

EMERGENCY RESPONSE PLAN

Civil Protection Service - ODPH

EMERGENCY RESPONSE PLAN

This plan makes provision for the orders and processes for responding to a multi-agency declared major incident that Plymouth City Council, as a category 1 responder as defined in the Civil Contingencies Act 2004, must respond to. All officers involved should regularly revisit this plan and familiarise themselves with the relevant action cards or directorate response deployment blueprints.

**IF YOU ARE ACTIVATING THIS
PLAN, TURN TO **PAGE 7** FOR
INITIAL ACTIONS AND **PAGE 18**
FOR ACTION CARDS**

FOREWORD BY CHIEF EXECUTIVE

Plymouth City Council's emergency response plan provides clear guidance on the actions to be undertaken in the event of an emergency. This includes actions to provide an emergency response, and includes the provision of additional services to meet the demands of an emergency.

The plan complements the planning arrangements made by the emergency services, certain government departments, health authorities and major utility companies. Its very objective is to dovetail into their plans in order to provide a comprehensive, effective and efficient response.

All directors and service directors are required to ensure that staff understand and are properly prepared to deal with emergency response requirements. Flexibility will of course be essential to our response to any major emergency and members of staff may be expected to function outside of their role profile or terms of reference.

The Civil Protection Officers (CPOs) and Civil Protection Liaison Officers (CPLOs) within directorates have an important part to play in the development of contingency plans and the training of identified volunteer staff in emergency response functions.

This emergency response plan is a 'living document' and I expect all staff to be familiar with their respective roles in the event of the plan's implementation. Similarly, in order to ensure that the plan works effectively when implemented, I expect all directorates to fully support the training and exercise initiatives which are co-ordinated by the Civil Protection Service.

Tracey Lee
Chief Executive

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DISTRIBUTION LIST

Name	Format
Civil Protection Liaison Officers (CPLOs) – via email	Electronic
Civil Protection Service – On call documents (MS Teams - all tactical and strategic commanders)	Electronic
Civil Protection Service	Electronic and hard copy

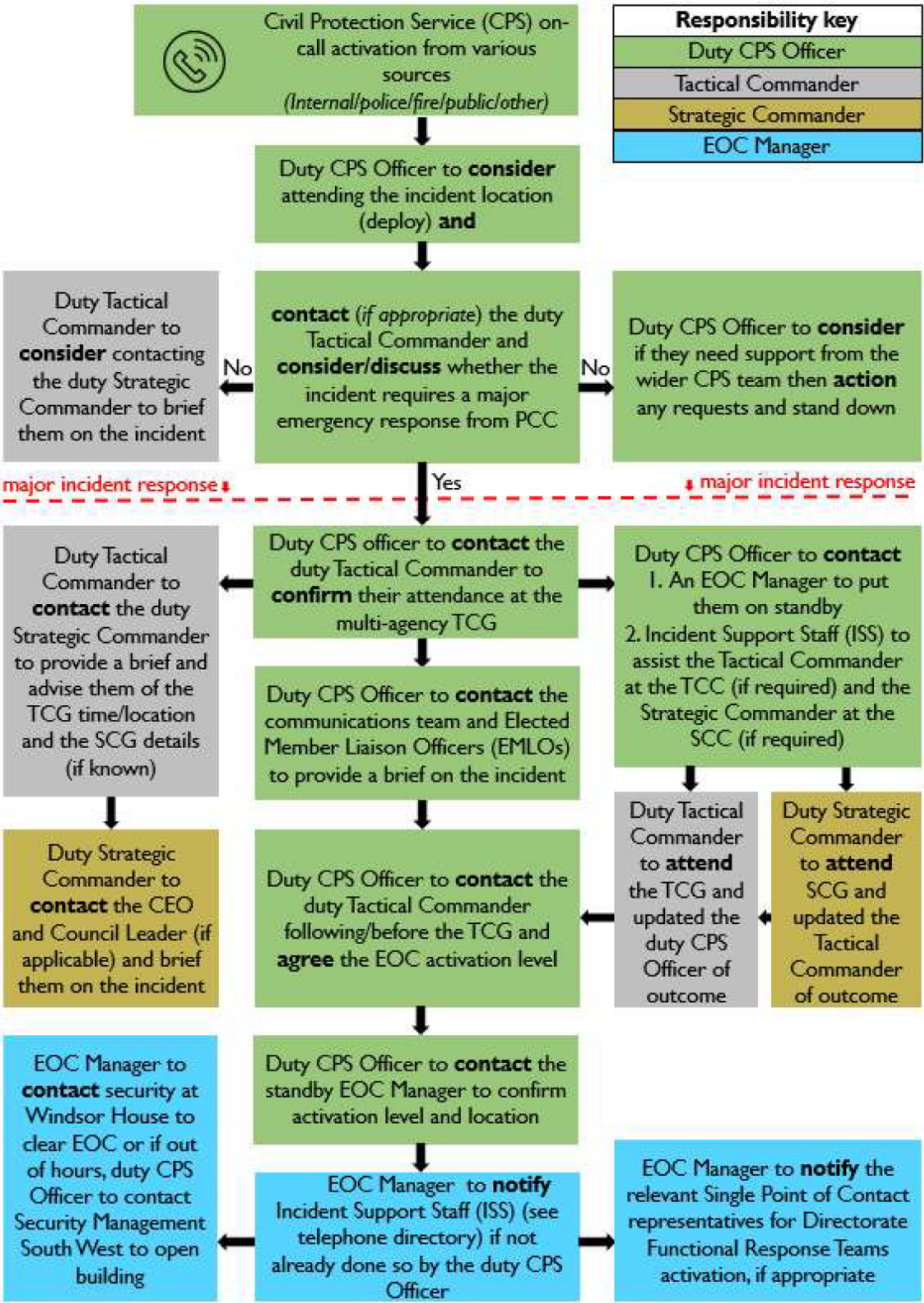
NOTE

- It is the responsibility of the CPLOs to distribute copies of the Emergency Response Plan (ERP) to relevant staff within their own directorate
- It is the responsibility of the Civil Protection Service to disseminate the latest version of the plan to the groups and locations in the distribution list
- It is expected that all Tactical and Strategic Commanders ensure they are familiar with the contents of the latest version of the plan to ensure a constant state of preparedness

RECORD OF AMENDMENTS

Amendment No	Section No	Name	Pages	Date Amended and Issued

ACTIONS TO BE TAKEN FOLLOWING ON-CALL ACTIVATION



SECTION ONE: INTRODUCTION, AIMS AND OBJECTIVES

1.1 INTRODUCTION

The overarching purpose of this emergency response plan is to provide a framework to relevant Council officers on the various procedures and actions that will be put in place in the event of a major emergency. The word 'emergency' is used continually throughout this plan to encompass all disruptive incidents that would require the use of resources beyond business as usual operations.

As a unitary authority with statutory emergency planning responsibilities, Plymouth City Council must have in place a plan that informs its response should an emergency impact upon the organisation itself or the community it serves. It is also required to support the actions of the emergency services, together with any other authority that may require assistance as a result of an emergency in the surrounding area.

Every major emergency is different, so it is impossible to write a plan that can cover every eventuality. Despite this, the Council must respond in a rapid, effective, efficient and co-ordinated manner whatever the emergency may be. This plan seeks to facilitate this, by identifying the process that will be put in place, by clarifying who will be accountable for what and highlighting precisely what the Council's role will be in working with the other key agencies that would likely be involved in responding to the emergency.

This plan forms an overarching framework from which the Council can respond to all major emergencies that pose a considerable test to its ability to perform its core functions. The plan does not stand alone and is intended to be referenced in other site specific plans the Council, as a category 1 responder, is responsible in preparing.

The plan will be subject to a continual review process that will take into account; changes in legislation or policy, organisational restructures and the outcomes of emergency exercises with our multi-agency partners. To ensure there is a strict version control mechanism in place, an amendment record sheet has been included to take into account changes to the plan. Civil Protection Liaison Officers (CPLOs) have been designated in each directorate to act as a conduit of information in relation to this plan. The list of directorate CPLOs and their contact details can be found on page 9.

It is vital the relevant Council officers are aware of this plan's existence and their own role within it, should an emergency arise. Key staff will be provided with periodic training, which will be arranged by the Civil Protection Service (CPS). However, to ensure that everyone is clear about what needs to be done, a series of action cards have been produced for each key role within the authority and these can be found in section three.

The plan is distributed in electronic format to all CPLOs, an MS Teams channel managed by the CPS for all tactical and strategic commanders as well as internally within the team in hard copy.

1.2 DEFINITIONS

Emergency

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

Major Incident

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

1.3 AIMS AND OBJECTIVES

Aim

The aim of the plan is to provide a framework to guide response to a declared major emergency and to support efforts to limit the effects of that emergency as far as reasonably practicable.

Objectives

The objectives of the plan are to:

- Co-ordinate the response of the City Council in conjunction with other organisations
- Specify arrangements for the call out of local authority services and resources
- Provide a gateway to Council services by establishing lines of communication with relevant agencies
- Enable the mobilisation of resources to mitigate the effects of the emergency
- Provide a supporting mechanism to the community affected by the emergency
- Prevent duplication of effort
- Facilitate a return to normality for the community and the services of the Council

SECTION TWO: COMMAND, CONTROL AND COORDINATION

2.1 INITIAL NOTIFICATION

In most instances, initial warning of a major emergency will be received through the CPS on-call number, either as a dynamic or 'rising tide' incident. However, on occasion, notification could be received through the Council's contact centre or by media network alerts.

In the event of a major emergency, the duty CPS officer receiving the initial call will follow the procedures as laid out in this plan.

2.2 ALERTING AND ACTIVATION

Call out procedure

If a major emergency is declared in or out of hours, the information must be immediately relayed to the duty CPS officer. The duty CPS officer should refer to the activation flowchart on **page 7** of this plan.

Initial response

A declared emergency could impact on one or more directorates as well as the whole Council, e.g. severe flooding, major road traffic collision, and a major structural collapse or Chemical Biological Radiological Nuclear Explosive (CBRNe) incident. No matter the day, or time of day, the duty CPS officer will **always** revert to the activation flowchart on **page 7** when a major emergency is announced to agree an appropriate response level with the duty tactical commander. It is understood, that depending on the scale of the emergency and the impact on the Council as a whole or on specific services areas, strategic input maybe sought or given which could influence the level of response to the emergency.

In this event, or if the police have already declared a major incident, the Council Emergency Operations Centre (EOC) may be opened. The duty CPS officer and tactical commander should agree the EOC activation level and decide which directorates form Directorate Functional Response Teams (DFRTs) to respond to the emergency.

The Council Emergency Management Team (CEMT) will be assembled and briefed if the emergency evolves in such a way as to require strategic direction. This team will co-ordinate the Council's overall response to the emergency.

If it is considered necessary, an Emergency Telephone Enquiry Service (ETES) will be established to support with the potential influx of enquiries coming into the Council (**see section 5**).

2.3 EMERGENCY OPERATIONS CENTRE

The Council will always maintain a predetermined primary Emergency Operations Centre (EOC) (currently ground floor **Windsor House**). If this facility is compromised, then a secondary location for the EOC will be activated (currently Temeraire Room **Council House**).

The EOC will perform a single point of contact function, where all information is received and analysed, decisions are made, priorities established and resources allocated. The EOC will be led by the EOC Manager, who will be supported by Incident Support Staff (ISS) drawn from across the Council. The level of staffing will be commensurate with the nature of the emergency.

In the first instance it will be the responsibility of the duty on-call CPS officer to contact an EOC Manager, who in turn will be responsible for contacting the relevant number of Incident Support Staff (ISS).

A liaison officer from each of the directorates involved in the emergency will be identified and provide a single point of contact, this might be the CPLO or another nominated individual. Most functions will continue to be dealt with from within departments, where specialist information is more readily available. However, it may be necessary to activate Directorate Functional Response Teams (DFRTs). DFRTs will report to the ERC/EOC to establish a centralised response to the emergency.

2.4 COUNCIL EMERGENCY MANAGEMENT TEAM (CEMT)

CEMT is the Council's strategic level management group in an emergency. The Chief Executive or the duty Strategic Commander will chair CEMT meetings and will specify the attendance required, location and frequency of these meetings.

An action, decision and expenditure log (this can be a single consolidated document) **must** be maintained for the duration of these meetings to form an auditable, transparent record of events during the emergency.

The CEMT should consist of:

- Chief Executive
- Assistant Chief Executive (as Staff Officer)
- Duty Strategic Commander
- Strategic Directors (or nominated deputy)
- Service Director – HROD (or nominated deputy)
- Head of Legal Services (or nominated deputy)
- Civil Protection Service Manager (or nominated deputy/EOC Manager)
- Other staff as required

The likely early considerations of the group will be focussed on:

- Emergency requirements
- Effect on critical functions and activities (business continuity)
- Staff requirements and welfare
- Requests for mutual aid
- Communications strategy and engagement
- Ongoing warning and informing
- Legal, financial and political implications
- Handover/takeover and recovery strategies

2.5 ELECTED MEMBERS

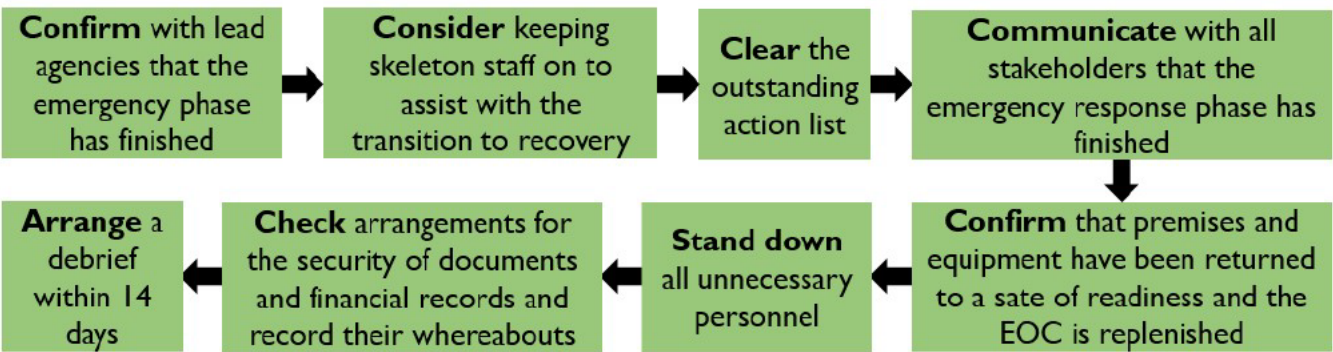
The Council’s elected members undertake an important role in any emergency. It should be recognised, where a major emergency is occurring in the geography of a specific ward, those members may require additional information to help them support the communities they serve. An Elected Member Liaison Officer (EMLO) will be appointed to ensure elected members are regularly updated on the incident. An action card outlining the roles and responsibilities for the EMLOs can be found on **Page 30** of this plan. The action card for elected members can be found at **Page 31**.

All press, radio and television matters at the site of the emergency are initially the responsibility of the police and any enquiries in the early stages of the emergency should be referred to the Police Communications Officer.

2.6 STAND DOWN PROCEDURES

At an appropriate time, the Chief Executive (or nominated officer) will issue a major emergency stand down notification and close the EOC. This will be decided by the workload and needs of the emergency and the authority, and will most likely be when the initial emergency response and consolidation phase is complete. With the emergency response element closing down, staff should refer to the Council’s corporate major incident recovery plan to ensure succession planning is in place for restoration of those communities either involved or affected by the emergency.

The following processes should be considered to ensure the smooth transition of activities are absorbed by departments as BAU work and the Council’s business can return to normality



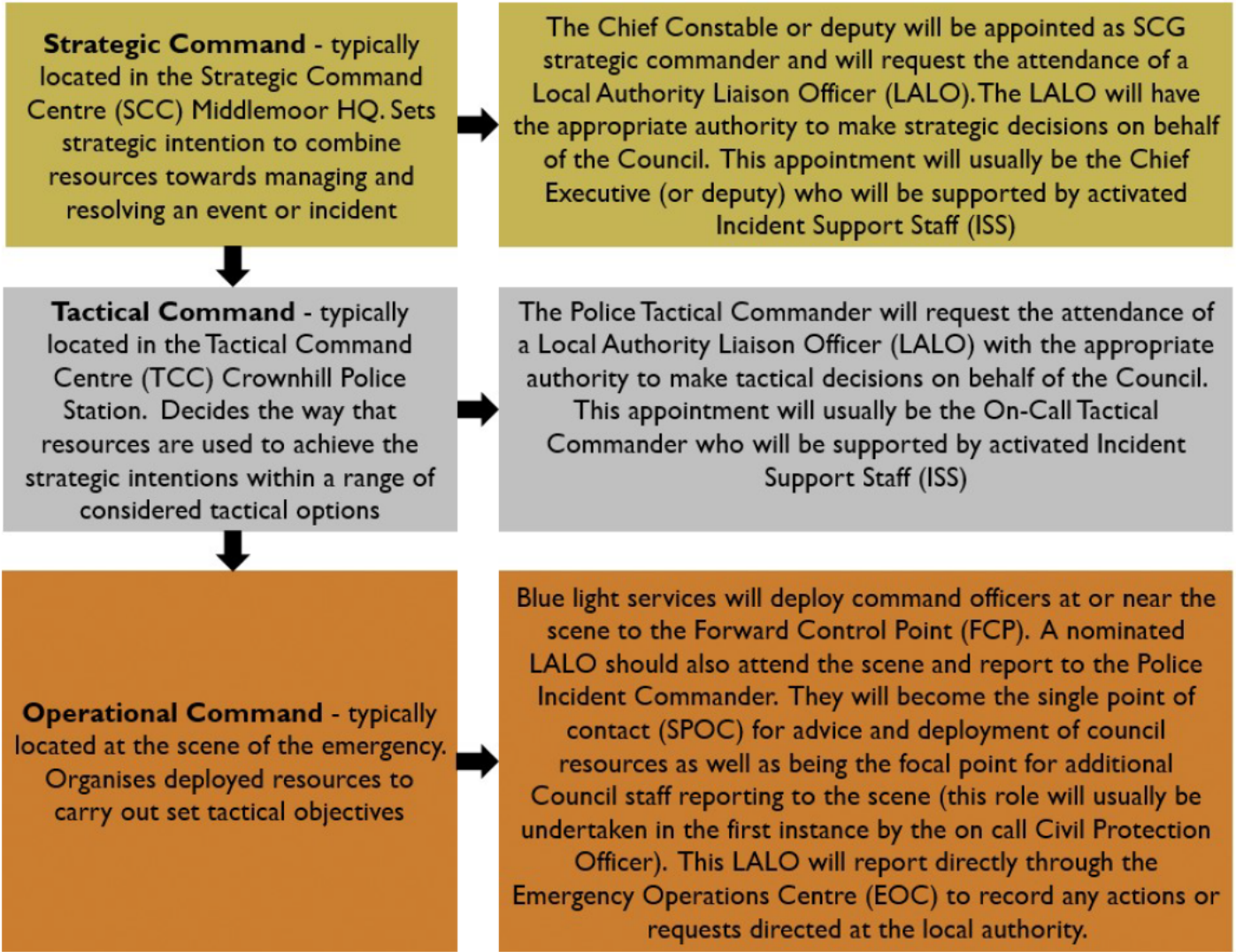
2.7 VIP VISITS

In the event of a major emergency, it is possible that VIPs will wish to visit the city to pay tribute and show solidarity.

The police will typically co-ordinate arrangements for such visits, including media arrangements. The Chief Executive and Head of Public and Partner Relations will liaise directly with the police to co-ordinate the delegation and ensure suitable arrangements are in place.

2.8 MULTI-AGENCY INTEROPERABILITY

The size, scale and significance of an emergency will determine what level of command protocol is put in place. A localised ‘minor’ emergency may be managed at tactical level. If a major emergency is declared requiring a multi-agency response a full strategic, tactical and operational command structure will be instigated.

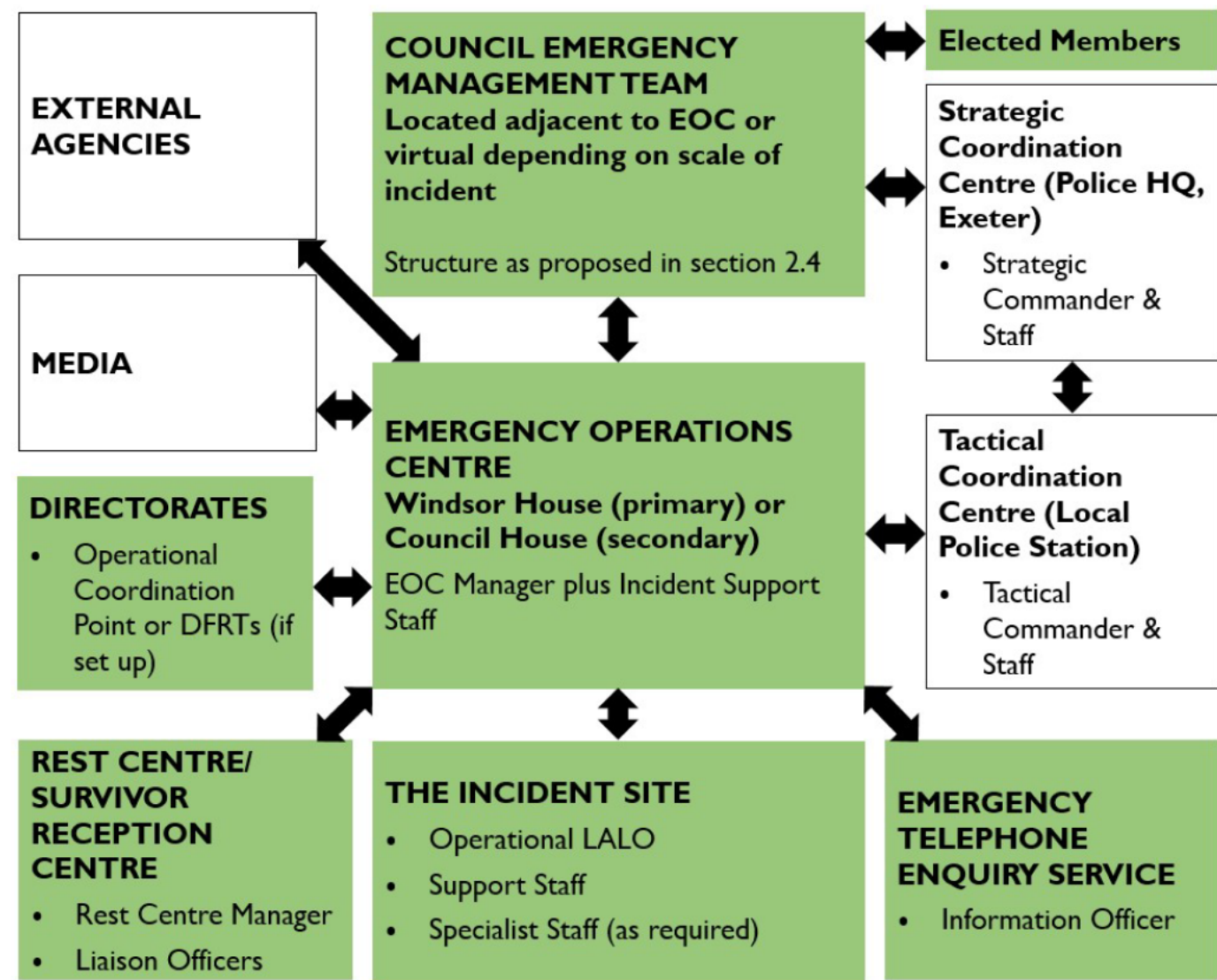


If a major emergency occurs on land, the police coordinate the activities of all those responding at and around the scene of the emergency. Unless severe weather or a natural phenomenon has caused the emergency, it is treated as the scene of a crime and preserved accordingly.

A major emergency will involve a number of agencies, each of which will need to liaise with and support the others. Essential to integrated emergency management is the understanding of the roles and responsibilities of other organisations that may be involved in the response to a major emergency.

The Devon, Cornwall and Isles of Scilly Local Resilience Forum (LRF) have produced a document called ‘Combined Agency Emergency Response Protocol’ (CAERP), which provides a framework for the coordinated delivery of effective and efficient integrated emergency management arrangements.

2.9 COMMAND AND CONTROL STRUCTURE WITH INFORMATION FLOW



2.10 REST CENTRES (EMERGENCY SHELTERS)

In any major emergency, it may be necessary to temporarily relocate members of the public from community areas, private dwellings or industrial sites to rest centre facilities. The need for any evacuation will be determined and ordered by the police who may require local authority assistance to make all necessary arrangements. The Council’s rest centre plan determines the amenities, services and responding organisations likely to support members of the public during an emergency in which evacuation and shelter is determined to be the most appropriate option for securing their safety.

2.11 RECOVERY COORDINATING GROUP

A Recovery Coordinating Group (RCG) will initially be set up as a sub-committee of the Strategic Coordinating Group at Strategic Command and is normally chaired by the Local Authority. At some point after the emergency has been stabilised, the Strategic Commander will stand down the Strategic Coordinating Group and hand over control of the recovery phase to the Local Authority. For further information refer to Plymouth City Council’s Major Incident Recovery Plan.

2.12 PSYCHOLOGICAL WELFARE

Staff responding to an emergency could suffer trauma related stress while supporting a response. Managers supervising Authority staff should be conscious of these additional stresses and ensure that regular welfare checks are undertaken. Staff who continue to struggle should be rested at the first opportunity and signposted to the Council's Employee Assistance Programme (EAP) for further professional support. Staff can access the EAP through their substantive line manager who should be immediately consulted with. Dynamic, resource limited 'on scene' support might be available from blue light services for members of the public and volunteers involved with the incident. However, depending on the scale and impact of the incident it may be necessary for the Council to signpost those effected to professional health care services.

2.13 VOLUNTARY AGENCIES ROLES AND SERVICES

Devon Faith Response Team (DFRT)

The Devon Faith Response Team is a group of voluntary chaplains who can be activated to provide pastoral, spiritual or practical support at the scene of an incident or in any peripheral emergency shelter location. The group is managed jointly between the DFRT coordinators (Diocese of Exeter) and a collaboration of Devon LAs led by Devon County Council.

Call Out - Call out of the DFRT chaplains should be made through either of the DFRT coordinators (as listed in the 24hr Emergency Telephone Directory). The DFRT coordinator will then call out the locally based chaplains.

British Red Cross Society

The British Red Cross Society (BRCS) is a voluntary organisation able to assist in the event of a major emergency. The BRCS is organised on a county branch basis with subsidiary centres. The organisation employs some full-time staff but is mainly comprised of volunteers who are trained to assist in:

- First aid / stretcher bearing / ambulance duties
- Casualty collection
- Nursing auxiliary duties at hospitals
- General welfare and counselling services to survivors or affected communities
- Disaster appeal schemes

Call Out - Call out of the BRCS should be made through the duty officer pagers (as listed in the 24hr Emergency Telephone Directory). The duty officer will then call out the local Red Cross volunteers as appropriate.

St. John Ambulance

St. John Ambulance is a voluntary organisation which is willing to assist in the event of a major emergency. Their roles and offered services in an emergency include:

- Provision of first aid, pre-hospital care and assistance in local communities
- Provision of support for statutory ambulance services
- Provision of a nurse-led, client focused, health, educational, informative and practical outreach service to vulnerable people

- Transport of hospital patients and others needing special assistance

Call Out - Call out of St. John Ambulance will be made through the county headquarters in Exeter or through the local division contacts (as listed in the 24 hour Emergency Telephone Directory).

Radio Amateurs' Emergency Network (RAYNET)

RAYNET is a voluntary communications service provided for the community by licensed radio amateurs. They provide a valuable communication service for major emergencies or related exercises. In times of major emergencies, existing communications can become rapidly overloaded and RAYNET are able to provide:

- Additional flexible communication links to complement existing systems
- Members who come from a variety of backgrounds and bring a wealth of experience and knowledge
- Communication links from a multi-site emergency
- A national 24 hour emergency contact telephone number

Operators and equipment are already distributed throughout the local area on a permanent basis with both the Primary and Secondary EOC having a fixed aerial site on the roof as well as a fixed radio set within the Emergency Operations Centre.

Call Out - Call out of RAYNET will be via the West Devon Controller in the first instance or through their 24 hour National call out Service (details listed in the 24 hour Emergency Telephone Directory).

Rapid Relief Team (RRT)

The RRT are a worldwide organisation that help the emergency services and impacted communities in times of need. The Plymouth team have provided refreshments for emergency services and communities during recent incidents in the city. They also provide:

Assistance at major incidents such as fires, disasters and other emergencies

Provision of food to members of public displaced

Support at evacuation points and or rest centres

Assistance of the transportation of goods and donations

Provision of labour in the event of an emergency to support and assist Plymouth City Council's Civil Protection Service such as sand bagging support, clean-up operations or manning of telephone helplines

Call Out - To activate RRT services in an emergency situation call the Local Team Leader or the Regional Team Leader (details listed in the 24 hour Emergency Telephone Directory). RRT will then approve deployment with senior management and aim to deploy to site within 2 hours.

Note: RRT will at no time self-deploy

SECTION THREE: ACTION CARDS

3.1 **ACTION CARD 1: DUTY STRATEGIC COMMANDER**

The duty Strategic Commander has overall responsibility and accountability for the Council's response to a major emergency. The duty Strategic Commander will convene and chair the Council Emergency Management Team (CEMT) meetings which will determine the strategic level response to the emergency.

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities

- Maintain awareness of the emergency through regular briefings with the Civil Protection Service
- Authorise additional expenditure associated with the emergency where necessary and consider the setting up of specific ring-fenced pots
- Responsible for establishing a Council Emergency Management Team (CEMT - see section 2.4) who will have the task of overseeing the Council's strategic response to the emergency
- Maintain strategic oversight of critical Council activities and functions to ensure they are adequately guided and resourced by invoking business continuity arrangement is necessary
- Consider and establish a communications strategy through CEMT
- Consider the implementation of a public Emergency Telephone Enquiry Service (ETES) which is considered essential for most emergencies as the volume of calls from members of the public will quickly overwhelm normal call handling capabilities
- It is normal practice for the Chief Constable of Devon and Cornwall Police to request the presence of a senior member of staff at the Strategic Co-ordinating Centre (SCC). The Chief Executive or suitable nominated deputy should attend supported by Incident Support Staff
- NOTE: If the Chief Executive is the duty Strategic Commander, a Strategic Director should be appointed to cover for them to lead the CEMT. The Chief Executive may also delegate a Strategic Director to act the Local Authority Liaison Officer at the SCC at Police HQ, Middlemoor

Priority actions

- Ensure there is an accurate and comprehensive record of all actions, decisions and expenditure
- In conjunction with the duty Civil Protection Officer, establish the requirements for:
 - Liaison officers at all command levels and the need to 'stand by' appropriate officers to fulfil those roles
 - The need for a Council Emergency Management Team (CEMT)

- Appoint a Controlling Finance Officer
 - A rest centre/emergency shelter for displaced communities (if required)
 - Specify call handling and press office capabilities
 - Mutual Aid from neighbouring authorities
-
- Liaise with the Elected Member Liaison Officer (EMLO) to ensure the Leader and Shadow Leader of the Council have and continue to be briefed
 - Establish contact and where appropriate, liaise with other agency strategic level commanders
 - Establish a battle rhythm of CEMT meetings with regular interval briefs
 - Assess the impact of the emergency on contractual and statutory services and take steps to minimise any disruption as far as practicable
 - Remind all departments needing to incur emergency expenditure, of the need to follow the advice of the Controlling Finance Officer rather than implement a system of their own
 - Remind all departments of the need to record all actions and decisions and to preserve and safeguard all documentation related to the emergency

*At an appropriate time and in conjunction with the duty CPS Officer, issue a major emergency stand-down message and facilitate the move back to normal BAU. See **section 2.7** for more information.*

3.2 **ACTION CARD 2: CEMT MEMBER – STRATEGIC DIRECTOR FOR PEOPLE**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

As part of CEMT co-ordinate the following activities/functions

- Liaise with the duty Civil Protection Officer and the Tactical Commander to assist with any proposed evacuation and identify the need for other support from social care services
- Ensure liaison takes place with the health authorities to identify any vulnerable people who may have difficulty in responding to general emergency instructions
- If required, arrange for the management of rest centres/emergency shelters and staff to provide support to them
- If applicable, appoint an officer to liaise between the local education authority and any school used as a rest centre/emergency shelter
- Consider the implications of the emergency on schools in the area and the wider implications on school transport and meals
- If required, arrange to support the police in the operation of Survivor Reception Centres and Family and Friends Reception Centres
- Ensure that the social and psychological welfare needs of school children and families affected by the emergency are met, and that staff in schools directly affected by the emergency are given adequate support in order to help the children and their families during and after the emergency
- Ensure the provision of educational psychologists if required
- Consider the implications of the emergency on all establishments in the area that may accommodate vulnerable people, e.g. residential and nursing homes, children's and community centres
- Develop a strategy to ensure appropriate social and psychological support services are made available to those affected by the emergency – ensuring coordination with other agencies including health and the voluntary agencies
- Ensure social and psychological support is maintained at an appropriate level following the emergency
- Liaise with the Service Director for Community Connections or their nominated deputy to find alternative accommodation if the duration of the emergency goes beyond that which can be sustained in a rest centre/emergency shelter

NOTE: *If the total number of evacuees is below 50 persons, it is likely that a rest centre will not stand up and instead temporary accommodation will be utilised*

3.3 **ACTION CARD 3: CEMENT MEMBER – STRATEGIC DIRECTOR FOR CHILDREN'S SERVICES**

All CEMENT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMENT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMENT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

As part of CEMENT co-ordinate the following activities/functions

- Liaise with the duty Civil Protection Officer and the Tactical Commander to assist with any proposed evacuation and identify the need for other support from social care services
- Ensure liaison takes place with the health authorities to identify any vulnerable people who may have difficulty in responding to general emergency instructions
- If required, arrange for the management of rest centres and staff to provide support to them
- Appoint an officer to liaise between the local education authority and any school used as a rest centre/emergency shelter
- Consider the implications of the emergency on schools in the area and the wider implications on school transport and meals
- If required, arrange to support the police in the operation of Survivor Reception Centres and Family and Friends Reception Centres
- Ensure that the social and psychological welfare needs of school children and families affected by the emergency are met, and that staff in schools directly affected by the emergency are given adequate support in order to help the children and their families during and after the emergency
- Ensure the provision of educational psychologists if required
- Consider the implications of the emergency on all establishments in the area that may accommodate vulnerable people, e.g. residential and nursing homes, children's and community centres
- Develop a strategy to ensure appropriate social and psychological support services are made available to those affected by the emergency – ensuring coordination with other agencies including health and the voluntary agencies
- Ensure social and psychological support is maintained at an appropriate level following the emergency

NOTE: *If the total number of evacuees is below 50 persons, it is likely that a rest centre will not stand up and instead temporary accommodation will be utilised*

3.4 **ACTION CARD 4: CEMT MEMBER – STRATEGIC DIRECTOR FOR CUSTOMER AND CORPORATE SERVICES**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

Finance

- Liaise with the Controlling Finance Officer to ensure any urgent systems and procedures that are required are in place and all departments that incur expenditure follow the right process
- Confirm that efficient and effective cost recording mechanisms are in place in order to maximise reimbursement of expenditure under the Local Government and Housing Act 1989 (or other legislation)
- Liaise with revenues and benefits to ensure that any primary collection points have not been compromised and ensure the appropriate revenues and benefits requirements have been assessed dependent upon the nature of the emergency

HR

- Liaise closely with corporate communications to ensure accurate, timely and concise information is passed to the wider workforce
- If applicable, provide health and safety advice in the setup of rest centres/emergency shelters
- If required, liaise closely with unions to temporarily amend role profiles/duties
- Liaise with facilities management to arrange for security at the site of the emergency (only if a local authority site)
- If a local authority building is involved in the emergency, liaise with facilities management to arrange evaluation of the building safety and repair

Digital and Customer Experience

- Implement a public Emergency Telephone Enquiry Service (ETES) which is considered essential for most emergencies as the volume of calls from members of the public will quickly overwhelm normal call handling capabilities
- Ensure critical frontline services impacted by the incident have invoked business continuity plans and are functioning at a sustainable, effective capacity
- As a hub for business support in the organisation, be willing and able to provide short notice requests to release staff to support the EOC/Tactical/Strategic Commanders

3.5 **ACTION CARD 5: CEMT MEMBER – STRATEGIC DIRECTOR FOR PLACE**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Orchestrate the response from; Street Services, Plymouth Highways, Parking, Marine and Garage Services to co-ordinate the provision of staff, material, plant and transport resources required in response to the emergency and in support of the subsequent actions for recovery
- Maintain continuous oversight of the Plymouth Highways network to ensure traffic management issues are overcome and priority routes are as clear as practicable
- Ensure assistance is given to address the transportation needs of those being evacuated as a result of the emergency
- In the event of dangerous structures or incidents within the green estate, ensure Strategic Planning and Infrastructure and Building Control are involved in the response to the emergency

Waste Disposal

- Site clearance and waste (hazardous and non-hazardous) disposal

Garage Services

- Plant/vehicle hire
- Fleet vehicle access

Street Scene Services

- Tree surgery
- Closure of Mount Batten Pier
- Chapter 8 trained staff for road closures
- Emergency spillages – cordoning
- Site clearance collection
- Waste transfer
- Portable lighting equipment
- Road traffic collision clean-ups on the highway
- Pollution/slipways clean-up – beach master

3.6 **ACTION CARD 6: CEMT MEMBER – DIRECTOR OF PUBLIC HEALTH**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Ensure appropriate public health advice is gathered and shared with CEMT colleagues to enable informed strategic decision making to take place
- Update elected members and work with the corporate communications team on public health messages to be shared with the affected community
- Liaise with the duty Civil Protection Officer/EOC Room Manager to keep abreast of the developing situation
- Coordinate the response from the ODPH Directorate
- Attend or (if appropriate) Chair the Scientific Technical Advisory Cell (STAC). The STAC plan is owned by UKHSA and can be found on Resilience Direct

Civil Protection Service

- Maintain the 24/7 on-call duty rota
- Provide operational emergency management at scene (if applicable)
- Act as Tactical and/or Strategic advisers at the TCC or SCC as required
- If an EOC is stood up, ensure that it is functioning as required to respond effectively to the incident

Public Health

Lead, from a public health perspective, on advice to the community affected by an emergency and work with UKHSA to manage health protection incidents and outbreaks of infectious diseases. Prepare and delivery advice to effected communities on infection prevention and control.

Public Protection Service

- Environmental advice/information (in conjunction with the Environment Agency / UKHSA)
- Petroleum spillages
- Infectious disease
- Contaminated food
- Monitoring equipment – gases/petroleum fumes
- Animal health - emergency situation would be initiated by confirmed disease outbreak

- Pest control/dog wardens
- Cemetery/cremation processes
- Reports of fatalities or major incidents regarding a work activity, other than PCC employees or activities
- Pollution – environmental, including odour
- Port health
- Consumer Product Safety

3.7 ACTION CARD 7: CEMT MEMBER – SERVICE DIRECTOR FOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

Human Resources and Health, Safety and Wellbeing

- Liaise with CEMT colleagues regarding human resource arrangements to manage the Council's response to the emergency
- Ensure a strategy is put in place for managers to debrief staff involved in the emergency response and that staff are made aware of the Council's Employee Assistance Programme (EAP) especially those that have suffered trauma
- In a protracted incident where staff are diverted from their normal jobs, liaise with Directors and Service Managers regarding human resources issues – e.g. temporary recruitment, staff deployed from other areas
- Where relocation of staff and other changes to working arrangements are required, (e.g. shift working), consider the need for staff consultation and involvement with trade unions
- Liaise with the Chief Executive and Staff Officer regarding the need for, and methods of, recognising significant extra hours worked by staff, and where appropriate remuneration for staff (i.e. time off in lieu, overtime, etc.)
- Ensure managers are notified, and where payments are to be made, advise of the process
- Where payments are to be made, ensure payroll are advised of the process
- Ensure managers are aware of the services provided by occupational health and where appropriate, staff are referred for any follow-up action related to their involvement in the emergency

Facilities

- Ensure that buildings in the corporate estate utilised for the emergency response and subsequent recovery are adequately staffed and secured at the end of each day
- Provide a full overview of corporate sites that could be utilised to support the response and act as Strategic Holding Areas (SHAs) for resource required to reduce the impacts of the incident
- Liaise with Security Management South-West to provide security personnel if required

3.8 **ACTION CARD 8: CEMT MEMBER – HEAD OF LEGAL SERVICES**

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Determine whether legal expertise may be required and if so, nominate a Legal Services Liaison Officer to attend the EOC if appropriate
- Prepare for a public inquiry/legal action/need for a disaster fund
- Liaise with the Chief Executive and CEMT colleagues and offer any legal advice which may be required

3.9 ACTION CARD 9: CEMT MEMBER – STAFF OFFICER (ASSISTANT CHIEF EXECUTIVE OR ALTERNATIVE APPROPRIATE OFFICER)

All CEMT Members – common considerations and initial actions

- If applicable, activate your specific Directorate Functional Response Team (DFRT) and oversee set up in the Emergency Operations Centre (EOC). Consider creating a directorate Operational Command Point with a designated officer to feed into your DFRT cell in the EOC
- Ensure your directorate staff not involved in the response are suitably briefed
- Prioritise attendance at CEMT meetings or nominate a suitable deputy
- Put in place appropriate daily situational reporting (SitReps) mechanisms for submission to CEMT
- Liaise closely with the Controlling Finance Officer to ensure financial arrangements are in place to manage expenditure for your directorate
- Encourage through leading by example, accurate recording keeping of all actions and decisions taken by your directorate in the emergency

Responsibilities and priority actions

- Support the Council Emergency Management Team (CEMT)

In conjunction with Community Connections and Strategic Commissioning, provide:

- Advice on Translation and Interpretation (Strategic Commissioning)
- Links to diverse communities (e.g. faith, LGBT)
- Community Impact Assessments

Legal Services (see additionally Action Card 10)

- Liaise with the Head of Legal Services (or nominated officer) to ensure the authority acts legally in its response to the emergency
- Liaise with the Chief Executive, Head of Legal Services (or nominated officer) and if necessary the police and other agencies, regarding the legality of statements issued by the Head of Public and Partner Relations (or nominated officer)
- Liaise with the Head of Legal Services (or nominated officer) to ensure all evidential items are seized, held, identified, scheduled and stored
- Ensure any potential for recorded claims against the Authority have been identified and mechanisms are in place to respond

Executive Office

- Liaise closely with the Head of Public and Partner Relations and the Communications and Engagement Manager to ensure all communities impacted by the emergency are suitably and regularly updated. In addition, consider the need to provide specific briefings to Elected Members via the Elected Member Liaison Officer (EMLO)
- Open discussions with the Policy and Intelligence Team to plan any bids for emergency funding
- Ensure arrangements are put in place to postpone, if necessary, any committee or Council meetings
- Consider requesting the attendance of an Elected Member Liaison Officer at CEMT meetings so key communications can be promptly cascaded to Elected Members

3.10 **ACTION CARD 10: DUTY TACTICAL COMMANDER**

The role

The duty Tactical Commander has tactical level responsibility for the Council's response to a major emergency. The Tactical Commander should consider whether the Council's Emergency Response Plan should be activated. If so, the Tactical Commander has responsibility for multi-agency interaction and collaboration, primarily through attendance at partner Tactical Coordinating Group (TCG) meeting(s). The Tactical Commander will also convene and chair the Council's internal Tactical Emergency Response Group (TERG) meeting(s). The role is crucial to provide consistency between internal and external expectations and to ensure strategic level guidance is implemented at a tactical level

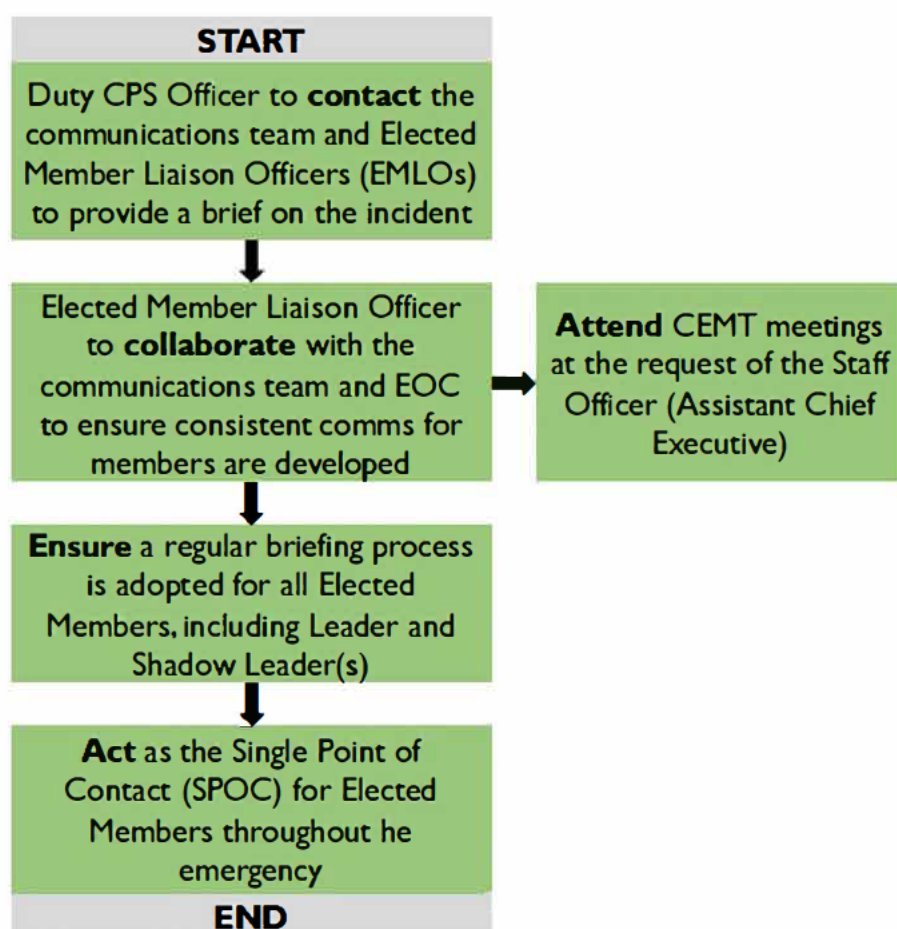
Responsibilities and priority actions

- Agree a suitable EOC activation level with the duty CPS Officer (see section 2.2)
- If the Emergency Response Plan is activated, the Tactical Commander will brief the duty Strategic Commander, attend an initial TCG and consider the necessary EOC activation level
- Early consideration should be given by the Tactical Commander and EOC Manager to activate an Emergency Telephone Enquiry Service (ETES)
- Maintain awareness of the emergency through regular briefings with the Civil Protection Service and EOC Manager
- Work closely with the EOC Manager to ensure priority tasks are being actioned and the EOC is adequately resourced and functioning efficiently
- Look to attend the EOC in person to provide senior management visibility during the emergency
- Attend the multi-agency Tactical Coordinating Group (TCG) as instructed by the duty CPS Officer, either in person or virtually
- Be responsible for establishing an internal Tactical Emergency Response Group (TERG) who will have the task of overseeing the Council's tactical response to the emergency and implementing strategic level directives
- Ensure there are appropriate opportunities at regular intervals to huddle with the duty Strategic Commander to discuss potential challenges
- Maintain tactical oversight of critical Council activities and functions to ensure they are adequately resourced as directed by CEMT
- Support the duty Strategic Commander to consider proposed evacuations
- Once stand down notification is received, the duty Tactical Commander should consider the stand down procedures in section 4.6 of this plan

3.11 **ACTION CARD 11: ELECTED MEMBER LIAISON OFFICER (EMLO)**

- **Responsibilities and priority considerations**
- Upon notification of the emergency from the duty Civil Protection Officer, ensure collaborative work takes place between Executive Office colleagues to provide consistent communications to elected members
- If requested, attend CEMT meetings with the Staff Officer (Assistant Chief Executive)
- Ensure a regular briefing process is adopted for the Elected Members
- Be available to answer questions from Elected Members and if necessary, act as the conduit with the EOC Manager to obtain the most up to date information
- Support Elected Members in their own role by providing them with a Single Point of Contact (SPOC) for information and advice, or be willing to signpost them to digital channels/information outlets
- Be available to attend EOC briefings to keep apprised of the situation
- In prolonged emergencies, ensure cover is provided through a nominated deputy and a thorough handover briefing is undertaken
- Consider the need to facilitate virtual/in-person briefings to all Elected Members

Actions overview

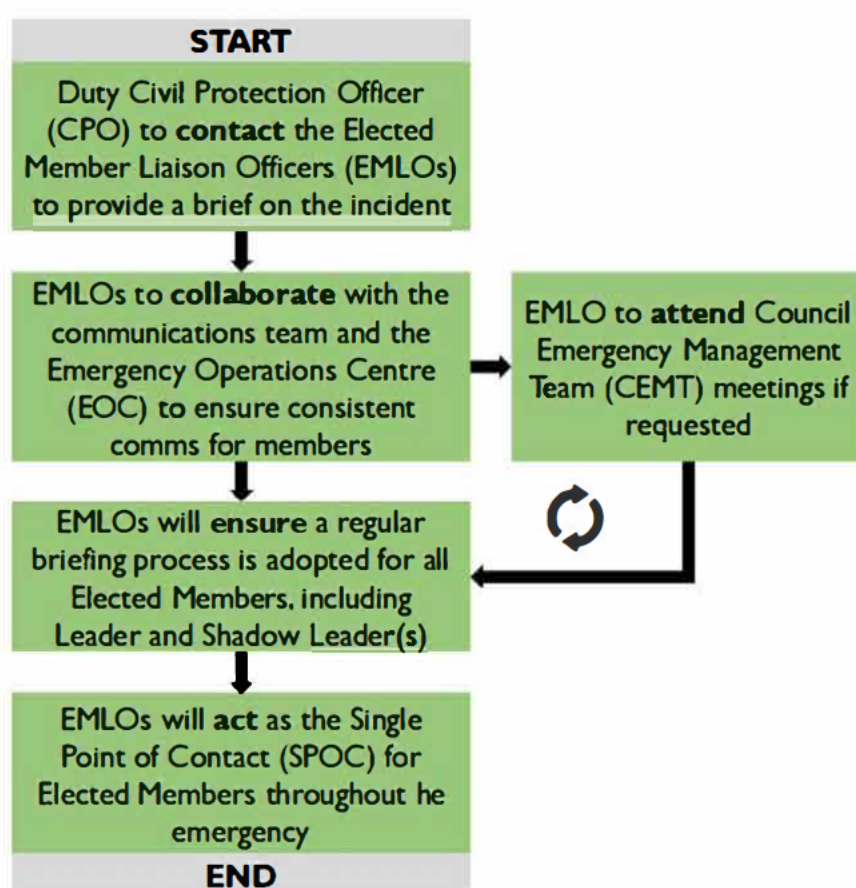


3.12 **ACTION CARD 12: ELECTED MEMBER**

How you will be informed

Depending on the scale of the unfolding events, in modern times, there will be multiple ways in which you will first hear about the emergency. The objective from a Council's perspective is that Elected Members are given priority access to trusted internal intelligence on the incident. This will primarily be through our nominated Elected Member Liaison Officers (EMLOs). A duty EMLO will act as a conduit between officers dealing with the Council's response to the emergency and you as an Elected Member.

Information flowchart for Elected Members



Elected Member considerations

- Adopt a supportive role to the community in relation to the emergency to allow Council officers to deal with challenges when they arise
- Elected Members should ensure that they are fully briefed by the Elected Member Liaison Officer (EMLO) and/or the Head of Public and Partner Relations prior to speaking to any media representative
- At the time of the emergency Elected Members representing the affected area should use any local links or local knowledge to gauge the feeling of the community regarding the perceived Council response without becoming involved at the scene. This information should be shared with the Elected Member Liaison Officer who will be responsible for liaising with the EOC Room Manager
- Elected Members can often provide a supportive role when dealing with the general public, such as providing an occasional presence at rest centres or public briefings. However, prior to

attending, they should at first liaise with the Elected Member Liaison Officer to ensure it is appropriate

During the recovery phase of an emergency, Elected Members can provide a wealth of specialist information and leadership in determining priorities with the recovery planners

3.13 **ACTION CARD 13: STRATEGIC LOCAL AUTHORITY LIAISON OFFICER (LALO)**

The role

A Strategic Coordination Centre (SCC) will be established at the Devon and Cornwall Police Headquarters, Middlemoor, Exeter, and the Chief Constable or deputy, who has been appointed as the Strategic Commander will request a Strategic Local Authority Liaison Officer who should have the appropriate authority to make strategic decisions on behalf of the Council to form part of the Strategic Coordinating Group (SCG).

Responsibilities and priority considerations

- To record and pass on relevant information to the Council Emergency Management Team and Emergency Operations Centre (EOC)
- To represent the Chief Executive and the Authority at Strategic Coordinating Group meetings. The Strategic LALO may also represent other local authorities if the emergency crosses administrative boundaries
- Following the immediate rescue and Police evidence gathering phases, the Strategic LALO on the SCG will take on the responsibility for co-ordinating the recovery phase of the emergency. This will involve identifying a chair for the Recovery Coordinating Group
- The Strategic LALO will have the responsibility for ensuring that the views and requirements of the Local Authority are taken into account at the SCG meetings
- Liaise with the Tactical LALO to ensure accurate information is being used to inform the decision making process
- Strategic decisions may need to be made which affect resources or personnel of the Authority and communicated to the Tactical LALO, as soon as possible, who will then pass the information on to the Emergency Operations Centre to be actioned
- Liaise with the EOC to ensure an appropriate level of Incident Support Staff (ISS) are deployed to support the administrative work at the SCC

Combined Agency Emergency Response Protocol (CAERP)

Officers deployed to the SCC are encouraged to read and have a sound understanding of the LRF's CAERP document. CAERP provides a framework for the co-ordinated delivery of effective and efficient integrated emergency management arrangements within the Devon, Cornwall and Isles of Scilly LRF area. It is applicable to Category 1 and 2 responders (as defined in the Civil Contingencies Act 2004), during an emergency. It describes the agreed procedures and joint arrangements for the effective co-ordination of an incident and should be regarded as overarching guidance.

**For the latest version of the CAERP, please visit the DCIOS LRF webpages on Resilience Direct.*

3.14 **ACTION CARD 14: TACTICAL LOCAL AUTHORITY LIAISON OFFICER (LALO)**

The role

A Tactical Coordination Centre (TCC) will be established at Crownhill Police Station or other suitable location near to the incident. The Police Tactical Commander will request the presence of a Local Authority Liaison Officer who has the appropriate authority to make tactical decisions on behalf of the Council, to form part of the Tactical Coordinating Group (TCG).

Responsibilities and priority considerations

- To be the main representative of the Council at the TCC
- To record and pass on relevant information to the Council Emergency Operations Centre (EOC), if operational
- To liaise with all of the external agencies at the TCC and provide advice about the Council's services and resources
- The Tactical LALO will have responsibility for ensuring that the views and requirements of the local authority are taken into account when decisions are made at the TCG
- Immediate decisions may need to be made which affect resources or personnel of the Authority. These should be communicated by the duty Tactical LALO to the EOC as soon as possible so that they can be actioned
- Liaise with the duty Strategic LALO and the Operational Officers to ensure accurate information is being used to inform the decision making process
- Liaise with the EOC to ensure an appropriate level of Incident Support Staff (ISS) are deployed to support the administrative work at the TCC
- Brief the replacement duty Tactical LALO should the need for continuing shift cover be required

Combined Agency Emergency Response Protocol (CAERP)

Officers deployed to the TCC are encouraged to read and have a sound understanding of the LRF's CAERP document. CAERP provides a framework for the co-ordinated delivery of effective and efficient integrated emergency management arrangements within the Devon, Cornwall and Isles of Scilly LRF area. It is applicable to Category 1 and 2 responders (as defined in the Civil Contingencies Act 2004), during an emergency. It describes the agreed procedures and joint arrangements for the effective co-ordination of an incident and should be regarded as overarching guidance.

**For the latest version of the CAERP, please visit the DCIOS LRF webpages on Resilience Direct.*

3.15 **ACTION CARD 15: OPERATIONAL LOCAL AUTHORITY LIAISON OFFICER (LALO)**

The Role

In nearly every incident, the emergency services will deploy command officers at or near the scene; this is usually called the Forward Control Point (FCP). It is likely that the emergency services will also request a Local Authority Liaison Officer (LALO) at the Forward Command Post. The LALO will report to the 'on scene' Police Incident Commander and will become the first point of contact for advice and deployment of authority resources as well as being the focal point for additional Council staff reporting to the scene.

NOTE: *This role may initially be undertaken by the duty Civil Protection Officer but if the incident requires the opening of a Tactical Co-ordination Centre (TCC) then another officer may need to be identified to attend the scene.*

Responsibilities and priority considerations

- To be the focal point of the Council at the scene of the emergency
- To record and pass on the relevant information to the Emergency Operations Centre (EOC)
- To liaise with all of the external agencies at the scene and provide advice about the Council's services and resources. The Operational LALO will have responsibility for ensuring that the views and requirements of the local authority are taken into account when managing the operations of the emergency
- Immediate decisions may need to be made which affect resources or personnel of the authority. These should be communicated to the EOC as soon as possible so that they can be actioned
- Liaise with the Tactical LALO to ensure accurate information is being used to inform the decision making process
- The Operational LALO should not become physically involved in the work of the local authority at the scene and should remain as a coordinating resource only
- Be reactive to requests from the EOC for information or action
- Brief the replacement LALO should the need for continuing shift cover be required

3.16 **ACTION CARD 16: (TCC & SCC) INCIDENT SUPPORT OFFICER**

The role

Incident Support Officers deployed to the Tactical Coordination or Strategic Coordination Centres (TCC or SCC) provide direct administrative and practical support to the Tactical and Strategic Local Authority Liaison Officers (LALOs). Incident Support Officers should utilise their Local Authority administrative and organisational skills to ensure information flows smoothly in and between each centre.

Responsibilities and priority considerations

- Attend a briefing session held by the LALO on arrival to familiarise yourself with the emergency
- Enter all tactical and strategic actions and decisions onto the appropriate action tracker and/or information system
- Ensure all photocopying and printing requirements are undertaken
- Provide administrative and practical support to the LALO as required
- Where applicable, ensure that information boards are kept updated
- When press statements are released on the information management system, print off and hand to the LALO
- When situation reports are released on the information management system print off and distribute to the LALO
- Ensure the LALO has arranged cover prior to you leaving for any reason and that you undertake the necessary handover to your relief cover
- Draw on your skills to proactively support the LALO and offer yourself as a sounding board if appropriate to do so

3.17 ACTION CARD 17: (TCC & SCC) RESILIENCE DIRECT MAPPING OFFICER

The Role

Resilience Direct Mapping Officers deployed to the Tactical Coordination or Strategic Coordination Centres (TCC or SCC) provide a mapping and support service to the Tactical and Strategic Local Authority Liaison Officers (LALOs). They provide geographic and spatial analysis of the areas directly or indirectly affected by an emergency and ensure geographic information received from other responding agencies is managed

Responsibilities and priority considerations

- Attend a briefing session held by the LALO on arrival to familiarise yourself with the emergency
- Make available, using Resilience Direct, the required mapping
- Provide hard copy maps as requested
- Create the necessary infrastructure to respond to the incident
- Carry out geographical and spatial analysis of the affected area
- Decide in what format to provide information i.e. hard or soft copy
- Decide how to use and integrate geographical information received from other responding agencies
- Explain to non-Resilience Direct users any conclusions obtained
- Liaise with the other mapping officers at the Tactical and Strategic Coordination Centres to ensure accurate information and mapping are shared
- Ensure the LALO has arranged cover prior to you leaving for any reason and that you undertake the necessary handover to your relief cover
- Draw on your skills to proactively support the LALO and offer yourself as a sounding board if appropriate to do so

3.18 **ACTION CARD 18: (TCC & SCC) LOGGIST**

The Role

The Loggist will record what the Local Authority Liaison Officer (LALO) does, why they did it, and the information to support decisions. This information will be captured in a specifically designed log book (hard copy or digital) and regularly saved to ensure its security

Responsibilities and priority considerations

- Attend a briefing session held by the LALO on arrival to familiarise yourself with the emergency
- When briefings/ meetings are being held be available to take notes and produce a PCC action plan for the Tactical/ Strategic LALO
- Ensure all photocopying and printing requirements are undertaken
- Provide administrative and practical support to the LALO as required
- Where applicable, ensure the information boards are kept updated
- Ensure the LALO has arranged cover prior to you leaving for any reason and that you undertake the necessary handover to your relief cover
- Draw on your skills to proactively support the LALO and offer yourself as a sounding board if appropriate to do so
- If applicable, liaise closely with the Incident Support Officer in the centre to ensure duplication of effort is minimised and you work collaboratively as a team

3.19 GENERIC CEMT AGENDA**CEMT MEETING AGENDA**

AGENDA
day-month-year, time 00:00-00:00

1	Introduction, welcome and apologies	Chair
2	Declaration of items for urgent attention	All
3	Confirmation of decisions on urgent items	All
4	Review of action tracker	Chair
5	Situational briefing (including any clarifications or recent updates from Chief Executive/CPS)	All
6	Communication and media considerations (to include internal comms to elected members and wider workforce)	Chair led
7	Review and agree ongoing strategy and priorities	All
8	Time and location of next meeting (establish a meeting rhythm)	Chair
9	AOB	All

Post Meeting:

Distribute action and decision tracker to relevant parties, ensure action and decision tracker is securely stored

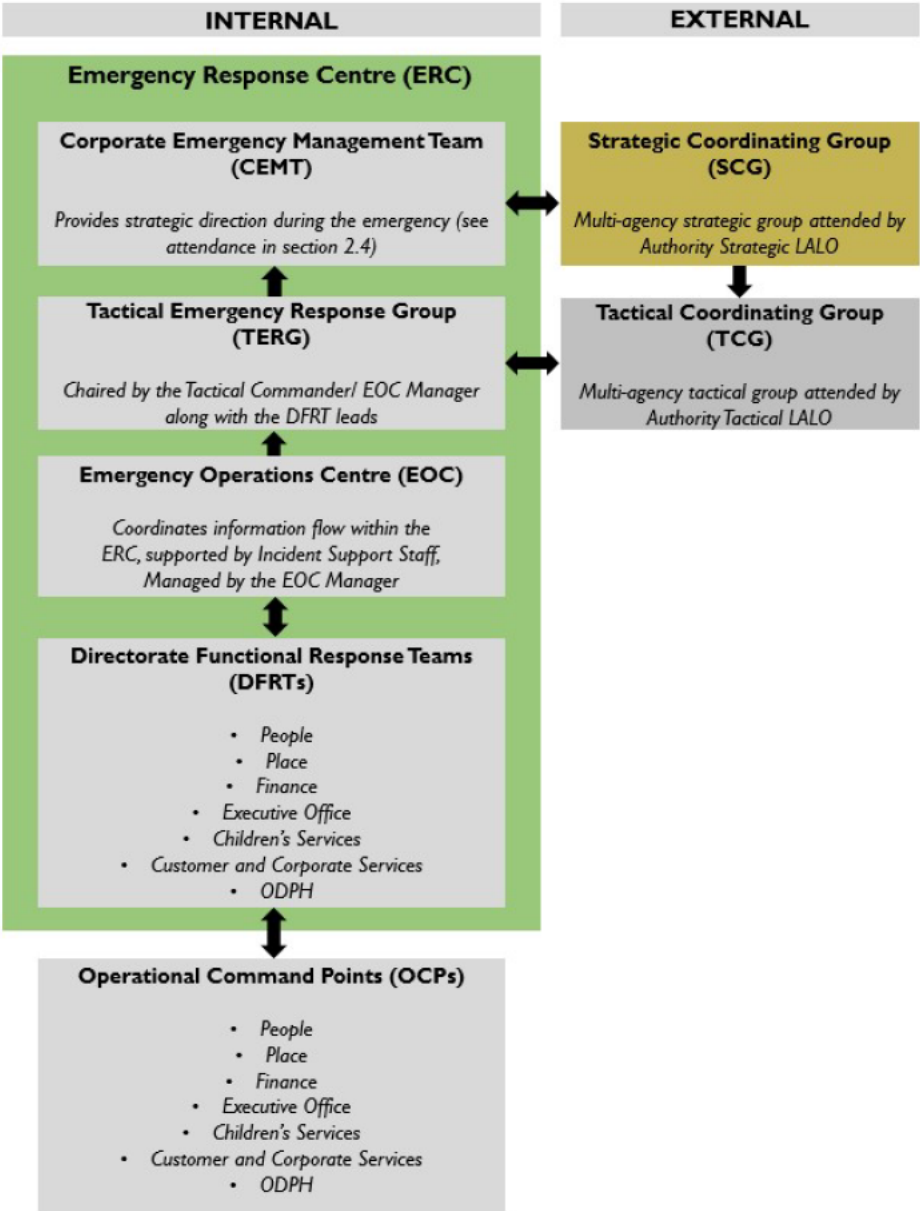
SECTION FOUR: EMERGENCY RESPONSE CENTRE

4.1 INTRODUCTION, FUNCTIONS AND LOCATION

Emergency Response Centre

In order to manage and coordinate the Council’s ability to respond, the Emergency Response Centre (ERC) may have a Commander (usually the duty Tactical Commander), and it will be their responsibility to oversee the tactical delivery of the Authority’s response. However the EOC Manager can also facilitate this role. The Commander/EOC Manager will chair the Tactical Emergency Response Group (TERG), which will consist of the DFRT Chairs and the EOC Manager. The Commander/EOC Manager must also be prepared to audio/video conference into the multi-agency Tactical Coordinating Group meetings to represent the Emergency Response Centre.

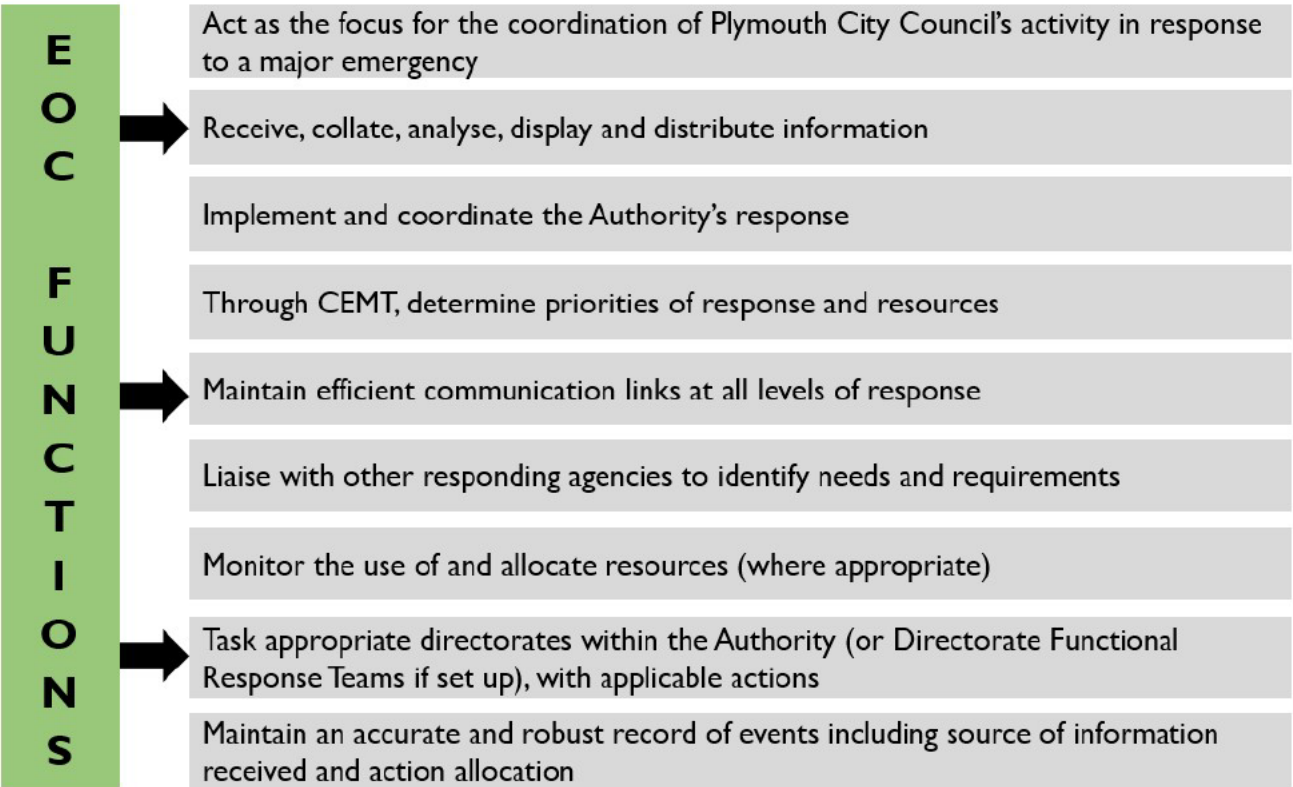
DFRTs will take responsibility for carrying out assigned tasks and regularly liaise with the EOC Manager about the progress of tasks. All tasks entering the EOC will be logged by Incident Support Officers on the MS Teams channel and assigned to the relevant DFRT for response. Any situation that is not able to be actioned, should be brought to the attention of the ERC Commander/EOC Manager as soon as possible.



Within the ERC, the Emergency Operations Centre (EOC) will coordinate the Council's response to a major emergency. It provides a single point of contact where all information is received and analysed, where decisions are made, priorities established and resources allocated. It is the one place in the Authority which will have an overall picture of the emergency and the Council's response.

The scale of the emergency and the information available at the time will determine the Council's response. The duty Tactical Commander, in consultation with the duty Civil Protection Officer, will consider whether the Council's Emergency Response Plan should be activated. If activated, the Tactical Commander will then brief the duty Strategic Commander, attend an initial TCG and consider the necessary EOC activation level.

Functions



Location

There are two predefined locations in the corporate estate which can be utilised as an Emergency Operations Centre (EOC). The primary location will be the purpose built EOC facility at **Windsor House, PL6 5UF**. However, if this location is compromised, a backup EOC can be opened in **Council House, PL1 2AA**.

In the event that both of these locations are unavailable as a result of the emergency, an alternative location within the corporate estate may be utilised. Failing that, permission to use facilities at another neighbouring local authority may be sought through mutual aid arrangements.

4.2 EOC ACTIVATION LEVELS

It is recognised that not all emergencies are the same in significance and scale so a varying degree of support will be required to effectively deal with the incident. There will be two activation levels of the Council's Emergency Operations Centre (EOC). This structure provides the flexibility to support a range of emergencies while still maintaining the capability to scale up, or down as required. It will be the responsibility of the duty Tactical Commander in consultation with the duty Civil Protection Officer to decide on the activation level.

Once established the EOC Manager will have the flexibility to increase or decrease the initial activation level in agreement with the duty Tactical Commander to ensure Authority support can be maintained at an appropriate level for a sustained period of time. EOCs will be activated for various reasons based on the needs of the organisation; the context of the threat; the requirements of blue light partners; the anticipation of events; or in response to the incident. The level of activity within an EOC often grows as the size, scope, and complexity of the incident grow.

Activation level 1

Partial activation - Certain EOC Incident Support Staff and DFRTs are activated to monitor a credible threat, risk, or hazard and/or to support the response to a new and potentially evolving incident

Level 1 Incident Support Staff	Number required
EOC Manager	1
EOC Assistant Manager	1
EOC Tasking Officer	1
EOC Incident Support Officer	3
EOC Mapping Officer	1
EOC IT Technician	1

Activation level 2

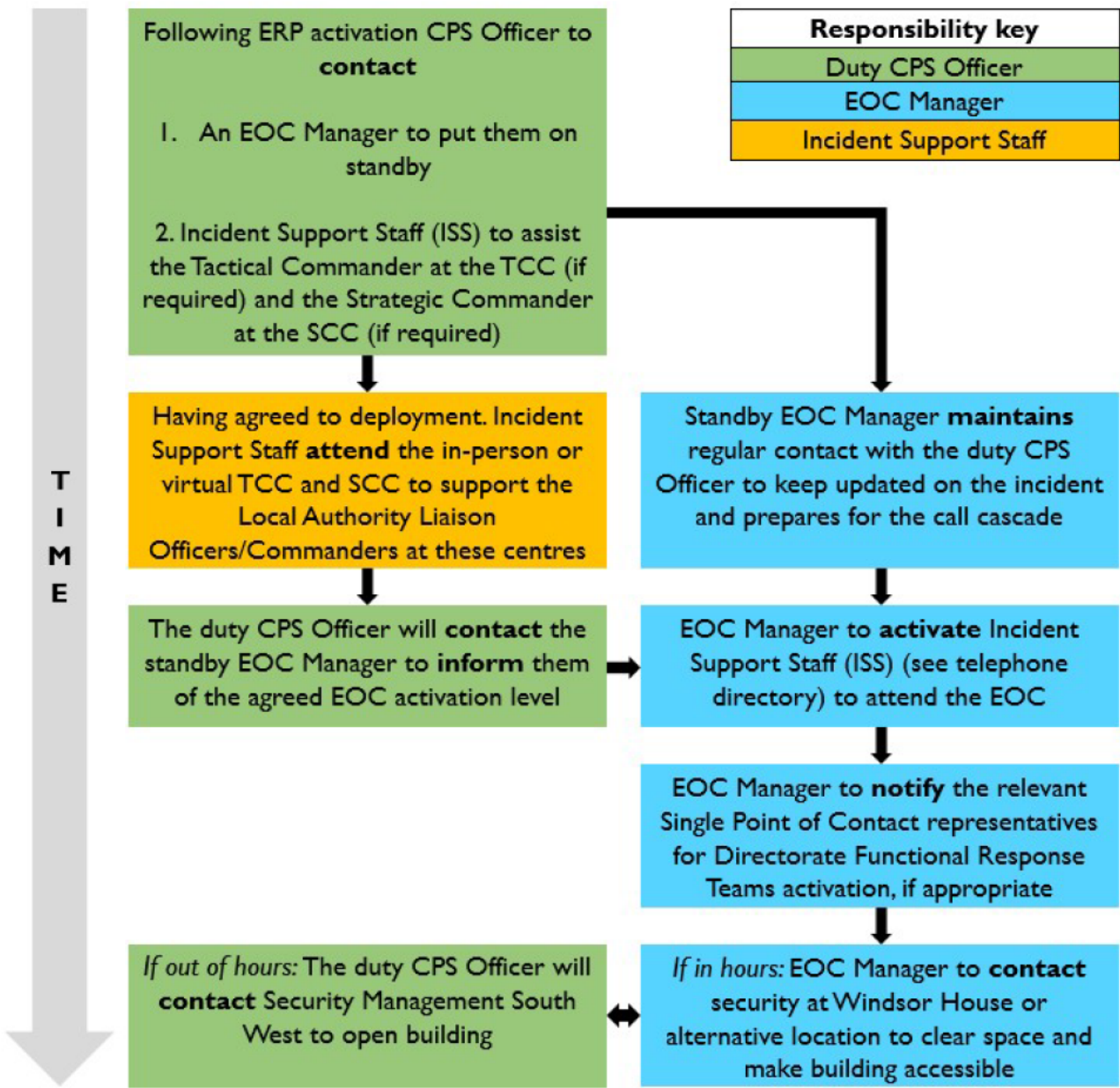
Full activation - EOC Incident Support Staff are fully activated, including most/all DFRTs, to support the response to a major incident or credible threat

Level 2 Incident Support Staff	Number required
EOC Manager	1
EOC Assistant Manager	1
EOC Tasking Officer	2
EOC Incident Support Officer	6
EOC Mapping Officer	1
EOC IT Technician	1

4.3 CALL CASCADE TO INCIDENT SUPPORT STAFF

As soon as the duty Tactical Commander makes the decision that a major incident response is required by the Authority, a call cascade to activate Incident Support Staff (ISS) will begin, starting with the duty Civil Protection Officer (CPO). In the first instance, the duty CPO will put an EOC Manager on standby and activate the number of ISS required to support the duty Tactical and Strategic Commander in the relevant TCC or SCC. Once the EOC activation level is confirmed by the duty Tactical Commander the standby EOC Manager will begin the call cascade to activate the wider EOC Incident Support Staff (ISS).

INCIDENT SUPPORT STAFF CALL CASCADE FLOWCHART



Note: The duty CPS Officer should continue to refer to the overarching on-call activation flowchart on **page 7** for further actions

4.4 EOC SETUP

The EOC Manager is responsible for opening the EOC following a request and discussion with the duty Civil Protection Officer. When operating an EOC, the Council's health and safety rules will apply. In the event of fire or accidental injury, the normal procedures already in existence are to be followed.

Access

In working hours

The EOC Manager will contact concierge to ensure the facility is accessible and will meet Incident Support Staff (ISS) at the EOC. Staff will be able to access Windsor House (or alternative location) as normal and should ensure they are wearing ID badges. Should a member of EOC staff forget their ID card, they should inform the EOC Manager who will complete the EOC temporary ID pass form and issue them with a temporary ID pass (both contained within the EOC Manager's secure role information pack).

Out of hours

The duty Civil Protection Officer will contact Security Management South West who will open the EOC. Once arranged the duty CPS Officer will contact the EOC Manager to confirm these arrangements. All staff must use their ID cards to access the Windsor House back door (other arrangements will be cascaded to staff as required). Should a member of EOC staff forget their ID card, they should inform the EOC Manager who will complete the EOC temporary ID pass form and issue them with a temporary ID pass (both contained within the EOC Manager's secure role information pack).

NOTE: *It is always the preference that staff attend the EOC in person but virtual attendance shall be considered on a case by case basis by the EOC Manager*

Parking

If not already parked or if out of hours, all staff attending the EOC should use the staff car park if available. If the EOC is activated at a site that requires on-street or pay and display parking, park first, claim in your usual manner, but arrange for a parking permit from the EOC Assistant Manager. The EOC Assistant Manager will be responsible for allocating a car permit to staff attending the EOC if required, by completing the EOC car permit form (both of which are contained within the EOC Assistant Managers secure role information pack).

Initial action

Upon arrival at the EOC, all staff will collect their secure EOC role information pack from the EOC Manager. Each pack contains the information required to carry out the role, as well as a tabard which clearly identifies what your role is. All staff will be encouraged to wear their role tabard whilst working within the EOC. However, it is recognised that not all DFRT staff will have a tabard. It is the responsibility of the EOC Manager and EOC Assistant Manager to ensure only relevant personnel are active in the EOC.

Staff sign in/out

All staff whilst working as part of the EOC activation will sign in and out using the EOC signing in/out form (contained within the EOC Managers secure role information pack). It is necessary to know the location of staff for health and safety reasons. If activation of the EOC is outside normal working hours, the EOC signing in/out form could form the basis for staff payment and therefore it is important that it accurately reflects all staff working hours. It will be the responsibility of all EOC staff, overseen by the EOC Managers, to ensure their duty hours and whereabouts are recorded and known at all times.

EOC physical setup

All available staff should assist in setting up the room in accordance with the layout diagram at the end of this section. The set up will be managed by the EOC Manager and EOC Assistant Manager. The IT Technician’s primary responsibility upon arrival is to ensure all required IT equipment is requisitioned and in working order and that all systems and applications required are available for use.

Links to Contact Centre (Emergency Telephone Enquiry Service)

In a major emergency situation, the contact centre may be taking a large number of calls from the public. Early consideration should be given by the Tactical Commander and EOC Manager to activate an Emergency Telephone Enquiry Service (ETES).

To activate the Emergency Telephone Enquiry Service (ETES) turn to section 5 of this plan.

Directorate Functional Response Teams (DFRTs)

If deemed necessary by the duty Tactical Commander, individual DFRT cells will activate and locate themselves in the rooms adjacent to the EOC. Not all directorates may require a full DFRT activation, this will depend on the requirement to access the services/functions contained within that directorate and/or the impact of the emergency on that specific directorate.

If activated, directorates who are involved in responding to the emergency will be asked to establish an Operational Coordination Point (OCP) within their own service structure. This will allow the service operational response to be coordinated with information flowing back to the DFRT in the EOC. Out of hours, this may however, be a member of staff (who has the knowledge, expertise and appropriate contact lists, etc.), who operates from their own home initially.

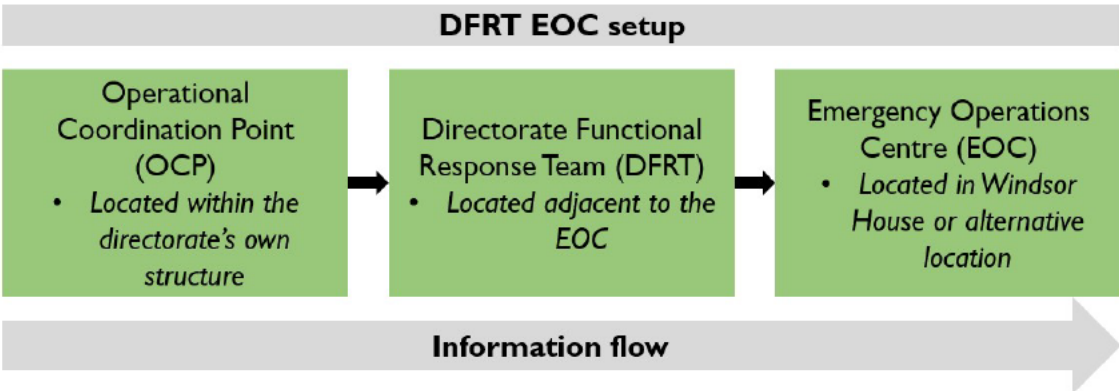


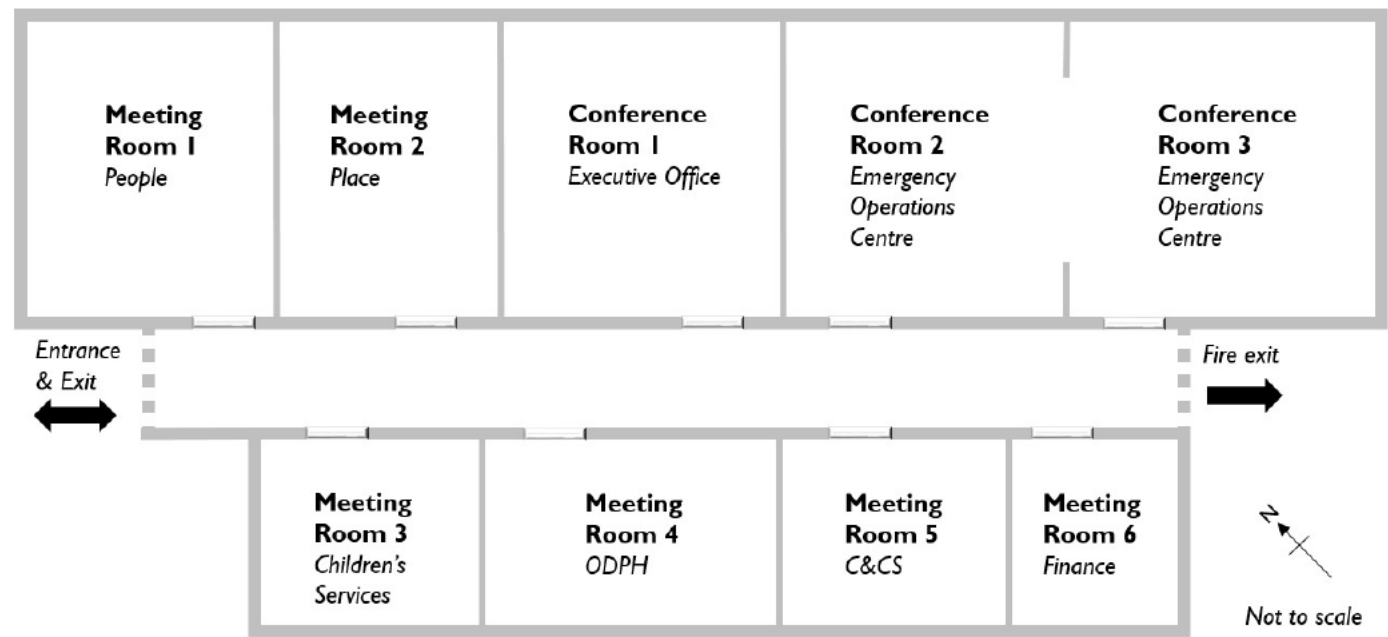
Diagram to show information flow for an individual directorate

If the incident is of sufficient scale, all directorates will be required to activate and deploy a Directorate Functional Response Team (DFRT) to the EOC. Each DFRT should have, as a minimum, representatives from the services who have an emergency role and responsibility.

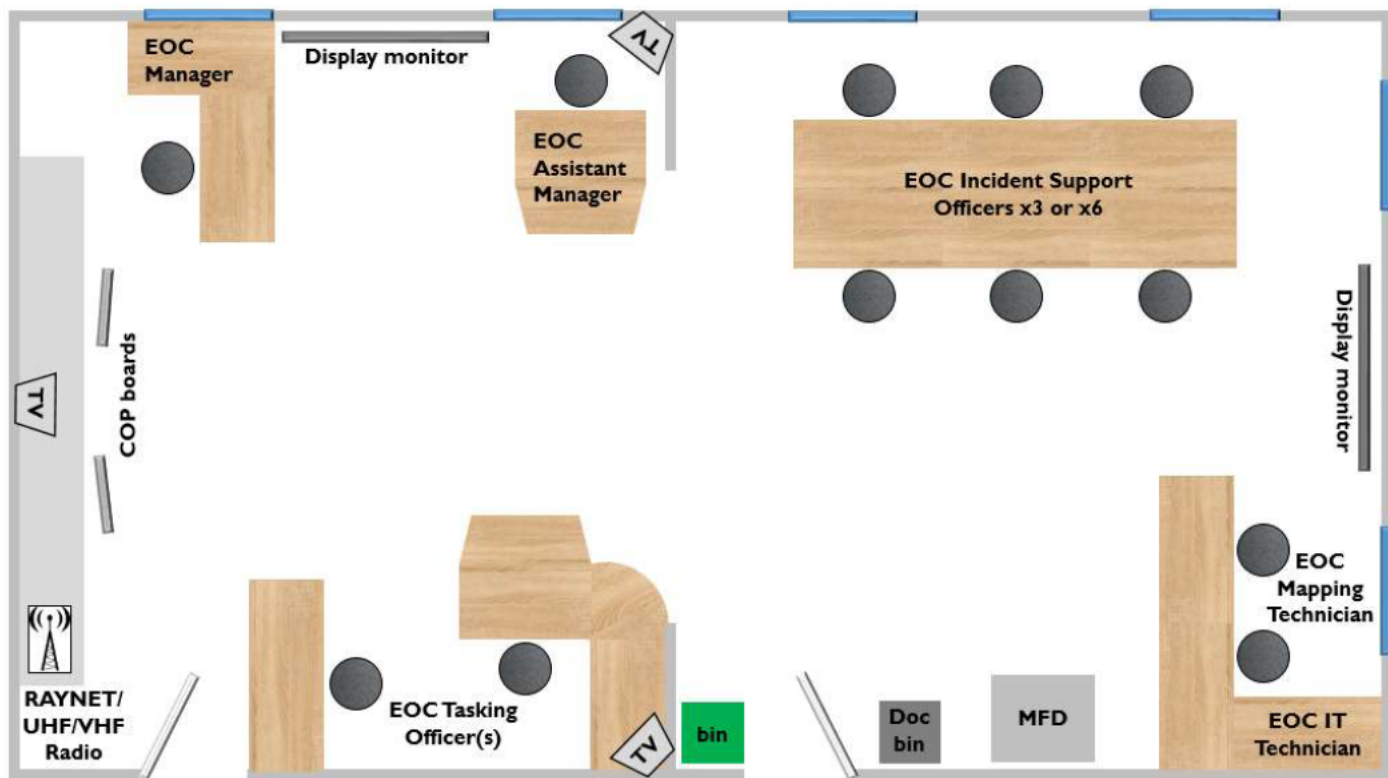
It will be the responsibility of the EOC Manager for contacting the Single Points of Contact for the directorates to enable them to set up their DFRTs.

Each DFRT will have a chairperson, and they will be responsible for having an overview of their directorate emergency response and the impact (if any) upon normal service provision. The DFRT cells and the EOC will form the Council’s Emergency Response Centre (ERC) and will be responsible for coordinating all emergency actions and requests on behalf of the Council.

Windsor House Emergency Response Centre (ERC) design



EOC setup (conference room 2 & 3)



4.5 EOC OPERATING PROCEDURES

The EOC plays a central role in coordinating the Council's response to an emergency. It is vital that a simple, structured and auditable operating process is utilised to capture all information flowing through the EOC. To ensure there is resilience in these processes, this plan will cover two differing operating options which could be employed depending on the impact of the emergency on the Council.

1. Primarily, the EOC will adopt a digital process for operating. This method will be suitable to use in all emergencies apart from those that are effecting digital systems, such as a cyber-attack.
2. The back-up EOC operating process will be solely paper based and rely on non-digital channels for communication/information flow.

Information Management

In the early stages of the response to an emergency, information management is likely to represent a significant challenge. It is at this stage that the EOC Manager needs to ensure all information coming into the EOC is captured by confirming all established operating processes are being followed by Incident Support Staff. An overarching information management flowchart highlighting how this process will work can be found in section 4.8 of this plan.

An important procedure in any emergency response is to maintain a Common Operating Picture (COP) to ensure there is collective understanding of the emergency. This will be displayed on a board in the EOC. The COP board will consist of information relating both to the scene and significant wider impacts, including facts and figures, the main developments and decisions, trends, and upcoming decision points.

Other information boards may also be displayed and updated;

- Key Events Board - displaying information and decisions made at the Strategic and/or Tactical Coordination Centre
- Aims/Actions Board - detailing the high level Council actions

It will be the responsibility of the EOC Assistant Manager with support of the EOC Tasking Officer(s) to update and maintain the COP information boards.

Note: All information received within the EOC will be logged on MS Teams. Refer to Annex C (Operating Procedures – backup paper version) for all non-digital processes

Mapping

It will be the responsibility of the EOC Manager with direct support from the EOC Mapping officer to provide mapping intelligence in the EOC. The EOC Mapping Officer will require Resilience Direct access so that maps can be produced, shared with multi-agency partners and edited as required.

EOC Message Handling

It is vital that ALL EOC staff members responsible for message handling (Incident Support Officers) keep accurate, complete and detailed records on MS Teams to act as a reference during the emergency. This is to ensure all information is recorded in a single place, create consistent information flow and provide post-incident records that may be required for any future legal proceedings.

Call Management

- Calls should be handled in a timely manner and should be logged on the Firmstep form for submission to the Incident mailbox
- The telephone numbers used in the EOC should be kept out of the public domain and only available for emergency use
- General public calls should be switched to the contact centre to allow the EOC to concentrate on the emergency
- Incident Support Officers assigned to answering telephone calls will wear headsets
- All calls should be answered quickly and all calls answered will be prefixed 'Emergency Operations Centre'

Staffing and rotas

The EOC Manager with the support of the EOC Assistant Manager is responsible for ensuring staff levels are maintained and shift rotations are considered. The below table illustrates what a five day response stand-up would look like. Depending upon the nature and severity of the emergency, it may be necessary to operate shift working in order to manage the Council's response over a number of days. This may require 5 different EOC Incident Support Staff teams (A~E) working a shift rota. EOC Managers will need to ensure enough staff have been activated to cover this shift pattern if required.

	Day One			Day Two			Day Three			Day Four			Day Five		
Shift start	0001	0800	1600	0001	0800	1600	0001	0800	1600	0001	0800	1600	0001	0800	1600
Shift end	0800	1600	2400	0800	1600	2400	0800	1600	2400	0800	1600	2400	0800	1600	2400
EOC Incident Support Staff team	A	B	D	E	A	C	D	E	B	C	D	A	B	C	E
Rest day	CE			BD			AC			BE			AD		

Template proposed shift pattern

Each function within the EOC has specific roles and responsibilities and it is important that together they form a team capable of responding to the demands placed upon them by other responding agencies and Plymouth City Council departments. Detailed roles/responsibilities profiles and action cards can be found in section 4.7 of this plan. In addition, a laminated copy of the role **action card** is in the secure role information pack.

Note: Staffing levels will be dependent on the EOC activation level as described in section 4.2 of this plan.

EOC battle rhythm briefings

It is the responsibility of the EOC Manager or EOC Assistant Manager if the EOC Manager is unavailable, to conduct a 5 minute brief with the EOC staff once every hour. Everyone should stop their current activity to focus on the brief, which ensures all staff are kept updated on the current emergency situation and determine current workload, pressures and priorities.

Handovers between shifts

Handovers between shifts are essential to the EOC to ensure continuity of information and to prevent key actions/priorities or tasks being forgotten. The EOC Manager may wish to use previously submitted DFRT situation reports or the Common Operating Picture (COP) boards in the EOC to guide them through this process. However a handover briefing template is included in the EOC Managers secure role information pack.

Staff Welfare

Staff welfare and morale must be closely monitored during the response to any emergency. Those staff involved in the response will be working under potentially stressful circumstances and whilst they may not be directly involved with the emergency, they could still be affected by it. The EOC Manager and EOC Assistant Manager are responsible for ensuring staff have had the opportunity of defusing prior to them leaving their post. If any staff have been adversely affected by events, advice regarding occupational health should be sought through the Health, Safety and Wellbeing Team in order to ensure appropriate care is offered. Staff who continue to struggle should be rested at the first opportunity and signposted to the Council's Employee Assistance Programme (EAP) for further professional support. Staff can access the EAP through their substantive line manager who should be immediately consulted with.

Refreshments

It will be the responsibility of the EOC Manager (in liaison with Soft FM), to ensure sufficient refreshments are available for staff working within the EOC. The refreshments should be set up in a quieter allocated space outside in main room in order to prevent any accidental spillages and cluttering of the EOC.

Debriefs

All incidents, operations and exercises provide challenges to our plans. Every incident must be thoroughly debriefed, lessons and outcomes should be identified and an action plan formulated to ensure relevant measures have been taken, to change the way we do things or highlight training needs. Everyone should be involved to ensure the widest capture of lessons. It will be the responsibility of the primary EOC Manager with support of the Civil Protection Service to conduct a full debrief within two weeks of the EOC deactivation and capture how the lessons identified can be recorded and subsequently learnt. In addition, a hot debrief should be undertaken by the EOC Manager as soon as the EOC is deactivated to capture any urgent issues.

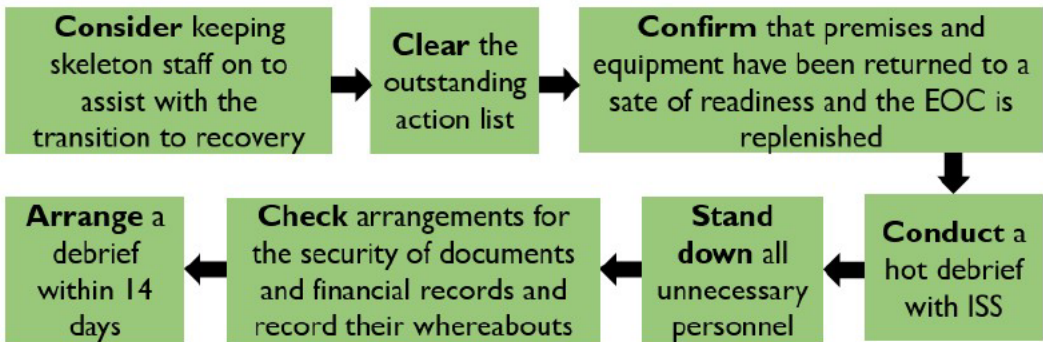
4.6 EOC STAND DOWN PROCEDURES

When

The decision to stand down the EOC will tie in directly to the stand down procedures described in section 2.6 of this plan. At an appropriate time, the Chief Executive (or nominated officer) will issue a major emergency stand down notification and close the EOC.

How

Following notification the EOC Manager will commence organising the Incident Support Staff to stand down the EOC. It is important at this stage for the EOC Manager in consultation with the duty Tactical Commander considers the below flow chart to ensure harmony with the strategic level stand down orders.



The room that has been used as the EOC needs to be returned for normal daily usage, the security staff should be informed and cleaning should be arranged. The EOC Manager with Civil Protection Service support is responsible for ensuring the secure role information packs are replenished and stored ready for use.

Documentation

All documentation is to be forwarded to the Civil Protection Service for retention, to inform subsequent debriefs and/or public enquiries. The Civil Protection Service will ensure all data entered into MS Teams is downloaded and securely stored.

4.7 EOC ROLE PROFILES AND ACTION CARDS

EOC MANAGER	
Primary purpose	Oversee the coordination of the Council's internal response to emergencies by managing the Emergency Response Centre (ERC) and Emergency Operation Centre (EOC). To ensure tasks and actions are delegated to the appropriate Directorate Functional Response Team (DFRT) to answer in a timely manner and to provide support to the Tactical Emergency Response Group (TERG) as required.
Core responsibilities	<ul style="list-style-type: none"> Lead a team of Incident Support Staff to ensure the efficient and effective running of the Council's Emergency Operations Centre (EOC) during an emergency situation
	<ul style="list-style-type: none"> Support, at a tactical level the Council's duty Tactical Commander at Tactical Emergency Response Group (TERG) meetings and stand in for the duty Tactical Commander of required
	<ul style="list-style-type: none"> Provide intelligence to the Council Emergency Management Team (CEMT) through the consolidation of Council wide situation reports.
	<ul style="list-style-type: none"> Maintain overall responsibility for the smooth running of the entire Emergency Response Centre

ACTION CARD	
1	<p>On receipt of a call from the duty Civil Protection Officer:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Ensure you understand the staffing required at the requested activation level Understand the callout cascade process
2	<p>Begin the callout cascade by notifying the required number of Incident Support Staff (ISS) to attend the EOC.</p> <p><i>NOTE: It is always the preference that staff attend the EOC in person but virtual attendance shall be considered on a case by case basis by the EOC Manager</i></p>
3	Notify the relevant Directorate Functional Response Team (DFRT) Single Point of Contact (SPOC) to attend the EOC
4	If in hours, contact security at Windsor House or alternative location to clear space and make building accessible
5	Attend the EOC and ensure it is open for Incident Support Staff to attend in person
6	Prompt Incident Support Staff who do not bring ID to complete the EOC temporary ID pass form and issue them with a temporary ID pass (both contained within the EOC Manager's secure role information pack).
7	Act as gatekeeper to the EOC and ensure all staff sign in and out using the EOC signing in/out form (contained within the EOC Managers secure role information pack)

8	Ensure all staff arriving at the EOC collect their relevant secure EOC role information pack
9	Oversee the physical setup of the EOC on arrival with support from the activated Incident Support Staff
10	Ensure only activated EOC staff are in attendance at the EOC. Make sure staff wear identification tabards if applicable
11	It will be the responsibility of all EOC staff, overseen by the EOC Managers, to ensure their duty hours and whereabouts are recorded and known at all times
12	Constantly consider and maintain an awareness of the pressures in the EOC and if required, and in consultation with the duty Tactical Commander, feel empowered to increase or decrease the EOC activation level
13	Once established, ensure, as best you can, that Incident Support Staff are following agreed operating processes
14	Be prepared to chair the Authority's Tactical Emergency Response Group (TERG) meetings if the duty Tactical Commander is absent
15	Be prepared to cover the duty Tactical Commander at Local Resilience Forum (LRF) Tactical Coordinating Group (TCG) meetings
16	Act as an escalation point for DFRTs and EOC Incident Support Staff and regularly liaise with all staff about the progress of tasks. Investigate tasks assigned to EOC Managers
17	The EOC Manager, with the support of the EOC Assistant Manager, is responsible for ensuring staff levels are maintained and shift rotations are considered
18	It is the responsibility of the EOC Manager or EOC Assistant Manager if the EOC Manager is unavailable, to conduct a 5 minute brief with the EOC staff once every hour. Use the Common Operating Picture (COP) boards to support this process
19	Handovers between shifts are essential to the EOC to ensure continuity of information and to prevent key actions/priorities or tasks being forgotten. The EOC Manager may wish to use previously submitted DFRT situation reports or the Common Operating Picture (COP) boards in the EOC to guide them through this process. However a handover briefing template is included in the EOC Managers secure role information pack
20	The EOC Manager and EOC Assistant Manager are responsible for ensuring staff have had the opportunity of defusing prior to them leaving their post and maintain oversight of staff welfare throughout the emergency response
21	It will be the responsibility of the primary EOC Manager, with support of the Civil Protection Service, to conduct a full debrief within two weeks of the EOC deactivation
22	Following notification the EOC Manager will commence organising the Incident Support Staff to stand down the EOC
23	The EOC Manager, with Civil Protection Service, support is responsible for ensuring the secure role information packs are replenished and stored ready for use

EOC ASSISTANT MANAGER

Primary purpose	Provide direct back-up and support to the EOC Manager by shadowing and deputising as required. Act as resilience to the EOC Manager to ensure the coordination of the Council's internal response to emergencies by managing the Emergency Response Centre (ERC) and Emergency Operation Centre (EOC).
Core responsibilities	<ul style="list-style-type: none"> Support the EOC Manager to lead a team of Incident Support Staff to ensure the efficient and effective running of the Council's Emergency Operations Centre (EOC) during an emergency situation
	<ul style="list-style-type: none"> Deputise, as required and shadow the EOC Manager to ensure there is a resilient managerial structure in place
	<ul style="list-style-type: none"> Ensure there is adequate staffing for the EOC to operate for the required timeframe. Be aware of the need for the EOC to operate for extended periods and put in place arrangements to ensure it continues to operate smoothly
	<ul style="list-style-type: none"> Establish a culture of excellent communication in the EOC so that information flows effectively between the DFRTs, EOC and up through the command structure
	<ul style="list-style-type: none"> Maintain oversight of all internal actions trackers (CEMT & TERG) to ensure updates and closures of actions are received promptly. Brief the EOC Manager before attendance at CEMT and TERG meetings on these actions
	<ul style="list-style-type: none"> It will be the responsibility of the EOC Assistant Manager with support of the EOC Tasking Officer(s) to update and maintain the COP information boards
	<ul style="list-style-type: none"> Cascade, track and analyse situation reports (SitReps) to support the EOC Manager when briefing CEMT, if required

ACTION CARD

1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location Provide call out cascade support to the EOC Manager as required/instructed
2	With the EOC Manager, attend the EOC and ensure it is open for Incident Support Staff to attend in person
3	The EOC Assistant Manager will be responsible for allocating a car permit to staff attending the EOC if required, by completing the EOC car permit form (both of which are contained within the EOC Assistant Managers secure role information pack)
4	Ensure only activated EOC staff are in attendance at the EOC. Make sure staff wear identification tabards if applicable and are wearing ID badges. If not, signpost them to the EOC Manager to get a temporary ID pass
5	Support the EOC Manager to ensure all staff sign in and out using the EOC signing in/out form

6	With the EOC Manager supervise the physical setup of the EOC on arrival with support from the activated Incident Support Staff
7	It will be the responsibility of all EOC staff, overseen by the EOC Managers, to ensure their duty hours and whereabouts are recorded and known at all times
8	Provide direct to support to Incident Support Staff to ensure, as best you can, that Incident Support Staff are following agreed operating processes. Work closely with the EOC Mapping Officer to ensure mapping requirements are being met
9	Be prepared to deputise for the EOC Manager at Authority's Tactical Emergency Response Group (TERG) meetings
10	With the EOC Manager act as an escalation point for DFRTs and EOC Incident Support Staff and regularly liaise with all staff about the progress of tasks. Investigate tasks assigned to EOC Managers for response
11	The EOC Manager with the support of the EOC Assistant Manager is responsible for ensuring staff levels are maintained and shift rotations are considered
12	It is the responsibility of the EOC Manager or EOC Assistant Manager if the EOC Manager is unavailable, to conduct a 5 minute brief with the EOC staff once every hour. Use the Common Operating Picture (COP) boards to support this process
13	The EOC Manager and EOC Assistant Manager are responsible for ensuring staff have had the opportunity of defusing prior to them leaving their post and maintain oversight of staff welfare throughout the emergency response
14	Following notification of EOC Stand down, support the EOC Manager with carrying out the stand down procedures in section 4.6 of this plan

EOC TASKING OFFICER

Primary purpose	Coordinate information flow coming in to the EOC by monitoring the Incident mailbox and allocating tasks to the most relevant Incident Support Officer. Provide support to the EOC Managers by creating and maintaining the Common Operating Picture (COP) boards in the EOC to assist with staff briefing
Core responsibilities	<ul style="list-style-type: none"> Analyse, allocate and monitor all information that comes into the EOC from various sources (internal & external) and ensure information flows within the EOC through regular contact with DRFT leads
	<ul style="list-style-type: none"> Act as assurance on all answers given by DFRT/EOC cells and challenge/escalate these responses if unfit
	<ul style="list-style-type: none"> Support the EOC Assistant Manager with maintaining the CEMT and TERG action tracker and ensure actions are undertaken in a timely manner

ACTION CARD

1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location
2	Attend the EOC and pick up the EOC Tasking Officer Information Pack and put on the tabard
3	With the EOC Managers support the physical setup of the EOC on arrival with support from the activated Incident Support Staff
4	Huddle with the EOC Incident Support Officers and familiarise yourself with the MS Teams logging process
5	Provide direct support to Incident Support Officers to ensure, as best you can, that agreed operating processes are being followed
6	Manage the Incident mailbox and allocate tasks to the Incident Support Officers. Monitor these tasks and advise (if required) the ISOs on which DFRT is most appropriate to task. Escalate any 'urgent' inquiries to EOC Managers for awareness and then allocate for logging
7	Support the EOC Assistant Manager to update and maintain the COP information boards to ensure EOC Manager briefing are effective
8	Once a task is in the 'EOC Tasking Officer to review' stage, audit the closure comments and assign the task to an ISO to send out the response and close the task. Monitor these closed tasks to ensure harmony with the TERG and CEMT action trackers
9	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

EOC INCIDENT SUPPORT OFFICER

Primary purpose	Work effectively in a team of Incident Support Officers (ISOs) to log and close tasks entering the Emergency Operations Centre (EOC) allocated by the EOC Tasking Officer. Monitor the EOC phone lines, record information and email the Incident mailbox so that all information is securely stored and captured in one unified process
Core responsibilities	<ul style="list-style-type: none"> Ensure all tasks entering the EOC are logged on the MS Teams task list and assigned to the relevant DFRT for response. If unclear, seek guidance from the EOC Tasking Officer or EOC Managers. Close all tasks assigned by the EOC Tasking Officer once they have been investigated. Ensure responses are sent back to inquirers in a professional and timely manner
	<ul style="list-style-type: none"> Staff EOC phones lines and ensure all information taken is recorded and emailed to the Incident mailbox for the EOC Tasking Officer to analyse and allocate effectively
	<ul style="list-style-type: none"> Establish a close working relationship with the other Incident Support Officers to ensure work is equally shared and information flows smoothly, feel empowered to seek guidance and clarify processes before taking action
	<ul style="list-style-type: none"> Be prepared to support meetings held in the EOC by capturing actions and liaising with the EOC Tasking Officer to finalise the appropriate action tracker

ACTION CARD

1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location
2	Attend the EOC and pick up the EOC Incident Support Officer Information Pack and put on the tabard
3	With all Incident Support Staff undertake the physical setup of the EOC on arrival
4	Huddle with the EOC Tasking Officer and other EOC Incident Support Officers and familiarise yourself with the MS Teams logging process
5	Ensure your work station is free of clutter and IT systems are working in preparation for incoming emails/calls. Familiarise yourself with the Common Operating Picture (COP) boards and gain a wider knowledge of the incident
6	Ensure all tasks allocated to you by the EOC Tasking Officer are efficiently logged and assigned to the correct DFRT or EOC Managers for response
7	If required, attend meetings held in the EOC, capture actions and liaise with the EOC Tasking Officer to finalise the appropriate action tracker
8	Once allocated a task in the 'Pending closure by EOC' stage, ensure that inquirers are responded to and move the task to the 'Closed/archived actions' stage

9	With the other Incident Support Officers, staff the EOC phone lines and capture all information on the Firmstep form. Email this to the Incident mailbox where the EOC Tasking Officer will review and allocate for logging
10	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

EOC MAPPING OFFICER

Primary purpose	Provide geographical intelligence to the EOC Managers and duty Tactical Commander by using Geographical Information Systems to produce a range of maps associated with the incident
Core responsibilities	<ul style="list-style-type: none"> Work closely with the EOC Managers, the duty Tactical Commanders and potentially DFRT leads to produce maps to support response and initial recovery
	<ul style="list-style-type: none"> Be confident in producing, sharing and updating maps using Resilience Direct or other identified corporate mapping systems
	<ul style="list-style-type: none"> Produce hardcopy maps as requested to a specified size
	<ul style="list-style-type: none"> Carry out geographical and spatial analysis of the affected area by interrogating Resilience Direct data

ACTION CARD

1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> Ensure you have a sound understanding of the unfolding events Establish an understanding of the EOC activation level and location
2	Attend the EOC and pick up the EOC Mapping Officer Information Pack and put on the tabard
3	With all Incident Support Staff undertake the physical setup of the EOC on arrival
4	Meet with the EOC Managers and familiarise yourself with possible mapping requirements
5	Ensure your work station is free of clutter and IT systems are working in preparation for mapping requirements. Familiarise yourself with the Common Operating Picture (COP) boards and gain a wider knowledge of the incident
6	Using the Resilience Direct mapping functions, create, share and analyse a variety of spatial datasets to meet requirements and inform the EOC Manager on conclusions drawn
7	If requested, provide hardcopy maps in a range of sizes and scales to the EOC Managers and/or duty Tactical Commander
8	If allocable, liaise with the other Mapping Officers at the Tactical and Strategic Coordination Centres to ensure accurate information and mapping are shared
8	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

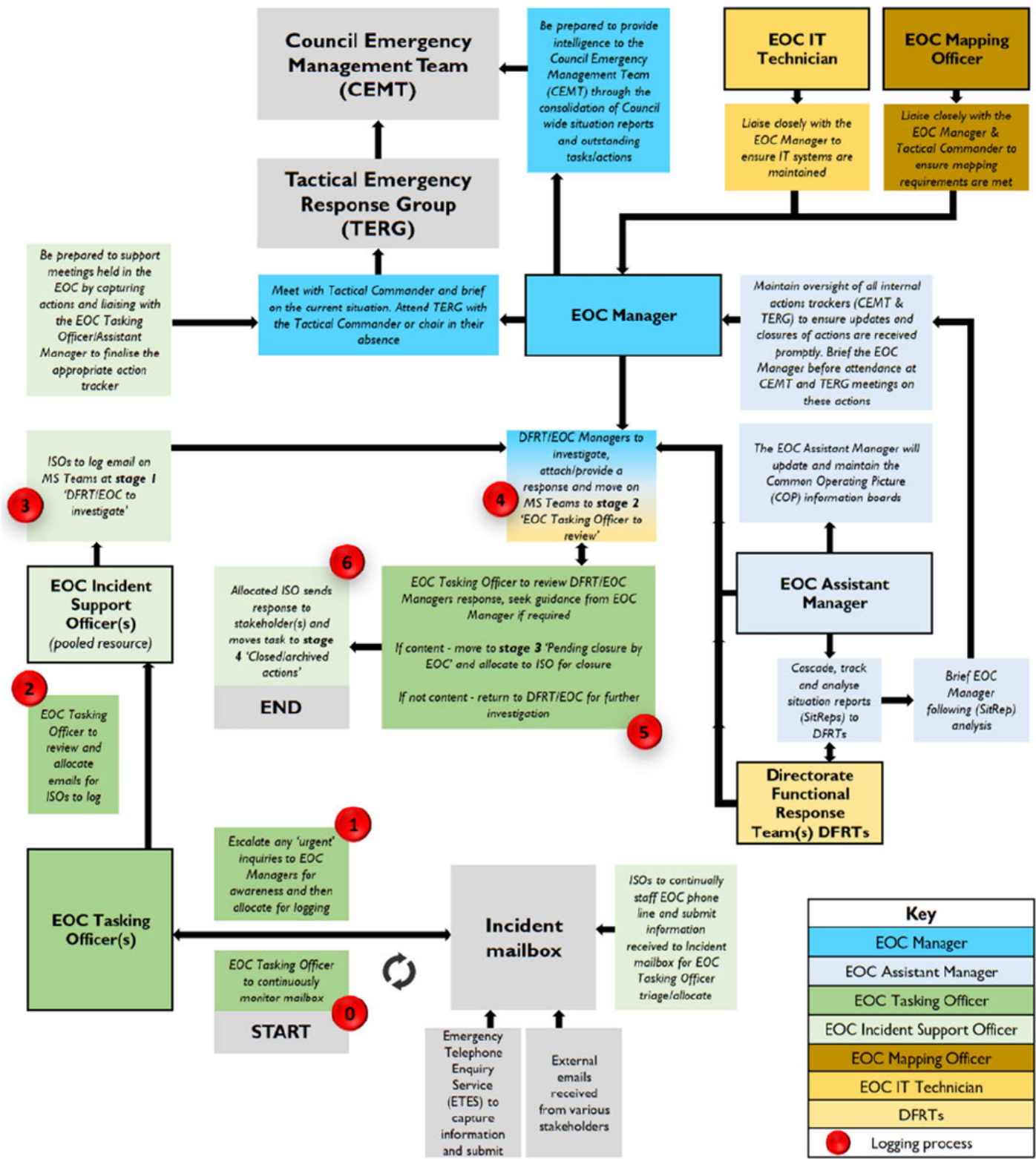
EOC IT TECHNICIAN

Primary purpose	The DELT ICT Technician will primarily be responsible for ensuring the ICT systems and applications used in the EOC are fully operational and supported throughout the response
Core responsibilities	<ul style="list-style-type: none"> ▪ From a technology perspective, assist with the EOC physical setup and respond in dynamic fashion to potential hardware and software challenges such as; data and telephone networking, online conferencing, display monitors, sound mixer, PA system and Resilience Direct (if qualified) ▪ If circumstances dictate, and where appropriately trained, assist with setup and operation of satellite telephony and where qualified provide radio communications support to the EOC Manager

ACTION CARD

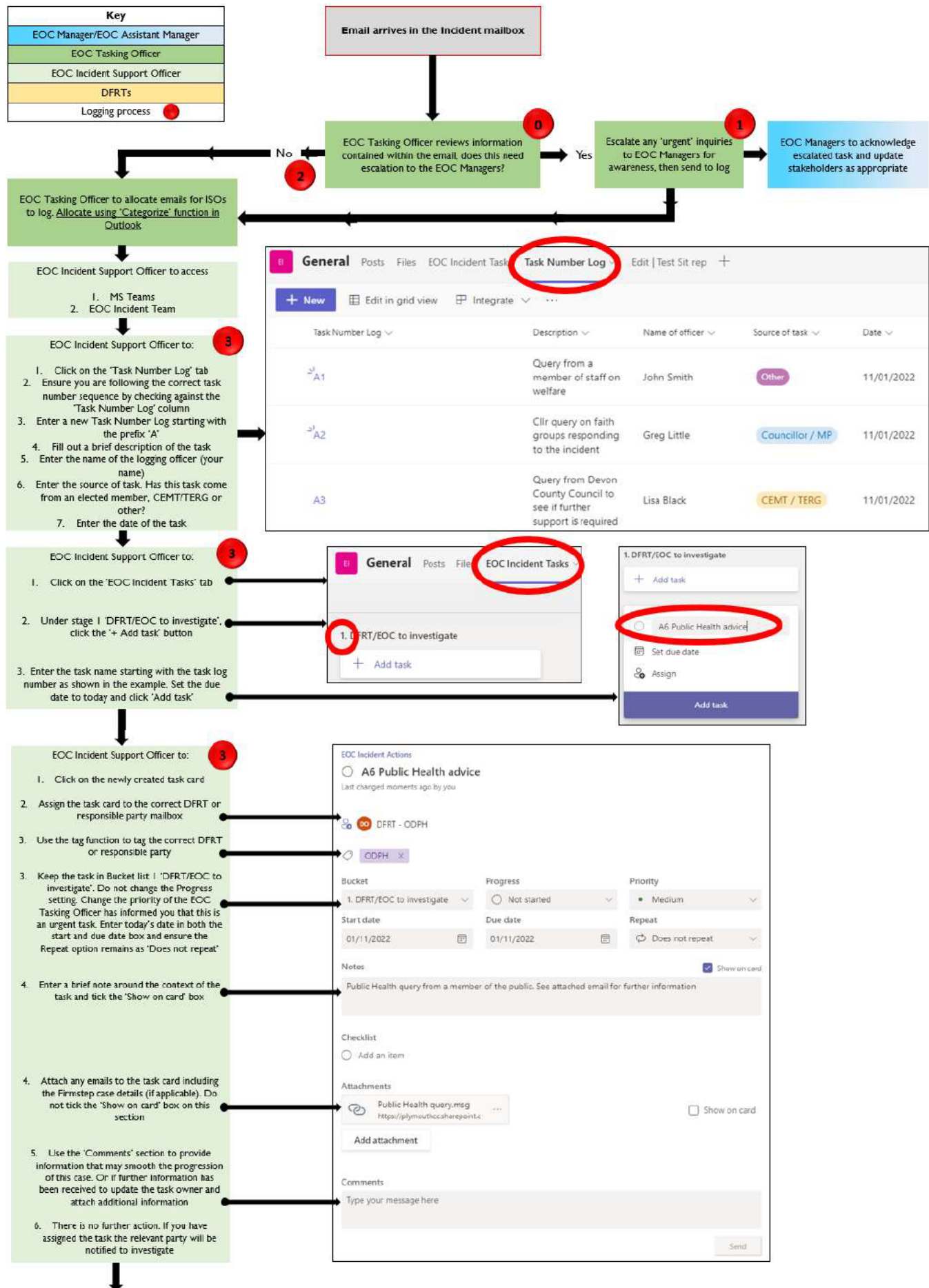
1	<p>On receipt of a call from the EOC Manager:</p> <ul style="list-style-type: none"> ▪ Ensure you have a sound understanding of the unfolding events ▪ Establish an understanding of the EOC activation level and location
2	Pick up the DELT IT Technician information pack from on arrival at the EOC and put on the appropriate tabard
3	Set up and test the IT infrastructure in the Emergency Operations Centre, including generic log on profiles, IT applications, printer, fax machine, communications equipment
4	Attend the hourly briefing sessions held by the EOC Managers to maintain awareness of the incident
5	Ensure IT systems are not interrupted by forced Windows updates so services are unaffected. In office hours, contact the server team to see if further action is required. If out of hours, you will need to stop the service manually
6	Ensure EOC systems are 100% available by ensuring all changes or maintenance work that could affect the operation of an emergency is rescheduled or cancelled
7	Consider setting up satellite phone capability with Inmarsat BGAN terminal
8	Following notification of EOC Stand down, support the EOC Managers with carrying out the stand down procedures in section 4.6 of this plan

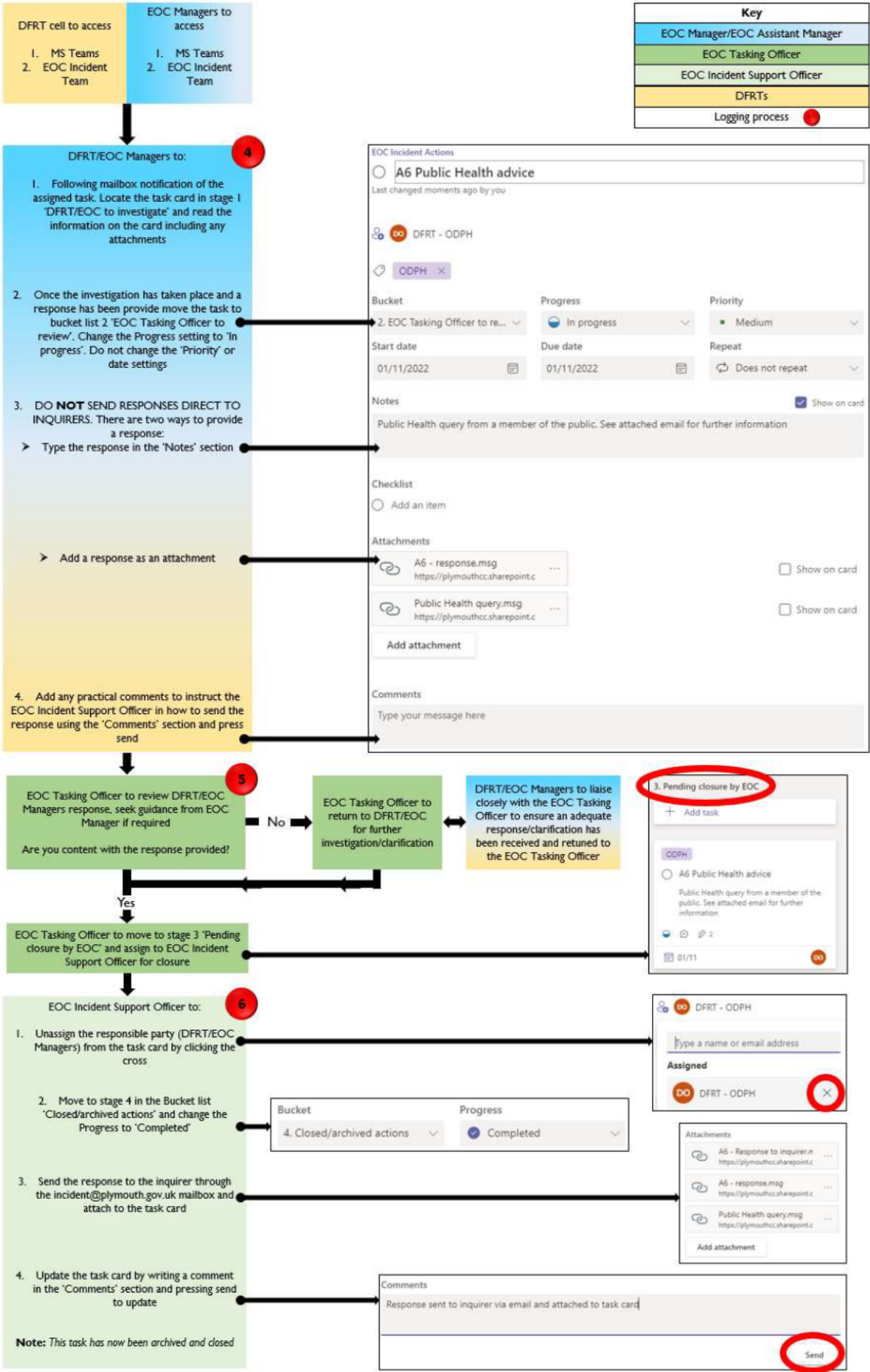
4.8 EOC STRUCTURE AND INFORMATION FLOW



Note: All flowcharts available in A3

4.9 DETAILED EOC INFORMATION MANAGEMENT PROCESS





4.10 EOC CONTACT DETAILS TEMPLATE**EMERGENCY OPERATIONS CENTRE (TEMPLATE)***fill in as required*

Role	Email address	Phone number
EOC Manager		
EOC Assistant Manager		
EOC Tasking Officer 1		
EOC Tasking Officer 2		
EOC Mapping Officer		
EOC IT Technician		
EOC Incident Support Officer 1		
EOC Incident Support Officer 2		
EOC Incident Support Officer 3		
EOC Incident Support Officer 4		
EOC Incident Support Officer 5		
EOC Incident Support Officer 6		
Fax/phone line in		
Fax/phone line out		

DIRECTORATE FUNCTIONAL RESPONSE TEAMS (DFRTs)

DFRT	Email address
People	
Place	

Executive Office	
Children's Services	
ODPH	
Finance	
Customer and Corporate Services	

STRATEGIC AND TACTICAL CONTACT DETAILS

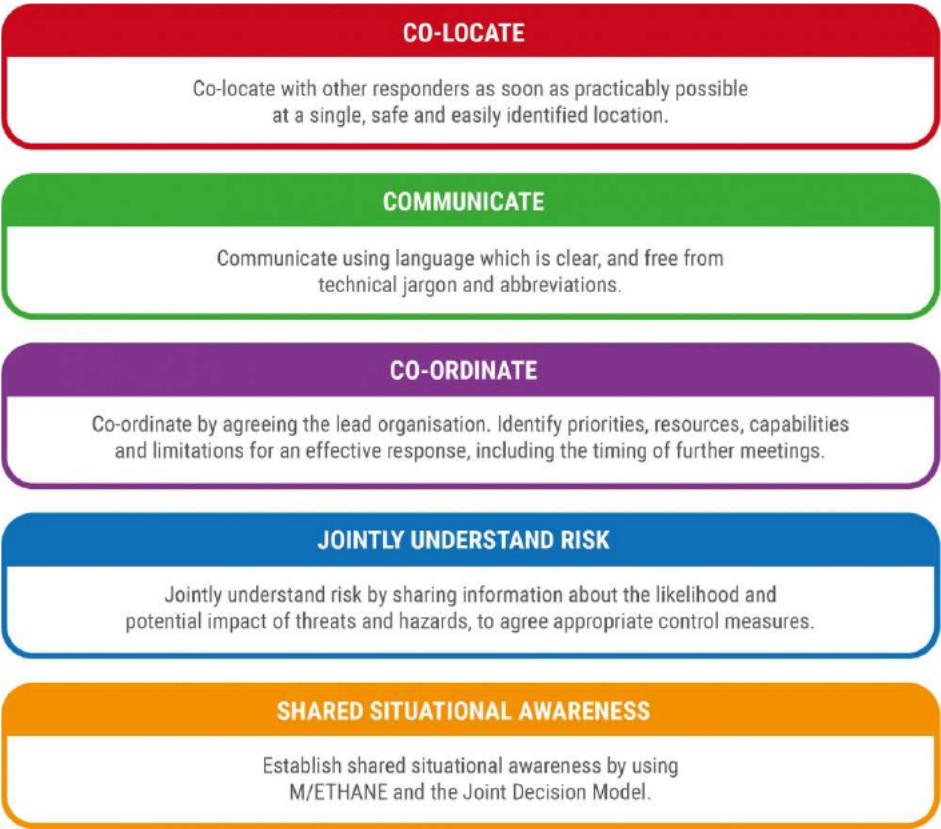
Strategic	
Tactical	

4.11 EOC BACKUP OPERATING PROCEDURES

Introduction

In the unlikely event that we are unable to use our primary EOC information management process due to cyber-attack or power outage, the below backup process will be utilised.

If the situation highlighted above materialises, there is a stronger onus on the JESIP principles for joint working. It will not be possible to coordinate an effective response to an emergency if internal departments and multi-agency partners are working in isolation, unable to communicate effectively. It is therefore strongly advised to ensure all key Council personnel involved in the response co-locate in the Authority’s Emergency Response Centre (ERC). Depending on the scale of the power outage or cyber-attack (multi or single organisational) consideration should be given to how multi-agency partners effectively communicate with one another. The requirement could be that the Council has representation in the local Tactical Coordination Centre (TCC) or other category one responders provide a detachment to the Council’s Emergency Operations Centre.



JESIP principles for joint working

Incident Support Staff, DRFT personnel and Council commanders deployed to the EOC will be required to comply with established procedures to enable the EOC to function effectively, including;

- The receipt, processing and recording of messages
- Printing and filing of incident management logs
- Printing and filing of media statements
- Printing and filing of situation reports

To assist in this process, guidance on completing the message forms and the timelines for printing and filing other documents can be found within these EOC backup operating procedures.

Incident management log

If the situation allows, a computerised incident management log will be utilised, otherwise a paper based version should be generated. All DFRTs, if activated, will use this one central log to record information related to their response and to record results of actions with which they have been tasked.

Within the EOC, it will be the responsibility of the Incident Support Officers to ensure a copy of the log is printed every 20 minutes (or at longer intervals as agreed by the EOC Manager). This will ensure that if computer systems are lost, available information will only be to a maximum of 20 minutes behind. A complete record of the log will be filed in the log file located at the Incident Support Officers workstation location. The log should contain no abbreviations or acronyms and full names of individuals or teams assigned actions should be used to avoid confusion.

All log entries from the EOC must start with an allocated EOC log number in a numerical sequence

Media statements

Incident Support Officers will ensure that all Plymouth City Council media statements are printed and filed in the media statements log file located on the Incident Support Officers workstation. Incident Support Officers should maintain regular contact with the communications team so all media statements can be collated in hard copy.

Situation Reports

All situation reports (SitReps) (**template on page 70**) should be completed in accordance with the current situation from each directorate. It will be at the discretion of the duty Tactical Commander (if applicable)/ EOC Manager when situation reports are completed and the responsibility of the EOC Assistant Manager to analyse the contents of the reports when submitted. Consideration should be given to the regularity of SitRep submissions. In reality, the frequency of reporting may decline as the emergency stabilises and internal impacts are better understood. SitReps act as a good briefing tool for staff who do not become involved in the response at the beginning and also for other PCC staff not involved in the response to the emergency, as they can use them to consider the impacts upon their service delivery. All SitReps will be collated by the EOC Assistant Manager and analysed. It will be the responsibility of the EOC Assistant Manager, with support of the duty Tactical Commander (if applicable) and EOC Manager to compile the situation report. A copy of the released situation report will be printed off by an Incident Support Officer and filed in the situation report log file located at the Incident Support Officer workstation location.

Completing the Message Form

All information should be recorded on the EOC message form. It will be the responsibility of the incident Support Officer(s) to complete section one and the EOC Tasking Officer(s) to complete section two.

Plymouth City Council, EOC Message form

MESSAGE CLOSED (Print Name)		Plymouth City Council Emergency Operations Centre (MASTER COPY - yellow)		EOC Log No (to be completed by Loggist only)	
MESSAGE FORM					
TIME:			DATE:		
MESSAGE TAKEN BY:					
Caller Name:			Message Source: (circle appropriate)		
Organisation:			Telephone		
Address:			In person		
			Email		
Contact Details: (telephone/email)			Fax		
			Other		
MESSAGE:					
Message Assessed By:				Time:	
Priority (circle appropriate)	Immediate	Within 2 hours	Whenever Practicable	No Action – For Info Only	
Action Required:					
Passed To:					
Carbonised paper – DO NOT write below this line					

Section One

Section Two

NOTE: Hard copy, pre-printed 3 part NCR pads are available in the EOC for use in an emergency

Section one instructions (completion by Incident Support Officer)

Upon completing the EOC message form, it should be passed, without delay, to the EOC Tasking Officer who is responsible for finalising the message form and assigning actions. This is done by completing section two.

Time	Enter the time that you are making the entry – use the 24 hr clock (i.e. 4.00pm should be entered as 1600). If the entry time is different to the occurrence time, indicate the occurrence time in the message details
Date	Enter the date as yyyy.mm.dd (for example 2024.11.23)
Message Taken By	Enter YOUR first and last name
Caller Name	Enter the name of the message originator calling or giving the information
Organisation	Enter the name of the organisation the message originator is from
Address	Enter the full postal address (include the postcode)
Contact Details	Enter any telephone number (mobile or landline) of the message originator and an email address (if given)
Message Source	Circle ONE of the sources of how you received the information
Message	Enter the information you are being told – make the message as simple as possible and include as much information as possible

Section two instructions (completion by Tasking Officer)

EOC Log No	Enter the next sequential number from the incident management log
Message Assessed By	Enter YOUR first and last name
Time	Enter the time that you are making the entry – use the 24 hr clock (i.e. 4.00pm should be entered as 1600)
Priority	Circle ONE of the priority boxes
Action Required	Enter the information and/or action you are requesting from another department/directorate/agency – make the request as simple as possible and include as much information as possible
Passed To	Enter the details of the person to whom the message form has been given – if no action is required, write FOR INFO ONLY
Data Entry Log No	Very carefully note this. Accuracy is key

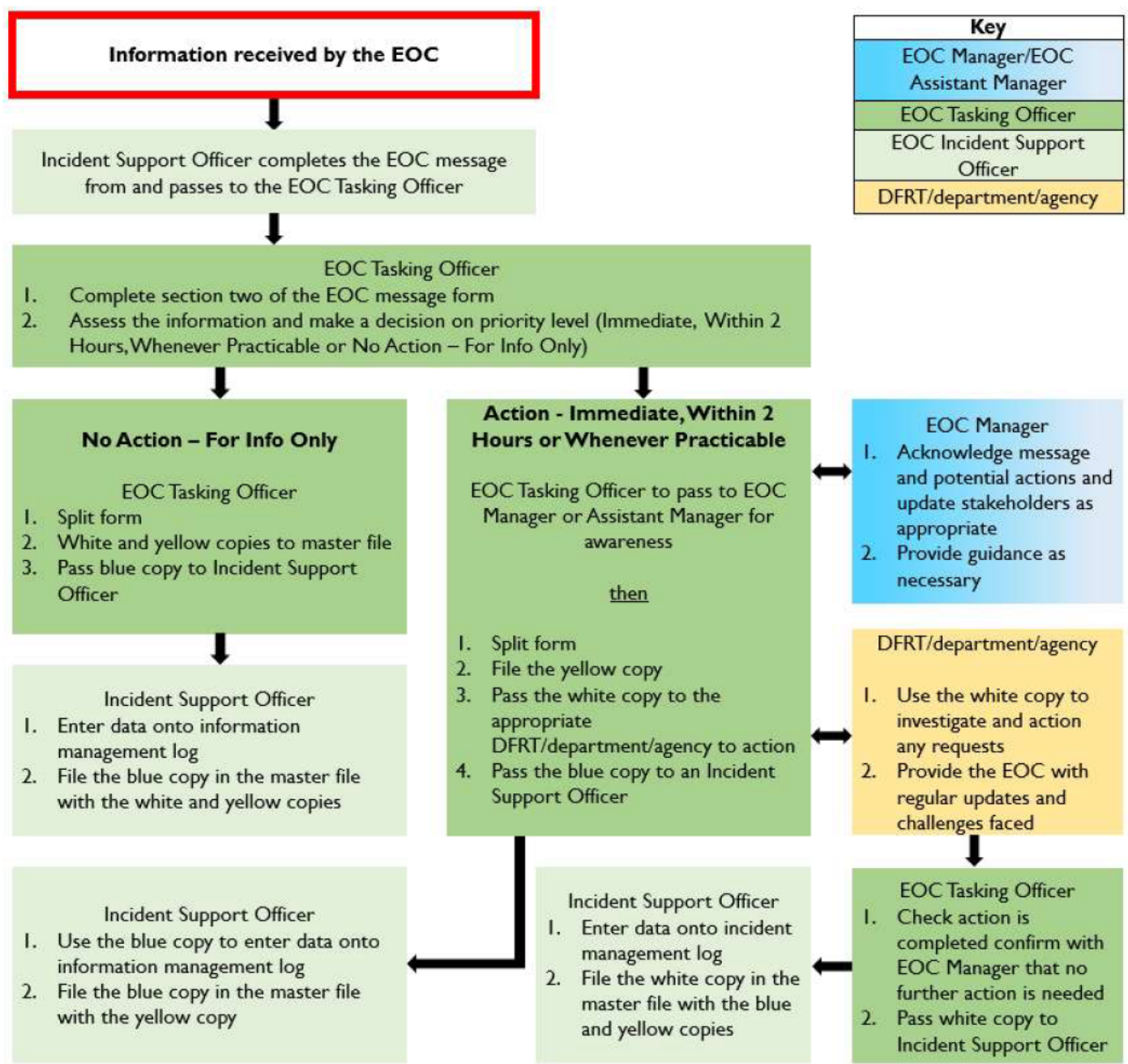
Once section one and two of the EOC message form have been completed, the EOC Tasking Officer is responsible for splitting the form.

- The top yellow master copy is filed in the EOC master log file
- The middle white action copy is passed to the person/department/directorate/organisation who is to complete the action
- The bottom blue copy is passed to an EOC Incident Support Officer for entry onto the incident management log and then stored with the top yellow master copy in the EOC master log file

All incident management log entries are to start with the allocated EOC master log number.

NOTE: *If the information recorded on the message form is for information only, file the yellow and white copies in the master log file and pass the blue copy to an Incident Support Officer in order that the incident management log can be updated.*

Information management flow as a backup EOC procedure



Situation report	
Time (24hrs):	Date (yyyy.mm.dd):
Name of person compiling report:	
Job title:	
Directorate:	
Department:	
Telephone contact details:	
Current directorate/department response	
Intended directorate/department actions	
Timescales for delivering actions	
Future directorate/departmental priorities	
Any other issues	

SECTION FIVE: EMERGENCY TELEPHONE ENQUIRY SERVICE (ETES)

5.1 INTRODUCTION AND OVERVIEW

Introduction

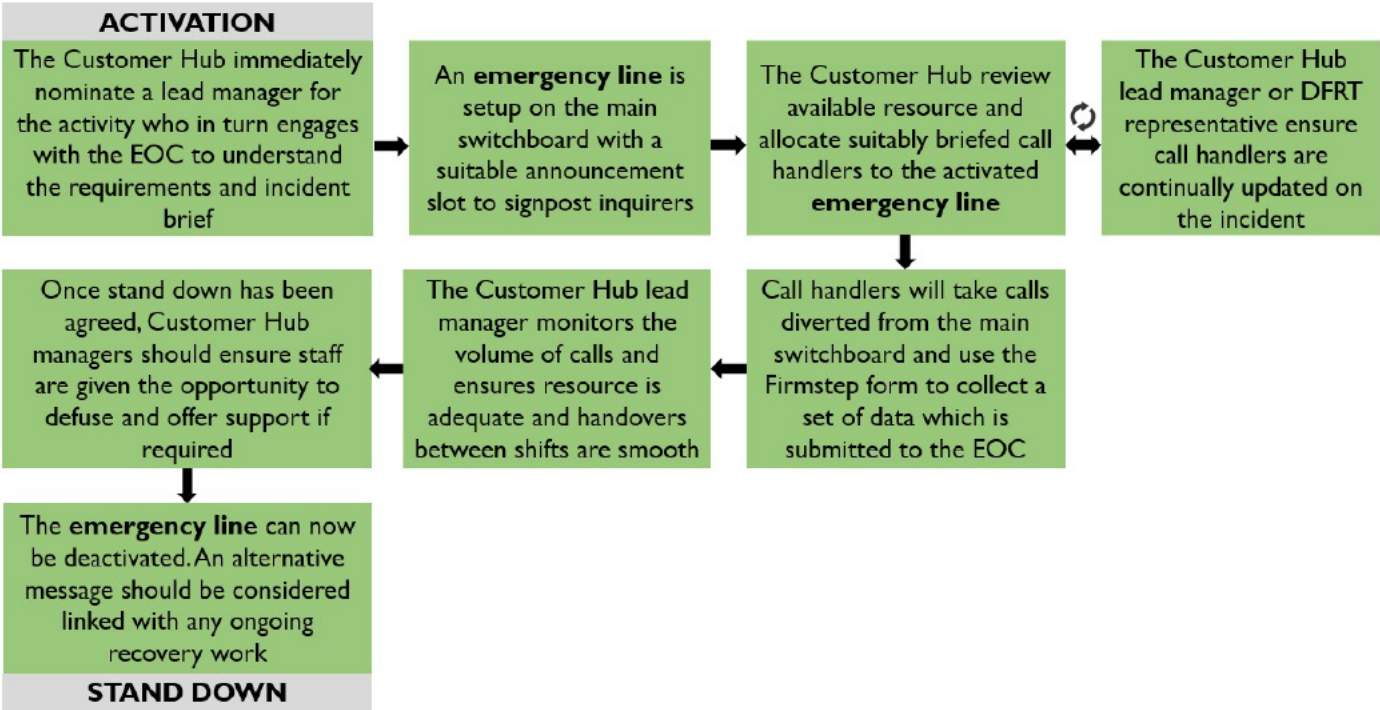
In the event that the Authority is responding to a significant major incident, an Emergency Telephone Enquiry Service (ETES) should be considered to support the volume of calls entering the Council switchboard. Early consideration should be given by the Tactical Commander and EOC Manager to activate an Emergency Telephone Enquiry Service (ETES) with agreement from the duty Strategic Commander. The ETES will support the Authority's response by answering queries from members of the public and ensuring all information is promptly submitted to the Emergency Operations Centre (EOC) for processing, thus alleviating some pressure on the EOC. The ETES will predominantly be staffed by Customer Hub employees, although in a large scale emergency, staff may need to be drafted in from other service areas.

Overview

The ETES will operate virtually to better align with current working practice in the service area responsible for delivery. The main Council phone line (01752 668000) will be altered to include an emergency line on standby with a specific announcement slot before the main switch. MS Teams will be utilised to ensure call handlers are continually updated on the situation with advice and guidance shared in this collaborative space. A suitable member of the Customer Hub management team should form part of the Customer and Corporate Services Directorate Functional Response Team (DFRT) and attend the hourly briefings held in the EOC by the EOC Managers. If physical attendance is not possible, a nominated Customer Hub manager should make regular contact with the EOC Manager/EOC Assistant Manager to keep suitably informed of the ongoing incident and update call handlers. Call handlers will be expected to capture basic information from a range of external stakeholders in a timely manner using a Firmstep form. This form will then be automatically submitted to the EOC for processing. Resource in the Customer Hub is dependent on other pressures though it should be possible to stand up a full ETES between the hours of 9am and 5pm. Outside of these hours, on weekends and bank/public holidays a process of best endeavours will be applicable with the potential to draw on the Out of Hours (OOH) resource.

5.2 ETES ACTIVATION, ACTIVATION LEVELS AND SET UP

The ETES will be activated via the Customer Hub managers or Digital Services at the request of the duty Strategic Commander with the support of the Strategic Director for Customer and Corporate Services. Once notified, Customer Hub managers will begin the process of reviewing available resource that can be allocated to the emergency line. This will need to be continually monitored to ensure a suitable number of call handlers are available to manage the volume of calls arriving at the switchboard. The responsible Customer Hub manager should ensure call handlers are suitably briefed on the incident prior to taking calls and continually briefed for the remainder of their shift. An overview of the ETES process can be found on the flow diagram below.



Activation Levels

To align with EOC activation levels it is proposed that the Customer Hub manager(s) will dynamically monitor the volume of calls on the emergency line. Demand levels will be monitored with consideration given to having staff dedicated to taking calls on the ETES line only, or allocating everyone on the line and ensuring the ETES line is granted a high priority. This blended approach will ensure the social care and crisis lines are also monitored by Customer Hub staff. The Customer Hub representative in the DFRT will ensure the EOC Manager is suitably updated on call volume throughout the emergency. Out of hours, the EOC Manager should maintain regular contact with the OOH call handler to ensure they are not becoming overwhelmed with calls and strive to provide support to that colleague.

5.3 ETES OPERATING CONSIDERATIONS

The Emergency Telephone Enquiry Service (ETES) is likely to receive two types of calls from members of the public; firstly, those relating to the actual emergency situation and secondly, those relating to the continued delivery of Council services.

Considerations should be given to:

- 1. Ensure the staff keep themselves up to date with the information via regular briefings with the nominated Customer Hub manager or DFRT representative
- 2. Utilise MS Teams guidance to answer any questions from members of the public
- 3. If a question is unable to be answered, gather as much information as possible and submit the Firmstep form for the EOC to investigate further
- 4. If directed by the Customer Hub manager, research the query and find out the answer
- 5. The Customer Hub manager will collate all answers in order that FAQs can be compiled and displayed on the information boards

SECTION SIX: PUBLIC COMMUNICATIONS, INCLUDING MEDIA MANAGEMENT

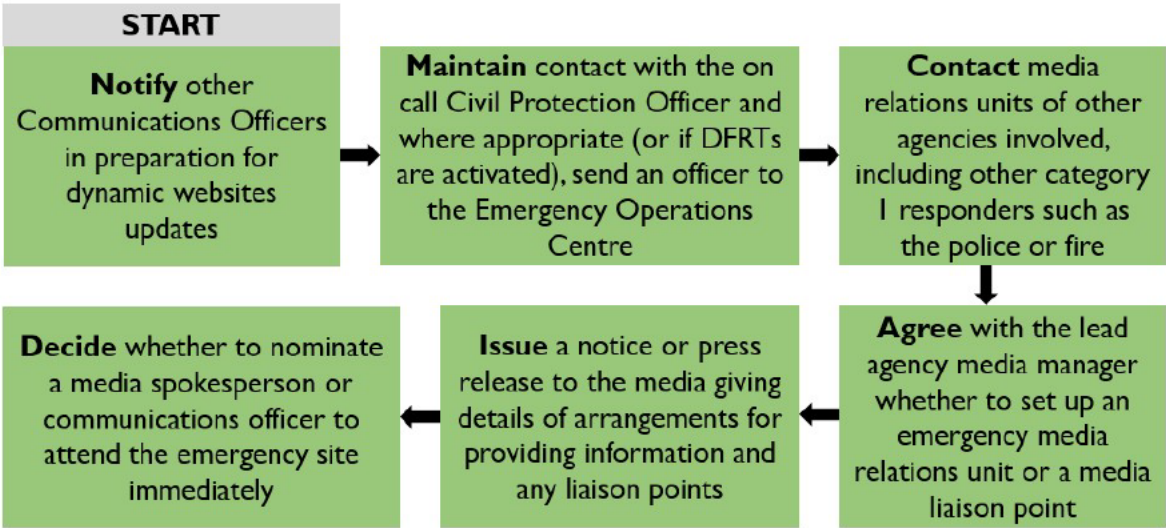
6.1 INITIAL RESPONSE

It is essential that the Communications Team is alerted as soon as it becomes apparent that an emergency is developing that could generate local/national interest.

First Point of Contact

The primary point(s) of contact for both in and out of hours will be the Head of Public and Partner Relations or the Communications and Engagement Manager or another Communications Officer as listed in the CPS Emergency Telephone Directory.

The Head of Public and Partner Relations or the Communications and Engagement Manager will then:



An action card detailing the responsibilities of the Authority Communications Manager can be found in section 6.4

6.2 MEDIA BRIEFING CENTRE

Media Liaison Point

In some circumstances the Council would set up a Media Liaison Point at an emergency, or a relevant site such as a rest centre/emergency shelter. The aims would be:

- To provide information to the public through the media
- To identify media and provide accreditation
- To protect the privacy of victims
- To make arrangements for the media to visit the site if possible
- To manage the media interest by arranging interviews and filming opportunities

Media Briefing Centre

A longer-term emergency may mean a Media Briefing Centre (MBC) will be set up near the emergency site. A suitable site for the MBC should ideally have a power supply, telecommunications, toilets and accommodation to provide interview facilities and a conference room.

Once the MBC is set up, this will become the main source of information to the media. Direct communication links should be made with (those below which are active):

- Forward Control Point / Incident Control Post
- Police Incident Control Room
- Council's Emergency Operations Centre
- Police Press Office

In the event of an emergency that affects a large area, such as a nuclear accident, adverse weather, marine pollution, or release of toxic fumes, the MBC will usually be established adjacent to the location of the Strategic Coordination Centre (SCG). Responsibility for the media response may lie with the Council, rather than with the Police, who may only be involved with the initial emergency. Spokespersons from central and/or local government, the emergency services and other involved agencies must be available to brief the media.

In the case of a significant protracted emergency, consideration may be given to seeking reinforcement from the Government Communications Service and members of the Devon, Cornwall and Isles of Scilly Warning and Informing group. Where the MBC is required over a lengthier period, assistance may be required from other organisations who have experienced press officers. These could include press officers from neighbouring Authorities and freelance public relations professionals.

Location

Suitable sites for MBC range from property in the Council estate to schools or community hubs. It is essential that a location for a centre is identified, authority given to use it, and the site publicised early on.

Media Briefing Centre set up

The lead agency communications manager is responsible for deciding whether the volume of media enquiries justifies the establishment of a MBC. In an emergency where the Council is the lead agency, they would supply a senior communications officer to provide media relations support to the duty Strategic Commander in overall command of the emergency. If a MBC is to be established, details of its location and contact details will be circulated. It is important that the MBC has internet access for media centre staff.

Staffing

- The MBC may be staffed by personnel drawn from the following organisations, who must be professionally trained for these duties, and carry ID cards:
 - Local authority communications staff as nominated
 - Police Media Relations staff as nominated
 - Media spokespersons from other agencies involved in the emergency as appropriate
 - Communications digital and social media specialist
 - Support staff as identified, preferably from each agency, to provide administrative support to include the following tasks:
 - Administrative assistance for the MBC Coordinator
 - Logging
 - Maintaining displays of press statements, photographs, plans, etc.
 - Distribution of press statements

Layout

The MBC should be divided into three functional areas:

Media area

To provide a location and facilities for media representatives to prepare their reports and to receive information from MBC staff

Briefing area

Press conferences will be held here as required. Space should also be made available to facilitate radio and TV interviews

Communication management area

Dedicated area for communications leads from relevant agencies to coordinate the public communications response

NOTE: Consideration should be given to whether parking is available for satellite trucks

Equipment

The basic requirements for a MBC are:

- Tables and chairs
- A network (preferably Wi-Fi) with stable internet access and printers
- Multiple power sockets
- Action/message pads and additional stationery
- Information Boards (white boards, flip charts etc.)
- Administrative and copying facilities, including a Multi-Functional Device (MFD)
- Audio-visual equipment (Radio and TV)
- Refreshments and catering provision (especially in prolonged emergencies)
- Telephone connectivity for resilience and poor signal locations

Press Conferences

Consideration should be given to the regularity of press conferences or media briefings to be held in the briefing area. The lead authority will expect experts from the relevant agencies to take part as required. Other interview opportunities or briefings might take place at the scene of the emergency.

6.3 MEDIA RELEASES AND ACCESS

Until strategic command has had time to assess the emergency, initial statements to the press from all agencies should be confined to the correct statement of facts as far as they are known at the time. This is crucial, as release of conflicting information or opinion could lead to consequential misunderstanding between those affected by the emergency and the general public.

These statements will usually be coordinated through the media manager of the lead agency.

It will be the responsibility of the overall Incident Commander to ensure that correct information is passed to the Media Liaison Manager as a matter of urgency and this should be very high on the list of priorities.

While all media information should be released by the lead agency on behalf of all agencies involved, when the Council is not the lead agency it can still release factual information on Council actions (information on schools or social services for example) to support the lead agency press release. These should be cleared by the Media Relations Manager for the lead agency.

Staff giving background information should not speculate on the causes of the emergency or provide opinions about who might be to blame or how it happened. For example, a scientist might provide information about how birds are cleaned in the event of an oil pollution incident but should refrain from answering questions on the cause of the incident. A communications officer should always be present and should report to the Media Liaison Manager any line of questioning from reporters.

Access

The police will usually control access to the site of a major emergency via cordon. The lead agency (if not the police) and the police will decide whether to establish a Media Liaison Point outside the outer cordon.

The media should be kept clear of the emergency services while dealing with any major emergency. If unmanaged, media reporters, photographers and film crews could hamper the operation or put themselves at risk.

The media will require images of the scene very quickly and if kept away, may seek their way around any cordon. Managed access to a site from a safe vantage point should be considered as quickly as possible.

The decision for allowing media access should be made by the onsite Incident Commander and the Media Manager or as follows;

- **The immediate vicinity of the scene** - At the discretion of the Police incident officer or, in cases of fire, the Fire incident officer
- **Emergency Control Centres** - At the discretion of the relevant commander and Media Manager
- **Casualty receiving hospitals** - With permission of the hospital management
- **Family and Friends Reception Centres** - Accompanied by a Press Officer
- **Rest Centres/Emergency Shelters** - By agreement with the Rest Centre Manager

6.4 **ACTION CARD 19: AUTHORITY COMMUNICATIONS MANAGER**

Immediate Actions

- Contact all other available communications officers
- Ensure social media is being monitored and holding lines posted ASAP
- Contact Digital Services to ensure web support is available
- Contact media managers for all appropriate agencies and establish which agency is taking the lead
- Consider the need for support from other local authority media teams in the region
- Consider the need for support from the Government Communications Service and members of the Warning and Informing Group
- If activated, ensure there is a communications officer deployed to the Emergency Operations Centre, Executive Office Directorate Functional Response Team (DFRT)
- Appoint communications officer to monitor all social media activity related to the incident and to correct misinformation and signpost official statements
- Decide scale of media facilities and the need to establish a Media Briefing Centre
- Inform the media of any arrangements for press releases, Media Briefing Centres or Media Liaison Points
- Consider the appropriate location for media briefings and press conferences
- Consider the need for amplification system for media briefings
- Consider the information needs of Council staff and their families
- Ensure elected members are being briefed and sent copies of media statements

Further Considerations

- Draw up a roster to provide communications representation over the expected length of the emergency
- Appoint an officer to monitor media output, including social media
- Decide times of media briefings
- Prepare for media briefings
- Anticipate likely questions and prepare information
- Arrange for spokespersons
- Look ahead for authoritative advice
- Consider whether communications support is required at rest centres

6.5 ADVICE FOR SPOKESPERSONS

Do not	Give out any information unless you are certain it is correct
Do not	Do any media interviews or provide comments until you have contacted the Communication Manager
Do not	Speculate. Your interpretation could end up being quoted as hard fact
Do not	Say “No Comment”. It can be taken as a negative answer
Do not	Be afraid to say, “I don’t know yet”
Do not	Deny access or any assistance automatically. Ask yourself why you can’t help before you refuse it
Do not	Allow yourself to be distracted from the main task. Explain if you have to, why you are too busy to help
Do	Refer any media enquiries or interview requests to a Communications officer or the Media Briefing Centre
Do	Find out the name of any reporter who contacts you at the scene and pass this on to a Communication Manager
Do	Know where the MBC is and what assistance the media can get there
Do	Explain where media questions can be answered if you cannot help yourself
Do	Let the Communications Manager know immediately of any developments that could help their duties
Do	Remember that even though you are not an appointed spokesperson, your attitude and what you say to the media will be reflected on your organisation as a whole
Do	Ask for ID and note who you are talking to and what you say
Do	Inform the Communications Manager of any journalist you suspect of behaving in a manner unacceptable to the situation
Do	Offer guidance where you can. It helps no one to have the media flying around in the wrong direction

SECTION SEVEN: RESPONSE DEPLOYMENT BLUEPRINT

7.1 DEPLOYMENT OVERVIEW

MAJOR INCIDENT BLUEPRINT	
PCC EXTERNAL DEPLOYMENT	
At the scene	Operational Local Authority Liaison Officer (LALO) see action card 14
Tactical Coordinating Centre (TCC)	Tactical Local Authority Liaison Officer (LALO) see action card 13
	Tactical Advisor (Civil Protection Officer, or nominated deputy)
	Consultant in Public Health (if required) or nominated deputy
	TCC Incident Support Officer see action card 15
	Resilience Direct Mapping Officer see action card 16
	Loggist see action card 17
Strategic Coordinating Centre (SCC)	Strategic Local Authority Liaison Officer (LALO) see action card 12
	Strategic Advisor (Civil Protection Service Manager, or nominated deputy)
	Director Public Health (if STAC required) or nominated deputy
	SCC Incident Support Officer see action card 15
	Resilience Direct Mapping Officer see action card 16
	Loggist see action card 17
PCC INTERNAL DEPLOYMENT	
Emergency Response Centre (ERC)	EOC Incident Support Staff see section 4.2
	Directorate Functional Response Teams (DFRTs) see section 7.2
	Council Emergency Management Team (CEMT) see section 2.4
	Tactical Emergency Response Group (TERG)

7.2 STRATEGIC LEVEL DEPLOYMENT

STRATEGIC DIRECTORS MEETING REQUIREMENTS					
	SCG	CEMT	STAC	BCSG	RECOVERY
Chief Executive	X	X			
Assistant Chief Executive		X		X	X
Director of Children's Services		X			X
Strategic Director of Customer and Corporate Services		X			X
Strategic Director of People		X			X
Strategic Director of Place		X			X
Director of Public Health		X	X	X	

7.3 CUSTOMER AND CORPORATE SERVICES – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the Service Director for Customer and Digital Experience or nominated deputy, who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director/Head of Service within Customer and Corporate Services first (with others as fall back):

- Service Director for Finance
- Service Director for HR and Organisational Development
- Service Director for Digital and Customer Experience

Services overview

The Service Director receiving the notification will consult with other Service Directors in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Strategic Director for Customer and Corporate Services and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Finance

- Ordering of supplies and services
- Payments
- Cash management
- Recording and controlling income and expenditure
- Appeal funds
- Insurance advice e.g. ensure that any potential claims against the Authority have been identified and mechanisms are in place to respond
- Revenues & Benefits

HR and Organisational Development

- Provide access to staff records where required
- Continuation of HR and Organisational Development Services still deemed necessary
- Liaise with all departments to advise on HR procedures to be followed
- Ensure health and safety at the scene, Rest Centres and the EOC
- Liaise with the Health and Safety Executive as appropriate
- Ensure Managers are equipped to brief/debrief all staff involved in emergency response including awareness of services provided by Occupational Health and to undertake Post Emergency Reviews

- Engage Trade Unions
- Advise Chief Executive on remuneration options where applicable
- Implement the HR & Organisational Development Business Continuity Plan where applicable
- Facilities Management (Hard and Soft Services) Key holders and access information to authority buildings
- Building security
- Building cleaning
- Provision of additional accommodation
- Structural assessment and repairs
- Engineering advice on service installations

Digital and Customer and Experience

- Front door of PCC via phones, email / digital and on occasion face to face
- Libraries Service
- Registrations
 - Registrations of Births, Deaths and Notices of Marriage & Civil Partnership
 - Citizenship & Nationality Checking
 - Ceremonies, Statutory & Celebratory
 - Production of copy certificates (over 20,000 per year)
- Emergency Operations
- Set up and operation of the Emergency Telephone Enquiry Service (ETES)
- Information Governance/Security/Data Protection advice
- Document Storage and advice in relation to security and protection of physical documents

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel stated in the Directorate Emergency Telephone Directory. In addition, consideration should be given to contacting the below key directorate personnel.

Service area	Primary contact	Secondary contact
Finance	Service Manager for Revenues, Benefits and Transactions	Relevant Team Leader
Finance	Head of Procurement	Senior Category and Contract Manager
Finance	Head of Financial Planning and Reporting	Head of Integrated Finance
HR and Organisational Development	Facilities Manager (Soft Services)	Relevant Concierge Team Leader
HR and Organisational Development	Facilities Manager (Hard Services)	Engineering Team Leader
HR and Organisational Development	Head of Health and Safety	Senior Health, Safety & Wellbeing Advisor
HR and Organisational Development	Head of HR Consultancy	Head of Culture and Employee Engagement
Customer Services	Service Director for Digital and Customer Experience	Service Manager (Digital and Customer Experience)

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

- **Level 1 - Standby Mode**

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

- **Level 2 - Situation Escalating**

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

- **Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams**

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained information management system operators and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.4 CHILDREN'S SERVICES – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the Service Director for Education, Participation and Skills or the Service Director for Children, Young People and Families who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director/Head of Service within Children's Services first (with others as fall back):

- Service Director for Education, Participation and Skills (EPS)
- Service Director for Children, Young People and Families (CYPF)

Services overview

The Service Director receiving the notification will consult with other Service Directors in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Director for Children's Services and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Children, Young People and Families

- Support in needs assessment of evacuated residents at Evacuation Assembly Points (EAPs)
- Deployment of Social Workers as required
- Support for Children and Young People in care, in children's centres (under external management) and children in need.
- Family Support
- Safeguarding

Education, Participation and Skills

- Rest Centre catering needs beyond the Royal Voluntary Service provision
- Support to children, young people and teachers affected by an emergency
- School Key Holders List and Head teacher Emergency Contacts
- School Liaison
- School Transport
- School and Setting Liaison
- Database of settings, nurseries and child-minders (One System)
- Under 5's support and Children's Centre resources for Rest Centres
- Link to Plymouth Centre for Faiths and Diversity
- Support for children with additional needs

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel stated in the Directorate Emergency Telephone Directory. In addition, consideration should be given to contacting the below key directorate personnel.

During working hours

Service area	Primary contact	Secondary contact
Children, Young People and Families	Service Director for Children, Young People and Families	Relevant Head of Service
Education, Participation and Skills	Service Director for Education, Participation and Skills	Head of Access to Learning

Out of hours

Service area	Primary contact	Secondary contact
Children, Young People and Families	Service Director for Children, Young People and Families	Out of hours Team Manager or Relevant Head of Service
Education, Participation and Skills	Service Director for Education, Participation and Skills	Head of Access to Learning or relevant Head of Service

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.5 EXECUTIVE OFFICE – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Head of Service in the Executive Office who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Head of Service within the Executive Office first (with others as fall back):

- Head of Legal Services
- Head of Electoral Services
- Head Public and Partner Relations
- Head of Governance, Performance and Risk

Services overview

The Head of Service receiving the notification will consult with other Heads of Service in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Assistant Chief Executive and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Executive Office

- Ensure elected members are supported
- Make available additional suitable hybrid/in-person conferencing locations as required
- Support the EOC with any analysis of data and report writing
- Support the Council response with quick analysis of similar historical incidents/guidance/legislation and provide briefs as requested
- Support CEMT by completing any funding applications
- Support senior leaders/members/MPs with any VIP delegations to the city or dynamic civic/community events related to the emergency
- In prolonged emergencies, endeavour to provide staff to the EOC
- Through DFRT representation, provide a constant communication specialist to the EOC and utilise all accessible communication channels to 'warn & inform' and update our communities

Legal Services

- General legal advice on the Bellwin Scheme
- General legal advice on establishing charities (for receipt of donations)
- General legal advice on establishment of rest centres
- Contact with HM Coroner
- General legal advice in relation to body storage issues
- All other general legal advice required in relation to the specific emergency

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

Service area	Primary contact	Secondary contact
Democratic Services	Head of Governance, Performance and Risk	Senior Governance Advisor
Performance	Head of Governance, Performance and Risk	Senior Performance Advisor
Policy and Intelligence	Senior Policy Advisor	Any relevant Policy and Intelligence Advisor
Electoral Services	Head of Electoral Services	CEX/Electoral Services Practice Manager
Communications	Head of Public and Partner Relations	Communications and Engagement Manager
Legal Services	Head of Legal Services	Any relevant Senior Lawyer

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.6 ODPH – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major incident or emergency. In the event of this situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Senior ODPH Officer who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Senior Public Health Officer within ODPH first (with others as fall back):

- Director of Public Health
- Relevant Public Health Consultant

Services overview

The Senior ODPH Officer receiving the notification will immediately take on the role of chair of the Directorate Functional Response Team (DFRT) and with consideration of the type and scale of the incident, will make contact as appropriate with the Directorate Functional Response Team comprising Public Health and Public Protection Service.

They will also alert the Director of Public Health.

Civil Protection Service

- 24/7 on-call service
- Emergency management at scene
- PCC Tactical/Strategic Command Centre Advisor
- EOC advisor

Public Protection Service

- Environmental advice/information
- Petroleum spillages
- Infectious disease
- Contaminated food
- Monitoring equipment – petroleum fumes
- Animal health issues – emergency situation would be triggered by confirmed outbreak
- Pest control/dog wardens
- Cemetery/cremation processes
- Reports of fatalities or major incidents regarding a work activity, other than PCC employees or activities
- Pollution – environmental, including odour
- Port Health

Public Health

- Provide public health advice to the community affected by an emergency, on behalf of the Local Authority
- Lead for Health Protection on behalf of the local authority including working with United Kingdom Health Security Agency (UKHSA) to manage health protection incidents and outbreaks of infectious disease, and to give advice regarding community infection prevention and control

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

During working hours

Service area	Primary contact	Secondary contact
Public Health	Director of Public Health	Public Health Consultant x3
Public Protection	Environmental Protection Service Manager	Environmental Protection Senior Officer
Public Protection	Intelligence and Licensing Service Manager	Intelligence and Licensing Senior Officer
Public Protection	Environmental Health (Food Safety) Service Manager	Environmental Health (Food Safety) Senior Officer
Community Empowerment	Community Empowerment and Operational Lead	Community Empowerment Manager
Bereavement Services	Head of Bereavement Services	Assistant Manager of Bereavement Services

Out of hours

Service area	Primary contact	Secondary contact
Public Health	Director of Public Health	Public Health Consultant

Note: *additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.*

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

- **Level 1 - Standby Mode**

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

- **Level 2 - Situation Escalating**

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

- **Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams**

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.7 PEOPLE – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Service Director who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director within the People directorate first (with others as fall back):

- Service Director for Community Connections
- Service Director for Integrated Commissioning

Services overview

The Service Director receiving the notification will consult with other Senior Managers in the directorate to decide who is best placed to take on the role of chair of the Directorate Functional Response Team (DFRT) with consideration given to the type and scale of the incident.

They will also alert the Strategic Director for People and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Integrated Commissioning

- Needs assessment of evacuated residents at Evacuation Assembly Points (EAPs)
- Support the coordination of the Voluntary, Community and Social Enterprise (VCSE) sector
- Access to Care First system to identify community vulnerable residents
- Community meals and domiciliary care services

Community Connections

- Links to Plymouth Community Homes (PCH) and other Registered Social Landlords (RSLs)
- Liaison for matters such as housing repairs
- Temporary accommodation
- Safer Plymouth
- Support to the homeless community
- Access to community spaces such as youth centres

Sports Development Unit

- Activities for children/young people at rest centres

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

Service area	Primary contact	Secondary contact
Community Connections	Service Director for Community Connections	Any Strategic Manager in Community Connections
Integrated Commissioning	Service Director for Integrated Commissioning	Head of Commissioning or Any Strategic Commissioning Manager

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

7.8 PLACE – RESPONSE DEPLOYMENT BLUEPRINT

Introduction and activation

The objective of this response plan is to ensure arrangements are in place for efficient support of the Council's response to a major emergency. In the event of an emergency situation the on-call Civil Protection Service Officer, or the Emergency Operations Centre (EOC) Manager will directly contact the most relevant Service Director who will take on the responsibility for cascading the information or call for urgent action to members of the Directorate Functional Response Team (DFRT).

The on-call Civil Protection Service Officer or EOC Manager will make an initial assessment of the type of emergency and then contact the most relevant Service Director within Place first (with others as fall back):

- Service Director for Street Services
- Service Director for Strategic Planning and Infrastructure
- Service Director for Economic Development

Services overview

The Service Director receiving the notification will immediately take on the role of chair of the Directorate Functional Response Team (DFRT) and with consideration of the type and scale of the incident, will make contact as appropriate with the DFRT comprising Network Management, the Council's Highways Contractor, Building Control, Fleet & Garage Services, Street Cleansing & Grounds and Waste.

They will also alert the Strategic Director for Place and notify the EOC when the DFRT is operational. It is proposed that the DFRT will attend the Emergency Operations Centre (EOC) in person, but virtual attendance will be considered if appropriate to the significance of the incident and the impact on the directorate.

Highways, Parking & Marine Services (Street Services)

- Network management/traffic management issues/priority traffic lights (in conjunction with the Council's Highways Contractor)
- CCTV coverage/out of hours contact
- Provision of parking enforcement/radio comms

Highways (Contracted Services)

- Assistance at road traffic collisions
- Road closures and road diversions
- Roads maintenance (defects/repairs)
- Network management/traffic management issues/priority traffic lights
- Network CCTV coverage
- Flooding equipment
- Winter service (gritting etc.)
- Highway related incidents
- Chapter 8 trained staff for road closures
- Portable lighting equipment

Fleet & Garage Services (Street Services)

- Plant/vehicle hire
- Fleet/vehicle access
- Garage services
- Fuel bunkering

Street Cleansing & Grounds (Street Services)

- Tree surgery
- Closure of Mount Batten breakwater
- Emergency spillages – cordoning
- Site clearance collection
- Waste transfer
- Road traffic collision clean-ups on the highway
- Pollution/slipways clean up – beachmasters
- Asbestos removal (via contractor)

Waste Disposal (Street Services)

- Site clearance disposal
- Hazardous waste disposal (via contractor)

Building Control (Strategic Planning & Infrastructure)

- Building control/dangerous structures

Public Transport (Strategic Planning & Infrastructure)

- Access to public/community transport for evacuation

Contacting Staff

In the first instance, the DFRT chair will make cascading telephone calls, as appropriate, to the priority personnel in the Directorate. In addition, consideration should be given to contacting the below key directorate personnel.

During working hours

Service area	Primary contact	Secondary contact
Street Services (Highways, Parking & Marine)	Director for Street Services	Group Manager(Parking and Marine) or Engineering Manager
SW Highways (Contracted Services)	Highways Maintenance Manager	Any relevant Highways Technician
Street Services (Street Cleansing & Grounds)	Operations Manager (Street Scene/Waste)	Any relevant Team Leader

Strategic Planning & Infrastructure (Building Control)	Building Control Manager	Any relevant Building Control Officer
Strategic Planning & Infrastructure (Public Transport)	Head of Transport	Strategic Transport Manager

Out of hours

Service area	Primary contact	Secondary contact
Street Services (Highways, Parking & Marine)	Director for Street Services	Group Manager (Parking and Marine) or Engineering Manager
SW Highways (Contracted Services)	Out of hours contact through call centre	Highways Maintenance Manager
Street Services (Street Cleansing & Grounds)	Operations Manager (Street Scene/Waste)	Any relevant Team Leader
Strategic Planning & Infrastructure (Building Control)	Out of hours contact through call centre	Building Control Manager or any relevant Building Control Officer
Strategic Planning & Infrastructure (Public Transport)	Head of Transport	Strategic Transport Manager

Note: additional staff may be contacted as required. The chair will also need to ensure there are sufficient numbers in the DFRT to be able to cover 24hours in shifts and to consider business continuity plans if required.

Level of Response

The level of response will be determined by the type and scale of the emergency. The following guidelines should be followed:

▪ Level 1 - Standby Mode

Relevant people contacted (briefed) and meetings arranged as required by the DFRT chair.

▪ Level 2 - Situation Escalating

Operational Coordination Point (OCP) established (if required) – chair to determine appropriate meeting site for DFRT e.g. virtual or EOC. Service area grab boxes to be collected (if applicable).

Emergency Operations Centre established.

▪ Level 3 - Full Activation of the Council's Emergency Operations Centre, including the establishment of Departmental Functional Response Teams

All members of the Directorate Functional Response Team will be notified if they should attend the EOC or other location as directed by the EOC Manager.

Each member of the DFRT is to inform colleagues in case cover arrangements are required.

Trained personnel and staff members nominated are to join the DFRT with agreed replacement(s) to ensure reasonable cover.

Stand Down

The chair will maintain contact with the EOC throughout the emergency and will notify the EOC when the DFRT stands down.

SECTION EIGHT: ANNEXES

ANNEX A - TRAINING AND EXERCISING POLICY

Aim

Under the Civil Contingencies Act 2004, Plymouth City Council has a statutory duty to put in place emergency plans. This policy will specify how Plymouth City Council, as a category one responder, can undertake its duties in a major emergency through integrated training and exercising.

Objectives

- Identify learning requirements and needs for Council employees, elected members and those voluntary agencies with whom we collaborate with in emergencies
- Develop a training programme to address those needs ensuring it reflects the Council's staff development policy and ensures the organisation is fit to respond to an emergency
- Raise standards of development, training and learning within the emergency planning arena
- By maintaining an organisational holistic overview, identify skill requirements for Council employees and elected members both now and in the future

Introduction

This has been produced by the Civil Protection Service, in consultation with Human Resources and Organisational Development (HROD) and incorporates learning and development activities for employees of the Council, voluntary agencies and elected members. In emergencies, Authorities and elected members have a formal role in representing the interests of the communities they serve, so therefore, it is crucial that we prepare for identified hazards through planning and structured training.

The local authority is required, by statute, to maintain plans to ensure that, if an emergency occurs or is likely to occur, they can deliver their functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effects, or taking other action in connection with it (Civil Contingencies Act, Section 2(1) (d)).

This responsibility includes arrangements for the provision of training of an appropriate number of staff that are considered critical to the response. A wide range of causes may trigger emergencies to which the Authority needs to respond. The type of incident dictates the precise nature of the response, however, the Authority needs to have arrangements in place which will enable it to respond, while maintaining critical functions and activities as much as reasonably practicable.

The training programme needs to be 'broad spectrum' to allow enough flexibility to support those who have prior knowledge in emergency planning and provide for the needs of those with limited knowledge. Civil Protection Liaison Officers (CPLOs) and managers throughout the Council should facilitate in identifying staff members who will have a role to play in the event of an emergency. Roles and responsibilities are already described in the Emergency Response Plan (ERP). At reasonable intervals, the CPS will review Incident Support Staff membership and attempt a recruitment drive to bolster resilience. In addition, managers should regularly review existing staff who have undertaken training and identify if there is a need for additional staff to be trained within their service area. The Civil Protection Service will maintain a record of individuals who have undertaken any training delivered by the CPS or a commissioned external provider.

Delivery

Training sessions will be delivered either by the CPS or a commissioned external provider with specific expert knowledge. Programmes may be coordinated jointly through the CPS and HROD and training will be delivered through eLearning, workshops/seminars or task-orientated group work. Support information and worksheets will accompany each programme and these may also be used for self-study or as an aide-mémoire post training. In order to meet our objectives, training may consist of awareness presentations (learning), table top exercises (practice) and exercises (testing).

Learning development and objectives

On regular intervals the CPS will undertake a gap analysis to ensure emergency response resilience. The requirements of the CPS to meet its obligations under the Act will determine how many and what training programme staff need to undertake. Incident Support Staff and their immediate line manager will be notified of the need to undertake training, the objectives and agree a date.

Course objectives are built into the individual learning and development programmes. Some employees have designated responsibilities in the event of an emergency, while others may participate by volunteering to work within the Council's Emergency Operations Centre (EOC). The learning and development opportunities to be offered complement this by offering a variety of suitable courses ranging from the initial course developed to introduce candidates to emergency planning, to specialised courses for employees who have designated responsibilities in the event of an emergency.

Course evaluation

At the conclusion of each course:

- End of course evaluation feedback form to be completed
- Information gathered through the evaluation process will be analysed and feedback incorporated into further development of training programmes

Available courses and development opportunities

Emergency planning and business continuity management eLearning

- Aimed at all staff and those who are likely to be involved in responding to an emergency or business continuity incident

Devonport Off-Site Emergency Plan (DOSEP) eLearning

- Aimed at staff who are likely to be involved in the response to a nuclear emergency at Devonport Dockyard

Emergency Operations Centre (EOC) familiarisation training

- For Incident Support Staff (ISS) and those who will be attending the EOC, such as Tactical/Strategic Commanders and Directorate Functional Response Team (DFRT) staff

Emergency Operations Centre (EOC) information management training

- Primarily for Incident Support Officers (ISOs) who will be using our information management system to log, cascade, track and close allocated tasks

Introduction to emergency and resilience management training

- For all Incident Support Staff (ISS) with limited knowledge of the emergency planning profession who want/need to further develop

Tactical Commander Roadmap training

- Bespoke course delivered to Tactical Commanders with a focus on tactical decision making in emergency response and recovery

Strategic Commander Roadmap training

- Bespoke course delivered to Strategic Commanders with a focus on strategic decision making in emergency response and recovery

Elected Member Roadmap training

- Designed for Members to give an overall awareness of their roles and responsibilities

Loggist training

- A course designed to train staff in order to support Authority commanders with recording decisions accurately and timely using agreed procedures

Plymouth hazard site tours

- Ad hoc hazard tours give staff involved in a range of emergencies 'in person' awareness of specific sites across Plymouth. These tours will primarily be open to Tactical and Strategic Commanders and on occasion our multi-agency partners

Exercises

Exercises are considered to be a key element of the training process, it is an opportunity to use your knowledge in a simulated response/recovery situation. Staff will be encouraged to participate in both statutory and non-statutory exercises that the CPS are involved in. The CPS will advertise when spaces on exercises become available for Incident Support Staff and Tactical or Strategic Commanders to become involved in. In most cases, spaces will be filled on a first come first serve basis, unless there is a need to exercise specific role functions/responsibilities or involve staff with expert knowledge.

ANNEX B - GLOSSARY OF TERMS (CPS LEXICON)

Term	Definition
(The) Act	The Civil Contingencies Act 2004, established a single framework for civil protection in the UK. Part 1 of the Act establishes a clear set of roles and responsibilities for Local Responders; Part 2 of the Act establishes emergency powers
Body Holding Area	An area close to the scene where the deceased can be temporarily held until transfer to the emergency mortuary or mortuary
Bronze (Operational)	The operational tier of command and control within a single agency (below strategic level and tactical level) at which the management of 'hands-on' work is undertaken at the incident site(s) or associated area
Casualty Bureau	Initial point of contact and information, maintained by the police, for all data relating to the identification of casualties
Civil Protection	Organisation and measures, under governmental or other authority, aimed at preventing, abating or otherwise countering the effects of emergencies for the protection of the civilian population and property
Command and Control	The exercise of vested authority through means of communications and the management of available assets and capabilities, in order to achieve defined objectives
Community Resilience	Communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services
Common Recognised Information Picture	A single, authoritative strategic overview of an emergency or crisis that is developed according to a standard template and is intended for briefing and decision-support purposes
Community Impact Assessment	Procedure to identify the impact a police operation or response may have on communities, including actions necessary to overcome potential negative effects either before or after the deployment of resources, and to specify primacy for community engagement with response to each element of the operation or response
Contingency Plan	Plan prepared by a particular authority specifying the response to a potential incident within its area of jurisdiction
Cordon	Naturally delineated or improvised perimeter indicating an area of restricted access
Disaster Appeal Fund	Facility for members of the public to donate money to assist with the response to, or those affected by, an emergency
Disaster Victim Identification	The process of gathering evidence relating to bodies or body parts and the cause of death resulting from an emergency or disaster, in order to enable the Identification Commission to identify the deceased
Dynamic Risk Assessment	Continuing assessment appraisal, made during an incident or emergency, of the hazards involved in, and the impact of, the response
Emergency	An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or the security of the UK or of a place in the UK

Term	Definition
Emergency Operations Centre	The central point coordinating the local authority's response to an emergency and acting as the link between the organisation and the Tactical Coordination Centre
Emergency Management	See Integrated Emergency Management
Emergency/Resilience Mortuary	Temporary structure or converted existing structure designated for use for the time being as a mortuary
Emergency Planning (EP)	Aspect of Integrated Emergency Management concerned with developing and maintaining procedures to prevent emergencies and to mitigate the impact when they occur
Emergency Telephone Enquiry Service	A help-line set up during and in the aftermath of an emergency to deal with information requests from the public and to take pressure off the Police Casualty Bureau (which has a separate and distinct purpose)
Evacuation	Removal, from a place of actual or potential danger to a place of relative safety, of people and (where appropriate) other living creatures
Evacuation Assembly Point	Building or area on the periphery of an area affected by an emergency, to which evacuees are directed to await transfer to a survivor reception centre or rest centre/emergency shelter
Exercise	A simulation designed to validate organisations' capability to manage incidents and emergencies. Specifically exercises will seek to validate training undertaken and the procedures and systems within emergency or business continuity plans
Exercise Programme	Planned series of exercises developed by an organisation or group of organisations to validate training and plans
Family and Friends Reception Centre	Assistance centre established by the police to cater for the family and friends of people affected by an emergency
Family Liaison Officer	Police officer designated to facilitate an investigation into people believed to be missing and to assist identification by collecting ante-mortem data
Forward Command Post (also see Incident Control Post)	Any service's command and control facility nearest the scene of the incident, responsible for immediate direction, deployment and security. This might be either an Operational (Bronze) or Tactical (Silver) facility depending on the circumstances of the incident
Gold (Strategic)	The strategic level of command and control above Tactical (Silver) and Operational (Bronze) level, at which policy, strategy and the overall response framework are established and managed for individual responder agencies
Hazard	Accidental or naturally occurring (ie, non-malicious) event or situation with the potential to cause death or physical or psychological harm, damage or losses to property, and/or disruption to the environment and/or to economic, social and political structures
Holding Area	Generic term for an area to which resources and personnel not immediately required at the scene, or being held for further use, can be directed to standby
Holding and Audit Area for Deceased People and Human Remains	Area close to the scene where the deceased can be temporarily held until transfer to the emergency mortuary or mortuary

Term	Definition
Humanitarian Assistance Centres	A one-stop-shop for survivors, families, friends and all those impacted by the emergency, through which they can access support, care and advice
Impact	The scale of the consequences of a hazard or threat expressed in terms of a reduction in human welfare, damage to the environment and loss of security
Incident Control Point (also see Forward Command Post)	The point from which the management of the incident is controlled and coordinated. The central point of contact for all specialist and Emergency Services engaged on the site
Inner Cordon	Surrounds and protects the immediate scene of an emergency
Integrated Emergency Management (IEM)	Multi-agency approach to emergency management entailing six key activities – anticipation, assessment, prevention, preparation, response and recovery
Liaison Officer	Person within an organisation who co-ordinates their organisation's staff at the scene of an incident
Major Incident	This term is commonly used by emergency services personnel to describe an emergency as defined in the Act
Marshalling Area	Area to which resources and personnel from all responding agencies not immediately required at the scene can be directed, or where resources can be held for future use
Media Briefing Point	Location at or adjacent to the scene designated for exclusive use by accredited media representatives and through which official press releases will be issued
Media Briefing Centre	Central contact point for media enquiries, providing communications and conference facilities and staffed by press officers from all organisations
Media Plan	A key plan for ensuring co-operation between Category 1 and 2 responders and the media in communicating with the public during and after an emergency
Mutual Aid	An agreement between Category 1 and 2 responders and other organisations not covered by the Act, within the same sector or across sectors and across boundaries, to provide assistance with additional resource during an emergency which may go beyond the resources of an individual organisation
Outer Cordon	Seals off a controlled area around an emergency to which unauthorised persons are not allowed access
Plan Maintenance	Procedures for ensuring that plans are kept in readiness for emergencies and that planning documents are up to date
Plan Validation	Measures to ensure that a plan meets the purpose for which it was designed, through exercises, tests, staff 'buy-in' and so on
Receiving Hospital	The hospital(s) to be alerted by the Ambulance Service to receive casualties in the event of a Major Incident
Recovery	The process of restoring and rebuilding the community, and supporting groups particularly affected, in the aftermath of an emergency

Term	Definition
Recovery Coordinating Group	Each affected Local Authority may establish its own Recovery Coordinating Group working alongside the Strategic Coordinating Group. An important part of the work of the Recovery Coordinating Group, in the response phase of the incident, is to develop a recovery strategy and inform the Strategic Coordinating Group of this to ensure that decisions made by the Strategic Coordinating Group do not unnecessarily compromise medium to long term recovery
Rendezvous Point	Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment
Resilience	The ability of the community, services, area or infrastructure to withstand the consequences of an emergency
Resilience Satellite Network	A hybrid satellite/terrestrial-based communications system that is designed to provide a resilient communications backbone between crisis management centres across the UK
Rest Centre	Premises used for temporary accommodation of evacuees from an emergency
Risk	Risk measures the significance of a potential event in terms of likelihood and impact. In the context of the Civil Contingencies Act, the events in question are emergencies
Senior Identification Manager	Police Senior Detective officer appointed by Strategic Command to assume responsibility for all aspects of Disaster Victim Identification (DVI)
Senior Investigating Officer	Police Senior Detective officer appointed by Strategic to assume responsibility for all aspects of the Police investigation
Silver (Tactical)	Tactical level of management introduced to provide overall management of the response
Strategic Coordination Centre	The Strategic Coordination Centre is activated in the case of large-scale incidents, which require greater strategic support. The Strategic Commander will make the decision to open a Strategic Coordination Centre and it is supported by all responding multi-agency partner Strategic leads. The Strategic Coordination Centre supports the Strategic Commander to manage the overall incident.
Strategic Coordinating Group	Multi-agency group which sets the policy and strategic framework for emergency response and recovery work at local level (see also Gold). Representatives must be empowered to make decisions at a strategic level
Survivor Reception Centre	Secure area where survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation
Survivors	Those who are directly affected by an emergency, but not killed by it. Including those who have been injured, traumatised or displaced
Utilities	Companies providing essential services, e.g. water, energy, telecommunications
Voluntary Agencies	Bodies, other than public authorities or local authorities that carry out activities otherwise than for profit
Vulnerability	The susceptibility of a community, services or infrastructure to damage or harm by a realised hazard or threat
Warning and Informing the Public	Establishing arrangements to warn the public when an emergency is likely to occur or has occurred and to provide them with information and advice subsequently