and Communications</u> | <u>Communications (News & Information)</u> |
| | <u>Public Health and Public Protection</u> | <u>Public Protection (Environment)</u> |
| | | <u>Public Protection (Food Safety)</u> |
| | | <u>Emergency Planning</u> |
| | | <u>Public Health</u> |
| <u>Carolyn Godfrey</u> | <u>Children & Families Social Care</u> | <u>Safeguarding & Assessment</u> |
| | | <u>SEND & Canons House</u> |
| | | <u>Children in Care, Fostering, Adoption and Emergency Duty Service</u> |
| | <u>Legal and Governance</u> | <u>Legal Services</u> |
| | | <u>Electoral Services</u> |

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| | | Lieutenancy Office |
| Carlton Brand | People and Business | Strategy Assets & Facilities Management |
| | | Customer Services |
| | | Registration Service |
| | | ICT Infrastructure |
| | | ICT Frontline Services |
| | Highways and Transport | Local Highways & Weather Emergencies (North) |
| | | Local Highways & Weather Emergencies (North) |
| | | Passenger Transport |
| | Economic Development & Planning | Admin, Land Charges and Technical Support |
| | Waste and Recycling | Environment Services |

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Priority 2 Services (restore within 48 hours)

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|--|---|--|
| Maggie Rae | Adult Care Commissioning and Housing | Safeguarding & Quality Assurance |
| | | Specialist Commissioning |
| | Public Health and Public Protection | Leisure |
| | | Prevention of Harm |
| | | Occupational Health and Safety |
| Communities and Communications | Communications (Events & Marketing) | |
| Carolyn Godfrey | Commissioning, Performance and School Effectiveness | School Effectiveness |
| | | School Place Commissioning |
| | | Performance & Information Management |
| | | Safeguarding Quality Assurance |
| | Finance, Revenue & Benefits | Chief Accountant |

| | | |
|---------------|--|--|
| Carlton Brand | | Finance |
| | | Revenue & Benefits |
| | Waste and Recycling | Waste & Recycling Collection |
| | | Waste Management |
| | Highways and Transport | Highways & Asset Management |
| | People and Business | HR Strategy & Policy |
| | | Business Services Financial |

[Priority 3 Services \(Restore within a week\)](#)

| | | |
|------------------------------------|---|--|
| Maggie Rae | Communities and Communications | City Hall |
| | | Libraries, Heritage and Arts |
| | | Community Governance and Area Boards |
| | | Strategic Campus & Health & Wellbeing |
| | Public Health and Public Protection | Sexual Health |
| | Policy & Performance | Corporate Support |
| | Adult Care Commissioning & Housing | Business Change, Performance & Governance |
| Carolyn Godfrey | Finance | Pensions |
| | Commissioning, Performance and School Effectiveness | Commissioning & Joint Planning Children's Services |
| | Children & Families Social Care | Virtual School |
| | | Operational Children's Services: Early Help |
| | Legal and Governance | Governance Service |
| Electoral Services | | |
| Lieutenancy Office | | |
| Carlton | Economic Development & | Development Control South |

| | |
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| | | |
|-------|------------------------|--------------------------------|
| Brand | Planning | Development Control Central |
| | | Development Control North |
| | | Account Management |
| | | Service Delivery |
| | | Major Projects |
| | Highways and Transport | Parking |
| | | Sustainable Transport |
| | Waste and Recycling | Waste Management Commissioning |

Priority 4 Services (Restore within 2 weeks)

| | | |
|------------------|-------------------------------------|---|
| Maggie Rae | Public Health and Public Protection | Adult Health Improvement |
| | | Maternal Health Improvement |
| | | Child Health Improvement |
| | Policy & Performance | Corporate Performance |
| | | Programme Office |
| | | Procurement |
| Systems Thinking | | |
| Carlton Brand | People and Business | Organisational Development and Learning |
| | Economic Development & Planning | Place Shaping |

| | | |
|------------|------------|--|
| Maggie Rae | Adult Care | Adult Social Care Ops – Locality |
| | | Adult Social Care Ops – Locality (Comensura) |
| | | Adult Social Care – Mental Health |
| | | Adult Social Care Ops – Hospital Teams |
| | | Adult Social Care – Learning Disabilities |
| | Adult Care | Care, Support & Accommodation |

| | |
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| | | |
|-----------------|-------------------------------------|-------------------------------------|
| | Commissioning and Housing | |
| | Communities and Communications | Communications (News & Information) |
| | Public Health and Public Protection | Public Protection (Environment) |
| | | Public Protection (Food Safety) |
| | | Emergency Planning |
| | Public Health | |
| Carolyn Godfrey | Operational Childrens Services | Safeguarding & Assessment S&W |
| | | Safeguarding & Assessment N&E |
| | | Emergency Duty Service |
| | Legal and Governance | Legal Services |
| Carlton Brandy | People and Business Services | Facilities Management |
| | | Customer Services |
| | | Registration Service |
| | | Information Services |
| | Highways and Transport | Highways & Street scene (N) |
| | | Highways & Street scene (S) |
| | | Passenger Transport |

Priority 2 Services (Restore within 72 hours)

| | | |
|--------------------------------|---|--|
| Maggie Rae | Adult Care | Finance & Benefits Team |
| | Adult Care | Strategic Housing |
| | Commissioning and Housing | Business & Tenancy |
| | Public Health and Public Protection | Leisure |
| | | Occupational Health and Safety |
| Communities and Communications | Communications (Events & Marketing) | |
| | | Civic Hall |
| Carolyn Godfrey | Commissioning, Performance and School Effectiveness | School Effectiveness |
| | Operational Childrens Services | Early Intervention, Youth & Prevention |
| | Finance | DCE Finance |
| Revenue & Benefits | | |
| Carlton Brand | Waste and Environment | Waste & Recycling Collection |
| | Highways and Transport | Highways & Asset Commissioning |
| | People and Business Services | HR Strategy & Policy |
| | Economy and Planning | Admin, Land Charges, Tech Support |
| | Waste and Environment | Environment Services |
| Waste Collection Management | | |

Priority 3 / 4 Services

Priority 3 (Within a Week) / Priority 4 (More than a week)

| | | |
|--------|-----------------|-----------|
| Maggie | Communities and | Libraries |
|--------|-----------------|-----------|


| | |
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| | | |
|--|---|---|
| Rae | Communications | Heritage and Arts |
| | | Community Governance and Area Service |
| | | Campus |
| | Public Health and Public Protection | Adult Health Improvement |
| | | Intelligence and Data |
| | | Maternal Health Improvement |
| | | Child Health Improvement |
| | Corporate Services | Corporate Support |
| | | Corporate Performance |
| | | Programme Office |
| | | Procurement |
| | Adult Care Commissioning and Housing | Project Change |
| | | New Housing |
| DCS Business Change | | |
| Disabilities Commissioning | | |
| Health Integration and Workforce Development | | |
| Carolyn Godfrey | Finance | Technical Accountability |
| | | Pensions |
| | Commissioning, Performance and School Effectiveness | Performance Management |
| | | Joint Commissioning |
| | | Safeguarding Quality Assurance |
| | Operational Childrens Services | Virtual Service |
| | | 0-25 SEND Service |
| | Legal and Governance | Governance Service |
| | | Electoral Services |
| | | Lieutenancy Office |
| Carlton Brand | People and Business Services | Business Services Financial |
| | | Organisational Development and Learning |
| | Economy and Planning | Development Control South |
| | | Development Control Central |
| | | Development Control North |
| | | Place Shaping |
| | | Account Management |
| | | Service Delivery |
| | | Major Projects |
| | Highways and Transport | Sustainable Transport |
| | Waste and Environment | Waste Management Commissioning |
| | | Systems Thinking |

| | |
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3.5.2 Appendix B: Service Level Situation Report

OFFICIAL

| | | | | |
|---|---|---|--|----------------|
|  | | <h2 style="text-align: center;">Service Level Situation Report</h2> | | Report: 1 Of 1 |
| | | | | Date: dd/mm/yy |
| | | | | Time: hh:mm |
| Incident | [Insert Incident Title Here] | | | |
| 1. Service Information | | | | |
| Strategic On-Call Officer: | | | | |
| Tactical On-Call Officer: | | | | |
| Service Name: | | | | |
| 2. Service Level Impacts | | | | |
| Percentage of staff available: | | | | |
| Situation Overview: | | | | |
| 3. Service Status | | | | |
| Red <input type="checkbox"/> | Amber <input type="checkbox"/> | Green <input type="checkbox"/> | | |
| <i>Critical roles are currently not able to be covered</i> | <i>Staff have been moved to cover critical roles and there is some impact on non-critical areas</i> | <i>Limited or no impact</i> | | |
| Comments | Provide details of the red / amber impacts. Include details of any mitigating actions taken or outstanding actions to be taken | | | |
| 4. Additional Information | | | | |
| Issues Identified: | <i>Details of any issues identified</i> | | | |
| Horizon Scanning: | <i>Details of any potential future issues</i> | | | |
| Requests | <i>List any specific requests to the Council Incident Room</i> | | | |
| 5. Completed By | | | | |
| Name: | | | | |
| Contact Number: | | | | |
| Email: | | | | |

| | |
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3.5.3 Appendix C: Business Continuity Situation Report

| | | | | | |
|---|---|--|---------------------------------------|---------------------------------------|------------|
|  | | Wiltshire Council Business Continuity Situation Report | | Report Number: | 1 |
| | | | | Date: | Dd/mm/yyyy |
| | | | | Time: | hh:mm |
| INCIDENT: | | [Insert Here] | | | |
| STAFFING LEVELS | | | | | |
| 1 | Wiltshire Council | | | | |
| | Percentage of Staff Available (All) | Percentage of Staff Available (MR) | Percentage of Staff Available (CG) | Percentage of Staff Available (CB) | |
| | | | | | |
| OVERVIEW OF CURRENT SITUATION | | | | | |
| 2 | General Situation (top line Information to include status of incident in Wiltshire, summary of arrangements) | | | | |
| | | | | | |
| 3 | Requests | | | | |
| | | | | | |
| 4 | Horizon Scanning | | | | |
| | | | | | |
| INCIDENT IMPACT ASSESSMENT | | | | | |
| | RED | Critical roles are currently not able to be covered | | | |
| | AMBER | Staff have been moved to cover critical roles and there is some impact on non-critical areas | | | |
| | Green | Limited or no impact (Green services will not be included in the Situation Report) | | | |
| 5 | WILTSHIRE COUNCIL | | | | |
| | RED | AMBER | Green | | |
| | 0 | 0 | 0 | | |
| 6 | MAGGIE RAE | | | | |

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|----------|--------------------------------|--------------------|-------------------|--------------------------|--------------|
| | RED | AMBER | Green | Policy | Introduction |
| | 0 | 0 | 0 | | |
| | SERVICE AREA | RAG | COMMENTS | | |
| | Insert Service Name | Red / Amber | | | |
| | Insert Service Name | Red / Amber | | | |
| | Insert Service Name | Red / Amber | | | |
| 7 | CAROLYN GODFREY | | | Major Incident Plan | Activation |
| | RED | AMBER | Green | | |
| | 0 | 0 | 0 | | |
| | SERVICE AREA | RAG | COMMENTS | | |
| | Insert Service Name | Red / Amber | | | |
| | Insert Service Name | Red / Amber | | | |
| 8 | CARLTON BRAND | | | Business Continuity Plan | Management |
| | RED | AMBER | Green | | |
| | 0 | 0 | 0 | | |
| | SERVICE AREA | RAG | COMMENTS | | |
| | Insert Service Name | Red / Amber | | | |
| | Insert Service Name | Red / Amber | | | |
| 9 | SitRep Completed By: | | | Recovery Plan | Action Cards |
| | 10 Time of next update: | | | | |
| | 11 Contact Details: | | | | |
| | | | Appendices | | |

3.5.4 Appendix D: Business Continuity Programme

Business Continuity Management

The Wiltshire Council Business Continuity Management (BCM) programme is developed, administered and delivered by the Emergency Planning Resilience and Response Team on an annual cycle. Within Wiltshire Council Business Continuity (BC) arrangements are made at two different levels; corporate planning for the entire organisation and service level planning.

Corporate Business Continuity Plan

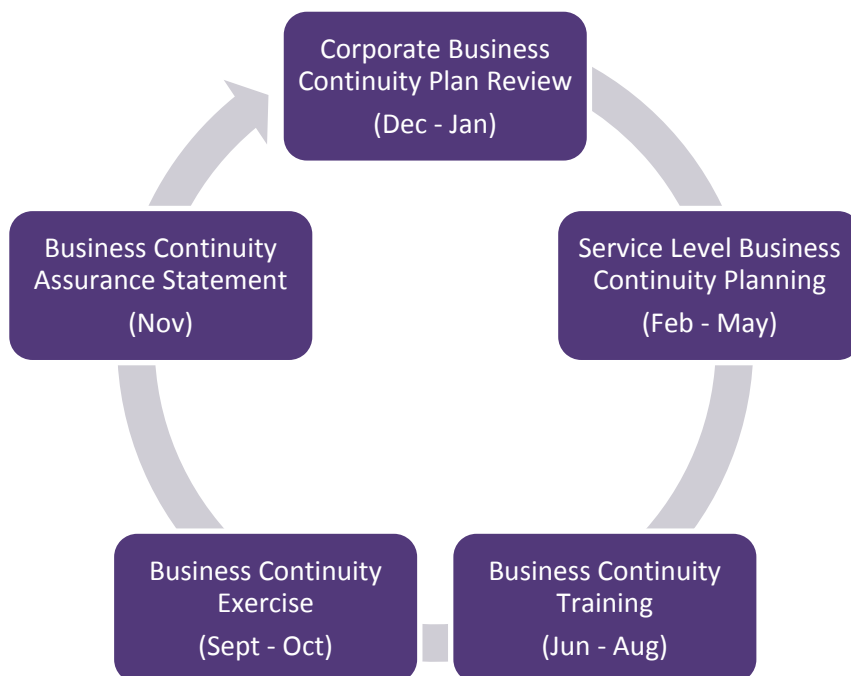
The Corporate Business Continuity Plan establishes the procedures for the management across the organisation of a business disruption and facilitates the coordinated recovery of services.

Service Level Business Continuity Plans

All Heads of Service are required to complete a Service Level Business Continuity Plan (BCP) using the standardised template. This will identify the impacts of non-delivery; establish the requirements for service recovery; including timeframe, personnel and equipment required. It was also establish the procedures for maintaining or recovering service delivery.

Business Continuity Programme

The Emergency Planning Resilience and Response Team will oversee the Business Continuity Programme.



Plan Review

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The Corporate Business Continuity Plan will be reviewed on an annual basis between December and January.

Service Level Business Continuity Plan

The Service Level Business Continuity Plan will be reviewed annually between February and May. All Heads of Service will be offered one to one introductory sessions to business continuity and how to complete their service level plan within the standardised Wiltshire Council template.

Associate Directors should ensure Heads of Service have sufficient time to complete Business Continuity Plans and are required to sign off the plan upon its completion. A report will be produced by the Emergency Planning Resilience and Response Team for each Corporate Director based on the information from their Service Area following the period of plan review in July.

Service level plans may need to be reviewed at other times during the year if there is a key business change, restructuring, expansion/contraction, new services are created, services are relocated or due to learning following an incident.

Business Continuity Training

Training is crucial to embedding business continuity; all staff should be trained on relevant business continuity arrangements.

Training of staff should begin with inclusion in the Wiltshire Council induction programme. There will be a specific focus on raising awareness annually by the Emergency Planning Resilience and Response Team during Business Continuity Awareness Week.

Heads of Service should ensure that staff are made aware of their responsibilities in the Service Level Business Continuity Plan.

Specific Business Continuity training will be offered by the Emergency Planning Resilience and Response Team annually between June and August.

Business Continuity Exercise

The Emergency Planning Resilience and Response Team will run Business Continuity exercises in September/October. Heads of Service are required to attend or send a representative to an event to exercise and validate their Service Level Business Continuity Plan.

Business Continuity Assurance Statement

In November Heads of Service will be required to complete an assurance statement for their service. The assurance statement will assess the service business continuity plan, training of both the Head of Service and staff in their roles in the Service Level Business Continuity plan and Corporate Business Continuity Plan and whether the plan has been validated through an exercise.

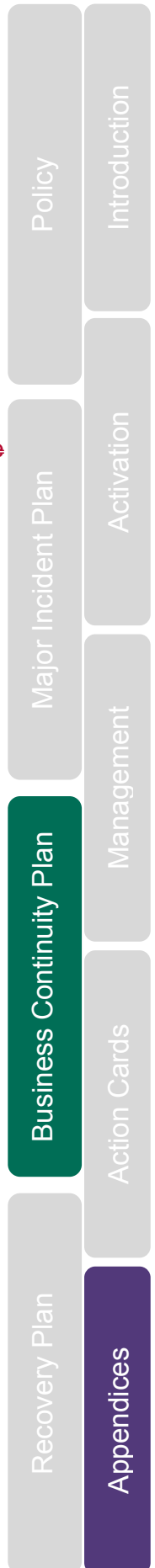
| | |
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Services will be assessed as green if they have completed the four stages within the twelve month programme. They will be assessed as amber if one or two stages are incomplete and they will be assessed as red if more than two stages are incomplete.

Heads of Service are required to ensure that they have signed off their assurance statement. The Emergency Planning Resilience and Response Team will then provide an assurance statement for all services across Wiltshire Council to the Corporate Leadership Team based on these returns.

Corporate Resilience Group

~~The Corporate Resilience Group will be established to facilitate business continuity and emergency planning learning and development across Wiltshire Council. The group will be chaired by an Associate Director and will be administered by the Emergency Planning Resilience and Response Team. The group will include representation by Head of Service or a nominated deputy from Priority 1 Services and other services that are required. The terms of reference for the group can be found in Appendix E.~~



Roles and Responsibilities

| Corporate Director | |
|---------------------------|--|
| Role | The Corporate Director has a key role to embed business continuity within their Directorate. |
| Responsibility | <ul style="list-style-type: none"> to work collaboratively with their Associate Directors and Heads of Service to ensure the business continuity management programme is implemented within their area to promote and provide visible support to business continuity in their area to authorise resource and officer time commitment to achieve the requirements of the business continuity programme to approve or challenge the results of the Service Level Business Continuity Plan to incorporate business continuity management as a standard agenda item in Corporate Leadership Team meetings |

| Associate Directors | |
|----------------------------|---|
| Role | The Associate Director is responsible for ensuring the Heads of Service in their area implement and embed business continuity. |
| Responsibility | <ul style="list-style-type: none"> Working collaboratively with Corporate Director in ensuring the business continuity policy is implemented within their service area Overseeing the development, implementation and maintenance of service level business continuity plans Chair the Corporate Resilience Group on an annual basis Ensuring the cooperation of Heads of Service in the Corporate Resilience Group Promoting business continuity actively within their area Signing off service level business continuity plans Discussing business continuity with Heads of Service during meetings Signing off the Service Annual Business Continuity Governance Statement |

| Heads of Service | |
|-------------------------|--|
| Role | Heads of Service have full responsibility for developing, implementing and maintaining their service level business continuity planning and training their staff on their role in the plan |
| Responsibility | <ul style="list-style-type: none"> Completing a Service Level Business Continuity Plan Ensuring the service business continuity plan is signed off by their Associate Director. Ensures that they (and at least one nominated representative) hold a copy of their service business continuity plan both at work and in an alternative location ensure any services delivered by a contractor or reliant on a supplier to deliver the service have adequate business continuity plans in place Attending at least one business continuity training session each year Ensuring that their service business continuity plan is validated by an exercise annually |

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|--|---|
| | <ul style="list-style-type: none"> • Complete an annual review of their Service Level Business Continuity Plan • Regularly (minimum annually) ensure that all staff (including new starters) are aware of their role within the service business continuity plan • Link their business continuity plan to their service plan • Complete a Service Annual Business Continuity Governance Statement and submit it to the Associate Director |
|--|---|

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| Head of Service Emergency Planning Resilience and Response | |
|---|--|
| Role | The Head of Service for Emergency Planning Resilience and Response has overall responsibility for the Business Continuity Programme. |
| Responsibility | <ul style="list-style-type: none"> • Overall responsibility for the management of the business continuity management programme • Ensures that issues, risks and reports are dealt with at an appropriate level • Facilitates the delivery of the business continuity programme by the Emergency Planning Resilience and Response Officer leading on business continuity |

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| Emergency Planning Resilience and Response Officer (BC Lead) | |
|---|--|
| Role | The Emergency Planning Resilience and Response Officer has responsibility for coordinating the Business Continuity Programme on a day to day basis. |
| Responsibility | <ul style="list-style-type: none"> • Being the main focal point for business continuity management within the council • Facilitating the programme for all Heads of Service to complete business continuity plans • Provision of guidance to Heads of Service and ensuring the consistency in completion of service business continuity plans • Revises and maintains the corporate business continuity plan • Coordinates the delivery of the Corporate Resilience Group • Coordinates training staff at all levels on business continuity • Delivers a minimum of one corporate business continuity exercise annually to support Heads of Service in validating their business continuity plans • Promotes business continuity internally to staff |

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| Wiltshire Council Staff | |
|--------------------------------|--|
| Role | All Wiltshire Council employees have a responsibility to be aware of their role in their Service Business Continuity Plan and the Corporate Business Continuity Plan |
| Responsibility | <ul style="list-style-type: none"> • Maintaining awareness of the Corporate Business Continuity Plan • Participating in business continuity training and exercises • Fulfilling their role in accordance with the plans • Ensuring their contact details are kept up to date in the plan |

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3.5.5 Appendix E: Corporate Resilience Group Terms of Reference

| Corporate Resilience Group – Terms of Reference | |
|---|--|
| <p>Scope The CRG will facilitate learning, development and discussion of both business continuity and emergency planning within Wiltshire Council. The group will be chaired by an Associate Director with the administration and secretariat for the group provided by the Emergency Planning Resilience and Response Team.</p> | |
| <p>Aim The aim of the CRG is to coordinate the Wiltshire Council implementation of business continuity and emergency planning</p> | <p>Objectives</p> <ul style="list-style-type: none"> • Coordination of the implementation of business continuity management within Wiltshire Council • Provide a forum for discussion of emergency plans under review • Coordination of emergency planning and business continuity training • Provide a forum for the development of exercises to validate plans and discussion of lessons identified from these exercises • Provide a briefing forum for emergency risks and / or hazards and ensure a coordinated approach to manage risks • To review recommendations arising from incidents, service reviews, audits, exercises, national arrangements and deliver changes within the organisation where applicable |
| <p>Attendance Priority 1 Services and other services as required will be represented by a Head of Service or nominated deputy at all meetings. They will be responsible for the delivery of actions and disseminating information throughout their service area.</p> | |
| <p>Meetings</p> <ul style="list-style-type: none"> • Frequency will be quarterly with additional ad hoc meetings for specific issues when required • Meetings will be held at County Hall, Trowbridge, BA14 8JN • Minutes are to be kept of all meetings and circulated to all members within 7 working days of the meeting | |
| <p>Standard Agenda</p> <ul style="list-style-type: none"> • Introductions / Apologies for absence / Notification of Substitutes • Review / Agreement of previous minutes • Incident Reporting and Review • Business Continuity Management Programme Update • Training and Exercising Update • Contract Management / Supply Chain Management • Risk Management • ICT – Disaster Recovery Update • Facilities Management Update • Any Other Business • Date of next meeting | |

| | |
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RECOVERY PLAN

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4.1 Introduction

| | |
|-------------------------------|--|
| Plan Title: | Wiltshire Recovery Plan |
| Plan Author: | Surriya Subramaniam |
| Date of Publication: | April 2015 |
| Review Date: | April 2015 |
| Training Requirements: | EPRR Team Training |
| Training Date: | 13 June 2015 |
| Exercise Requirements: | N/A (Live Exercise / Table top Exercise) |
| Exercise Date: | N/A |

Document History

| Version | Date | Comments | Reviewer |
|-------------------|-----------------|---|----------------------|
| 7.0.1 | 26.01.15 | First Draft Plan | S.Subramaniam |
| 7.00.2 | 12.01.15 | Published version of Plan | S.Subramaniam |
| 7.10.3 | 25.01.15 | Minor Corrections to Plan | S.Subramaniam |
| <u>1.0</u> | <u>26.01.16</u> | <u>Update following anthrax debrief</u> | <u>S.Subramaniam</u> |

| | |
|-------------------------------|--|
| Purpose | This plan provides guidance for Wiltshire Council on how to support recovery in communities, following an incident. |
| Background Information | Under the Civil Contingencies Act 2004 Wiltshire Council has a responsibility to develop emergency plans in accordance with the local risks as identified in the Wiltshire and Swindon Local Resilience Forum Community Risk Register. Wiltshire Council has a generic major incident plan to guide the standard emergency response and a number of specific emergency plans for specific types of emergency or specific sites. |
| Recovery Definition | Recovery is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency. |
| Aim | To enable Wiltshire Council to support local residents and businesses to manager its own recovery from incidents |
| Objectives | The aim will be achieved by: <ul style="list-style-type: none"> • Putting in place a framework for overseeing recovery. • Recovery will start as soon after the incident commences as appropriate • Concentrating resources on the health and well-being of communities, critical infrastructure, the economy and the environment. • Providing information, specialist services and resources. |
| Scope | This plan covers strategic recovery in Wiltshire, the responsibility for which is transferred by a Strategic Coordinating Group to Wiltshire Council, following an incident. |
| Links to other plans | The plan is part of the Integrated Emergency Management Plan. |

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4.2 Activation

4.2.1 Plan Activation

Recovery will be considered at the earliest opportunity after an incident has commenced. The plan will be activated when a chairperson is appointed and a Recovery Coordinating Group (RCG) is convened.

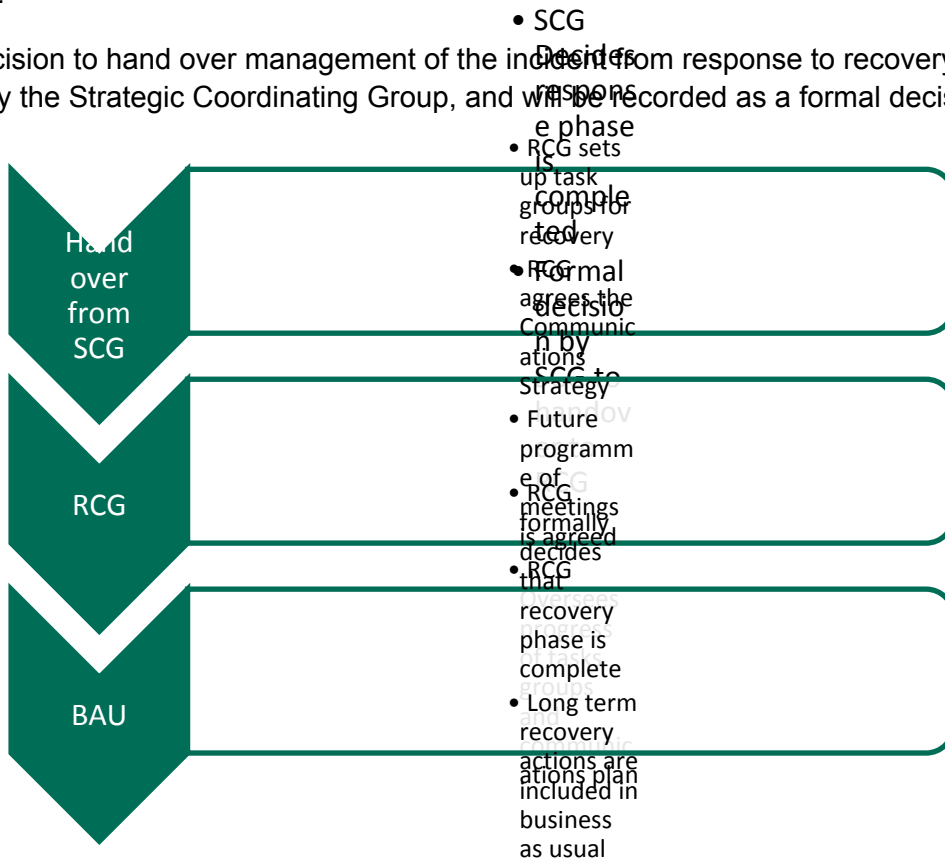
4.2.2 Activation Process

A Recovery Coordinating Group will be set up when requested by the Chair of the Strategic Coordinating Group.

The Recovery Coordinating Group may be set up during or after an incident. In certain circumstances, a Recovery Coordinating Group may be formed as a sub-group of the Strategic Coordinating Group until full handover takes place.

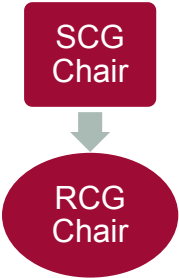
The Recovery Coordinating Group will be chaired by a senior manager of Wiltshire Council.

The decision to hand over management of the incident from response to recovery will be made by the Strategic Coordinating Group, and will be recorded as a formal decision.



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4.3 Action Cards

| Chairperson of Recovery Coordinating Group | |
|--|---|
| Role | Responsibilities |
| <p>Chairperson of the Recovery Coordinating Group</p> | <ul style="list-style-type: none"> • Convening Group • Forming Recovery Coordinating Group • Overseeing assessments of risks to community. |
| <p>Notification</p>  | <p>Immediate Actions</p> <ul style="list-style-type: none"> • Confirm handover from SCG • Refer to Agenda • Consider appropriate partners • Consider any necessary sub-groups |
| | <p>Information Required</p> <ul style="list-style-type: none"> • Situation Report • Assessment of existing risks • Knowledge of community groups |
| Actions to Consider | |
| <p>Consider the following:</p> <ul style="list-style-type: none"> ➤ Agreeing recovery objectives in these areas: <ul style="list-style-type: none"> -Health and Well being -Economic -Infrastructure -Environmental. ➤ Inviting the most appropriate organisations to attend the Recovery Coordinating Group. ➤ Creating sub-groups (could be in the areas above) to carry out operational recovery tasks. ➤ Asking sub-groups to carry out impact assessments. ➤ Opportunities to carry out long term economic regeneration. ➤ Creating and implementing a communications strategy for informing residents and businesses ➤ How to empower local communities during recovery ➤ Involvement of appropriate voluntary groups. ➤ How to record and apportion expenditure, including managing donations ➤ A strategy for transitioning from recovery phase to business as usual. ➤ Effective protocols for political involvement and liaison (Parish, District / County / Unitary and Parliamentary) are established. | |
| Resources Available | Plans to Consider |
| <p>Equipment predetermined for incident:</p> <ul style="list-style-type: none"> • GIS mapping • Local knowledge from Parish Councils and community groups. | <ul style="list-style-type: none"> • National Recovery guidance <p>https://www.gov.uk/national-recovery-guidance</p> |

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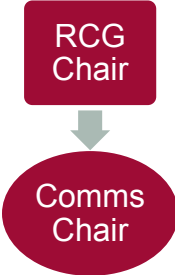
Business Continuity Plan

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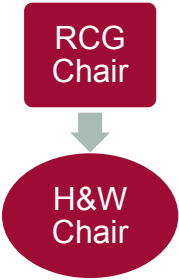
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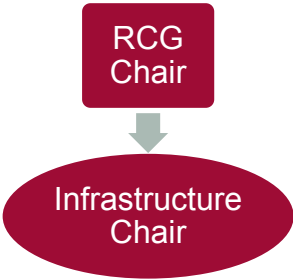
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| Chairperson of Communications Group | |
|---|---|
| Role | Responsibilities |
| Chairperson of the Communications Group | <ul style="list-style-type: none"> • Convening Group • Ensure that the public and media are fully informed and consulted • Oversee the communications output of all other sub-groups |
| Notification | Immediate Actions |
|  <p style="text-align: center;">RCG Chair ↓ Comms Chair</p> | <ul style="list-style-type: none"> • ensure involvement of stakeholders • ensure consistency of message • react to negative media stories and misinformation |
| | Information Required |
| | <ul style="list-style-type: none"> • Situation Report • Assessment of existing risks • Knowledge of community groups |
| Actions to Consider | |
| <p>Consider the following:</p> <ul style="list-style-type: none"> • Co-ordinate communications across all recovery groups, including attending meetings • Consider longer-term strategy: <ul style="list-style-type: none"> ○ Key target audiences, including those inside and outside of the area ○ Key messages, focussing on public/business reassurance and rebuilding image. ○ Mechanisms to ensure cross agency working and consistency of message. ○ Key spokespersons, both overall and for specific aspects of the recovery period. • The communications strategy: <ul style="list-style-type: none"> ○ Media relations/information programme ○ Resources needed Web content/presence ○ Public information helplines ○ Publications/printed materials ○ Exhibition/display materials ○ Drop in/information centres ○ Interpretation and translation ○ Public forums/meetings ○ Information points. • Inform the following key groups: <ul style="list-style-type: none"> ○ Residents ○ Key business partners/employers ○ Elected members ○ Staff in all agencies • Consider use of “trusted” individuals and “opinion formers” to get the message across, including those from the communities affected | |
| Resources Available | Plans to Consider |
| <ul style="list-style-type: none"> • Internet access • Local knowledge from Parish Councils and community groups. | <ul style="list-style-type: none"> • National Recovery guidance <p>https://www.gov.uk/national-recovery-guidance</p> |

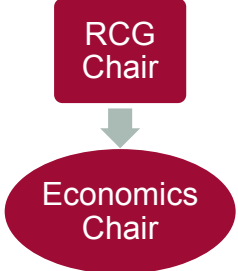
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| Chairperson of Health and Well Being Group | |
|---|--|
| Role | Responsibilities |
| <p>Chairperson of the Health and Well Being Group</p> | <ul style="list-style-type: none"> • Convening Group • To co-ordinate the provision Physical impacts, psychological impacts, community displacement, death and bereavement. • Implement agreed strategy |
| Notification | Immediate Actions |
|  <p>RCG Chair</p> <p>↓</p> <p>H&W Chair</p> | <ul style="list-style-type: none"> • ensure involvement of stakeholders • consider group membership • create a risk assessment for health and well being |
| | Information Required |
| <p>Actions to Consider</p> <p>Consider the following:</p> <ul style="list-style-type: none"> • Assess impact on vulnerable individuals / establishments and community care • Co-ordination of welfare assistance in order to avoid duplication of effort • Provide welfare to those affected • Prepare a health monitoring and protection strategy • Maintain normal Health Service • Establish extra health services if required • Ensure public are informed about any health implications. • Publicise changes to health related services during any period of disruption • Provide long term health monitoring if necessary • Assess if long term temporary or permanent accommodation is required. • Assessment of any long term material aid, eg. essential household items • Co-ordination of donated goods / materials (includes storage, management & distribution) • Recognition of the effect on faith communities • Support arrangement for funerals • Financial assistance for: <ul style="list-style-type: none"> ○ Loss of income to individuals / community ○ Displaced individuals / families ○ Loss of work • Assistance with insurance and advice services, (e.g. ABI) • Assistance with legal aid | |
| Resources Available | Plans to Consider |
| <ul style="list-style-type: none"> • Databases of vulnerable people • Local knowledge from Parish Councils and community groups. | <ul style="list-style-type: none"> • National Recovery guidance <p>https://www.gov.uk/national-recovery-guidance</p> |

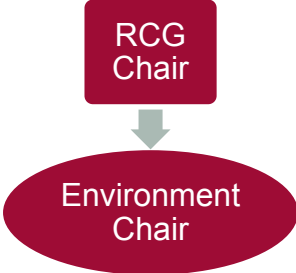
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| Chairperson of Infrastructure Group | |
|---|--|
| Role | Responsibilities |
| <p>Chairperson of the Infrastructure Group</p> | <ul style="list-style-type: none"> • Convening Group • To co-ordinate cleaning, repair or replacement of the physical infrastructure and clean-up of the natural environment to an agreed state • Implement agreed strategy |
| <p>Notification</p>  | <p>Immediate Actions</p> <ul style="list-style-type: none"> • ensure involvement of stakeholders • consider group membership • carry out infrastructure risk assessment |
| | <p>Information Required</p> <ul style="list-style-type: none"> • Situation Report • Assessment of existing risks • Knowledge of community groups |
| <p>Actions to Consider</p> <p>Consider the following:</p> <ul style="list-style-type: none"> • Review integrity of key assets and prepare strategy for reinstatement or improvement where required • Compile assessments of level and nature of damage to essential services / assets, building / structural, transport, health and educational infrastructure • Restoration of utilities and services • Ensure any relevant monitoring is carried out and results used • Develop strategy on how community will be involved in physical rehabilitation • Identification of ownership of land, premises and infrastructure • Identify and procurement of resources / plant, as required • Identify use of local capacities and expertise so as to reduce reliance on external sources • Attempt to change community status from passive to active, helping to promote a positive psychological outlook. • Commission remedial work (building to make safe, demolition, decontamination and clear up of waste/debris). • For essential services / assets, building / structural, transport, health and educational infrastructure, consider: <ul style="list-style-type: none"> ○ Temporary structures ○ Redesign ○ Repair ○ Rebuilding • Consider planning permission for new build, repairs to listed / graded buildings. • Identify whether compulsory purchase orders are required • Identify any potential future prevention / mitigation aspects • Consider location and reconstruction requirements for memorial structure(s) | |
| <p>Resources Available</p> <ul style="list-style-type: none"> • Internet access • Local knowledge from Parish Councils and community groups. | <p>Plans to Consider</p> <ul style="list-style-type: none"> • National Recovery guidance <p>https://www.gov.uk/national-recovery-guidance</p> |

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| Chairperson of Economic Group | |
|---|---|
| Role | Responsibilities |
| <p>Chairperson of the Economics Group</p> | <ul style="list-style-type: none"> • Convening Group • Assess the economic impact • Enable businesses affected by the emergency to resume trading as soon as possible. |
| <p>Notification</p> | <p>Immediate Actions</p> <ul style="list-style-type: none"> • ensure involvement of stakeholders • consider group membership • carry out economic risk assessment |
|  <p>RCG Chair</p> <p>↓</p> <p>Economics Chair</p> | <p>Information Required</p> <ul style="list-style-type: none"> • Situation Report • Assessment of existing risks • Knowledge of community groups |
| Actions to Consider | |
| <p>Consider the following:</p> <ul style="list-style-type: none"> • Evaluate the impact to the local economy <ul style="list-style-type: none"> ○ impact on its main business sector(s) ○ trading operations and environment, ○ accessibility for customers and suppliers, ○ and to essential services • Assistance to businesses affected to enable them to resume normal business as quickly and effectively as possible • Consider establishment of relevant schemes to assist businesses • Promotion of the area as 'open for business' • Facilitate access to buildings and an early return as possible to premises • Identify alternative premises, potentially for long periods of time, using Industrial and Commercial Property Registers and local agents. • Assistance with advice services, for example, in conjunction with ABI • Provision of information to the business community affected <ul style="list-style-type: none"> ○ a single enquiry number/help-line service, ○ drop in centre, ○ website / social media ○ leaflets as appropriate | |
| Resources Available | Plans to Consider |
| <ul style="list-style-type: none"> • Internet access • Local knowledge from Parish Councils and community groups. | <ul style="list-style-type: none"> • National Recovery guidance <p>https://www.gov.uk/national-recovery-guidance</p> |

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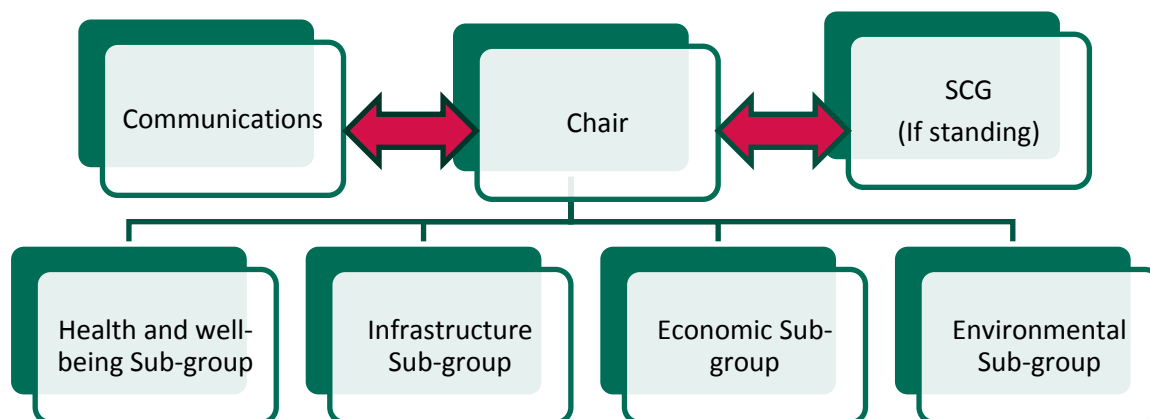
| Chairperson of Environmental Group | | | |
|---|---|---|---------------------|
| Role | Responsibilities | | |
| <p>Chairperson of the Environmental Group</p> | <ul style="list-style-type: none"> • Convening Group • Assess the environmental impact • Enable the environment to return to as close to its original state as possible | Policy | Introduction |
| Notification | Immediate Actions | | |
|  <p>RCG Chair</p> <p>Environment Chair</p> | <ul style="list-style-type: none"> • ensure involvement of stakeholders • consider group membership • carry out environmental risk assessment | | |
| | Information Required | <ul style="list-style-type: none"> • Situation Report • Assessment of existing risks • Knowledge of community groups | Major Incident Plan |
| <p>Actions to Consider</p> <p>Consider the following:</p> <ul style="list-style-type: none"> • Evaluate the impact to the local environment <ul style="list-style-type: none"> ○ Liaise with health group to decide impact on food chain ○ Liaise with helath group to decide impact of contamination of water courses ○ Liaise with health group to decide return of residents ○ Assess the most appropriate method of decontamination ○ Map areas affected • Length of restriction on public access • ensuring that waste is legally and safely disposed of • ensuring the co-operation and co-ordination of site owners into the decontamination strategy • considering what is an acceptable level of residual hazard to declare the area “clean” • setting target levels for the decontamination process • ensuring that further contamination is avoided or kept to a minimum • Using communications to update local residents and interested parties • Facilitating criminal investigation | | Business Continuity Plan | Action Cards |
| Resources Available | Plans to Consider | | |
| <ul style="list-style-type: none"> • Internet access • Local knowledge from Parish Councils and community groups. | <ul style="list-style-type: none"> • UK Recovery handbook for chemical incidents https://www.gov.uk/government/publications/uk-recovery-handbook-for-chemical-incident-and-associated-publications • National Recovery guidance https://www.gov.uk/national-recovery-guidance | Recovery Plan | Management |
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4.4 Recovery Management

4.4.1 Recovery Arrangements

The scale of recovery arrangements can vary immensely depending up on the incident.

Recovery Structure (Diagram)



- The Chair of the Recovery Coordinating Group shall decide, in consultation with the Strategic Coordinating Group, which sub-groups are required (if any).
- A draft agenda for the initial meeting is attached in Appendix A
- In forming any necessary sub-groups, relevant internal and external partners shall be invited to attend. External partners could include representatives from both Category 1 and Category 2 responders.
- Sub-groups can meet together as a group or individually, as deemed appropriate by the Chair of the Recovery Coordinating Group.
- Draft objectives are attached in Appendix Y.

Recovery Arrangements

The Recovery Coordinating Group shall formally agree the action plans of each sub-group. Each Sub group will be responsible for implementing its action plan. The Sub group will also be responsible for reporting progress to the Recovery Coordinating Group.

Suggested targets / milestones could include some of the following:

- Demands on public services returned to normal levels (including health)
- Utilities are again fully functional
- Transport infrastructure is running normally
- Local businesses are trading normally
- Tourism in the area has been re-established.

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Warning and Informing

Communications will be responsible for creating and implementing a communications action plan. The plan will include methods of consulting with affected communities, and identify opportunities for engagement that will allow the local community to be involved and empowered during the recovery process.

The communications plans should recognise that local communities will have a wealth of knowledge, experience and resources that could assist in the recovery process.

Resources

The Recovery Coordinating Group shall be hosted at Wiltshire Council premises.

Resources required to implement the action plans of Sub groups/Communications, shall be reviewed and approved by the Recovery Coordinating Group.

Welfare

Welfare requirements will be identified from the community, and provided on a short term basis. Support will be prioritised for individuals or families that are unable to make alternative arrangements for themselves.

Vulnerability

Identification of individuals that are vulnerable will include by accessing local knowledge in the community, carrying out vulnerable people searches, and information provided from the NHS.

Faith Groups

Information about faith groups is available in the Welfare Plan, and can be referred to, if necessary.

Community Resilience

Parish Councils that have resilience plans will be better equipped to support recovery. Areas that have no plans or resilience mechanisms in place, may require extra support from Wiltshire Council until they establish themselves.

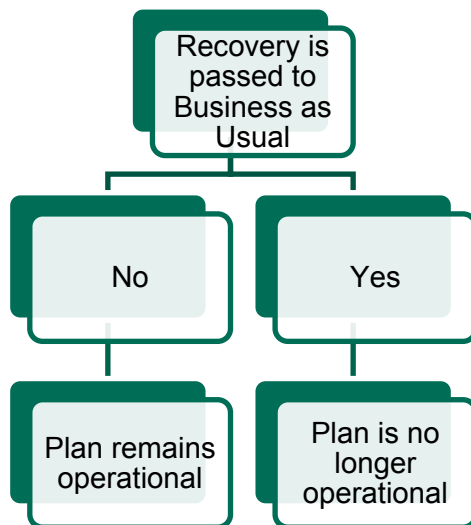
Voluntary Agencies

The Recovery Coordinating Group will task each sub-group to approach appropriate voluntary groups. The LRF will also contact appropriate members of the VASEC (Voluntary Agencies Emergency Committee).

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4.4.2 Stand Down Arrangements

Diagram of Standing Down Plan



Stand Down Plan

The Chair of the Recovery Coordination Group shall decide whether to transition from the Recovery phase to business as usual, taking due consideration of the views of the sub groups and community. The decision to cease the Recovery Phase will be minuted at a Recovery Coordination Group closing meeting.

Stand Down Notification

When the Recovery phase is ended, the Chair of the Recovery Coordination Group will notify both the LRF and LHRP, and community leaders.

4.4.3 Debrief

Hot Debrief

All staff responding to the incident should be given a hot debrief before leaving their shift in the response phase.

Internal Debrief

All internal staff that responded should be invited to feedback to and/or at the internal debrief

Multi-Agency Debrief

The information from the internal debrief should be fed into the multi-agency debrief

Alternatively this section could direct readers to the Major Incident Plan section which describes the Wiltshire Council debrief process

4.4.4 Further Information

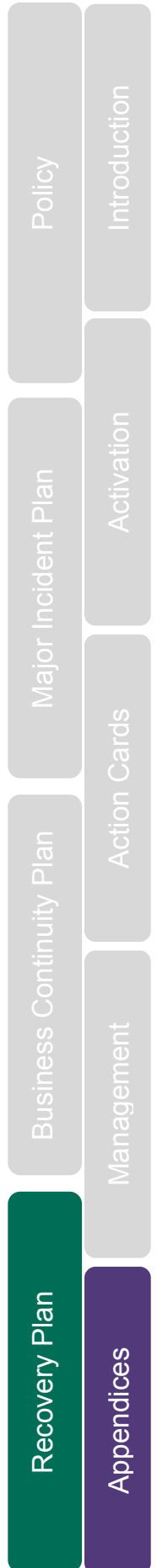
National Recovery guidance can be found at <https://www.gov.uk/national-recovery-guidance> including:

- [Decontamination of buildings](#)
- [Recovery from Chemical, Biological, Radiation, Nuclear incidents](#)
- [Site Clearance](#)

4.5 Appendices

4.5.1. Appendix A: Draft Agenda for Recovery Coordinating Group

1. Agree / review Terms of Reference
2. Agree appointment of Chairperson
3. Any urgent issues
4. Feedback of progress and exceptions
 - a. Health and Wellbeing
 - b. Infrastructure
 - c. Economic
 - d. Environment



4.5.2 Appendix B: Draft Objectives for Recovery Coordinating Group

Recovery Coordination Group Objectives

- To feed in recovery issues whilst the SGC is running
- To decide the overall recovery strategy, including communications, clean up, health, welfare, economic and business recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy
- To establish appropriate Sub-Groups as required by the emergency.
- To produce an impact assessment on the situation
- To co-ordinate the recommendations and actions of the Sub-Groups and monitor progress
- To monitor financial matters and pursue funding and other assistance.
- To agree exit strategy criteria and timescale
- Decide the final “state” of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working groups
- To provide reassurance to the public and to minimise fear and alarm.
- To make recommendations, at an early stage, to elected Local Authority members on the strategic choice between 'normalisation' (restoring an area to its previous condition) and 'regeneration' (aspiring to transform an area in support of longer term development objectives) of an affected area

Health and Well Being Objectives

- Provide welfare to those affected
- Allocation of welfare tasks to individual agencies
- Co-ordination of welfare assistance in order to avoid duplication of effort
- Collation of data on affected persons
- Prepare a health monitoring and protection strategy
- Maintain normal Health Service
- Establish extra health services if required
- Ensure public are informed about any health implications.

Economic Objectives

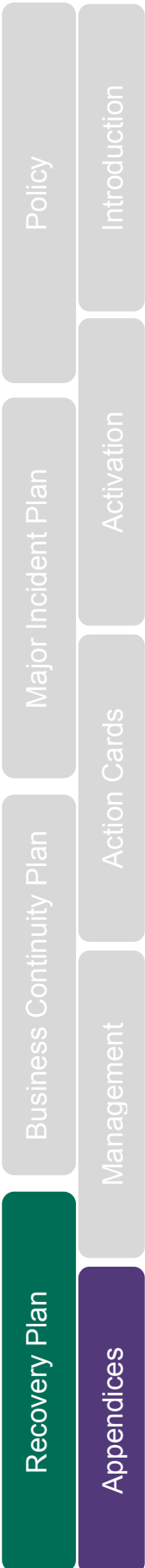
- To support affected businesses
- To devise an economic recovery strategy that takes account of any longer term strategic regeneration and economic development opportunities in the affected area

Environmental Objectives

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover clean up and restoration of the natural environment to an agreed state

Infrastructure Objectives

- To develop a preferred remediation strategy for submission to, and agreement by, the Recovery Co-ordinating Group, to cover cleaning, repair or replacement of the physical infrastructure to an agreed state
- Review integrity of key assets and prepare strategy for reinstatement where required
- To implement the agreed strategy(s).



Communications Objectives

- To ensure effective communication and consultation with affected communities
- To formulate an overall Communications Strategy
- To ensure all information presented to the affected communities is in an understandable language
- To ensure the involvement of stakeholders
- To ensure consistency of message
- To react to negative media stories and misinformation
- To have a representative on the other Sub-Groups if possible
- To ensure that all staff, elected members and those involved are kept informed.

| | |
|-----------------------|---|
| Health and Well being | Physical impacts (including individuals' health, housing, financial needs) |
| | Psychological impacts |
| | Deaths |
| | Community displacement |
| Economic | Economic and business recovery |
| Infrastructure | Disruption to daily life (eg. educational establishments, welfare services, transport system) |
| | Disruption to utilities / essential services |
| | Damage to residential properties and security of empty buildings |
| Environmental | Pollution and decontamination |
| | Waste |
| | Natural resources and habitats |

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4.5.3 Appendix C: Plan Administration

Document History

| Version | Date | Comments | Reviewer |
|---------|----------|---------------------------|---------------------|
| 7.2 | 05/02/15 | First Draft Recovery Plan | Surriya Subramaniam |
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Amendment History

| Version | Date | Comments | Pages | Reviewer |
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Training Schedule

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Exercise Schedule

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Emergency Planning Resilience and Response

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