



Nottingham City Council

# Managing an Emergency

Emergency response guide

Version May 2017

**If it's happening now - go to page 12**

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- Corporate Directors
- Strategic Directors
- Directors
- Departmental Emergency Planning Liaison Officers
- Corporate Emergency Planning Officers
- Nottingham On Call Team Leaders

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**NB** Minor amendments added to Action Card 1 following incident debrief – April 2017.

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# 1 Introduction

*Managing an Emergency* sets out Nottingham City Council's emergency response arrangements. It links to the Nottingham and Nottinghamshire Local Resilience Forum's *Constitution and Generic Response Guide*, which together provide an overview of the wider multi-agency emergency response arrangements for Nottingham and Nottinghamshire, and form an integral part of the City Council's emergency plans.

This edition of *Managing an Emergency* now incorporates the former *Critical Incident Management Plan*, as many of the recommended actions, particularly in the early stages of an incident, are the same for both emergencies and critical incidents. More information about the distinct response to each is given in Sections 4 and 5. It also outlines the Business Continuity Management System (BCMS), which underpins the Council's ability to prepare for, respond to, and recover from any disruptive event.

## 1.1 Aim

- To enable Nottingham City Council to mount a fast, effective and co-ordinated response to prevent or mitigate the effects of a critical incident or emergency affecting the Nottingham City area.

Such response should meet both humanitarian and legal obligations, in particular the *Civil Contingencies Act 2004*, take account of the needs and expectations of the local community and contribute to the strategic aims of the Nottingham and Nottinghamshire Local Resilience Forum (LRF).

## 1.2 Objectives

- To complement the portfolio of City Council and LRF emergency plans;
- To set out the principles of single and multi-agency emergency response;
- To set out the policy and procedures to be followed in preparing for, and responding to, emergencies;
- To set out the roles, responsibilities and resources of departments;
- To provide guidance on specific response roles for Council colleagues.

A full list of City Council and LRF plans can be found in *Appendix 3 – References*.

Other key documents include the LRF *Constitution and Generic Response Guide*, which set out the wider multi-agency arrangements, the City Council's *Emergency Contact List*, individual departmental response and Business Continuity plans, incident specific plans, and operational guides. The Cabinet Office publications *Emergency Response and Recovery* and *Emergency Preparedness* provide additional background information. Managers with specific responsibilities in an emergency should be aware of, and familiar with, the relevant parts of these documents. A list of plans, guidance documents, references and website addresses is contained at the end of *Managing an Emergency*.

Central Government's approach to contingency planning is built around the concept of **resilience**. This is defined as 'the ability at every relevant level to detect, prevent and, if necessary, to handle and recover from disruptive challenges'. An essential element of this approach is the principle of '**integrated emergency management**', which advocates that: plans should be flexible and focused on the response to an incident rather than its cause; arrangements should be built into the organisation's everyday working structure; the



activities of different departments should be integrated, and arrangements should be co-ordinated with those of other agencies.

The key activities fundamental to an integrated approach are:

- Anticipation and assessment of potential threats and hazards;
- Prevention measures which aim to eliminate, isolate or reduce risks;
- Preparation – including planning, training and exercising;
- Response – including collaboration, co-ordination and communication with internal and external partners;
- Recovery management – encompassing the physical, social, psychological, political and financial consequences of an emergency.

The City Council's plans enable **integrated emergency management** and contribute to **resilience** at local level. The common objectives are to:

- Save life;
- Prevent escalation of an incident;
- Relieve suffering and alleviate hardship;
- Protect public health, property and the environment;
- Alleviate damage to essential services and infrastructure;
- Facilitate investigation and enquiries;
- Inform the public;
- Promote self-help and recovery;
- Restore normality as soon as possible.

In responding to an incident, the key roles of the City Council are to:

- Support the emergency services;
- Support and care for the local and wider community;
- Alleviate the effects of the emergency;
- Assist in the multi-agency response;
- Lead the recovery process.

The City Council's website <http://www.nottinghamcity.gov.uk/article/24389/Emergency-Planning-in-Nottingham> offers information and advice to Nottingham's citizens, visitors and businesses on City Council preparation for and response to major incidents and emergencies.

The Local Resilience Forum's website [www.nottsprepared.gov.uk](http://www.nottsprepared.gov.uk) provides information and guidance on emergency planning, training, business continuity, exercises and other events, and links to related websites.

## 2 Scope of emergency response and arrangements in place

This section sets out the scope of emergency response and clarifies the distinction between 'Departmental Incidents', 'Critical Incidents' and 'Major Incidents / Emergencies'. All definitions and working practices apply in and out of hours.

Awareness of a potential incident can be raised from a number of different channels, such as Council operational teams or colleagues, the emergency services, the local or national media, Councillors, Nottingham On Call or a member of the public.

Any response is required to be proportionate to the incident. It is impossible to plan for every scenario; in dealing with incidents of any kind, managers should be prepared to adopt a flexible, creative and resourceful approach.

It should be noted that the following need to be regarded as inter-related arrangements rather than separate. For example, an incident that may originate from a Departmental Incident could escalate to become a Critical Incident and further develop into a Major Incident (and vice versa). However, an incident doesn't necessarily have to escalate through all steps.

Incidents can occur either within normal office working hours or out of hours. One incident could span both periods. This Plan is intended to set out the arrangements for handling incidents at all times, irrespective of when they occur.

### **Nottingham City Council Business Continuity Management System (BCMS).**

The BCMS is made up of the following plans which are used for both response and recovery. These plans are designed to be scalable so they can be adapted to deal with any disruptive event or critical incident. They are split into the following three levels:

#### **Corporate**

##### **Corporate Business Continuity Plan**

Details the Council's Business Continuity (BC) strategy and the senior officers' responsibilities.

##### **Corporate Business Continuity Pandemic Plan**

Details the Council's response to a major health pandemic.

#### **Departmental (Directorate)**

Each Directorate will have:

##### **Departmental Business Continuity Plan**

Contains the department's response to a disruptive event to ensure that critical functions can be maintained or recovered within acceptable time scales.

##### **Departmental Response Plans**

Contains procedures to be used to respond to a BC event, critical incident or major incident, in or out of hours, which may affect the Council. The response plans will contain lists of services that are maintained out of hours and how to access them, as well as contact list and duty rotas.

## Service Level

All service areas have a Business Continuity Service Area Plan (Response and Recovery).

### **Service Area Business Continuity Plan (Response and Recovery)**

For simplicity, service areas deal with response and recovery in one plan. These plans contain the service area's response and action plans to deal with a BC event, critical incident or major incident, in or out of hours.

## Summary

Departmental and Service Area Business Continuity plans are used during a disruptive event in or out of hours to:

- Maintain and/or recover critical functions of the Council;
- Maintain and/or recover response capability to assist partner agencies in an emergency;
- Recovery all functions in a priority order to normal pre-event status;
- Help develop greater resilience to disruptive events.

Departmental Response Plans and Service Area Business Continuity Plan (Response and Recovery) are used to:

- Respond to a BC event; or to a major incident; or critical incident, in or out of hours.

## 2.1 Departmental incidents

**These incidents can be addressed within the resources of a department, using Business Continuity Service Area Plans and Departmental Business Continuity and Departmental Response Plans, if required. The response may also include routine action from a limited number of other service areas, e.g. Communications and Marketing, Property, etc.**

Unless existing / until alternative arrangements are in place:

- During office hours, Departmental Liaison Officers (DLOs) will be the initial point of contact for alerting, activation, ongoing communication and reporting and will ensure that the departmental response is being coordinated at the appropriate level (escalating as required).
- Out of office hours, Departmental on-call Colleagues will be the initial point of contact for alerting, activation, ongoing communication and reporting, will ensure that the departmental response is being coordinated at the appropriate level and will lead the departmental response if required (escalating as required).

The response should be escalated through the following stages, as required:

- Operational Teams / Service Areas deal with incidents utilising normal (in and out of

- hours) ways of working as much as possible.
- Once response to incident has gone / is anticipated to go beyond normal ways of working, incident should be escalated to be dealt with utilising service area response plan, as required.
- Once response to incident has gone / is anticipated to go beyond service area response plan, incident should be escalated to be dealt with utilising departmental emergency response plan, as required.

The scale of the incident may mean that a Departmental Incident Management Team needs to be convened.

Any departmental response should consider both the external facing response and internal facing business continuity issues.

Once the response to the incident has gone / is anticipated to go beyond the scope of the departmental emergency response plan, the incident should be escalated to be dealt with utilising corporate / multi-agency emergency response plans.

As the response to Departmental Incidents will be dealt with utilising existing service area and departmental plans, it is not detailed further in Managing an Emergency.

Note: The departmental response as part of a corporate / multi-agency major incident will follow the same principles as above in terms of the initial point of contact, ongoing communication and reporting, and departmental coordination.

## 2.2 Critical incidents

**These incidents require a coordinated response between several departments outside of usual working methods, would have a significant impact on the reputation of the Council or its communities, and are often dealt with in collaboration with partner agencies such as Nottinghamshire Police. For some incidents, media interest will be a factor.**

Some examples of critical incidents:

- Fatality, near fatality or incident that requires the Council to fulfil its community leadership role;
- Death of a person in suspicious circumstances who is in the care of the Council e.g. resident of residential home, looked after child (whether in-house or commissioned service);
- Significant damage to Council property e.g. significant school fire, Council House, Castle;
- Significant injury or harm caused by Council property or services e.g. roof slates from a Council owned property harming members of the public;
- Significant criminal activities involving Council colleagues e.g. significant fraud;
- Significant disruption to a critical service or function of the Council.

Note: A critical incident doesn't necessarily need to be a major incident, but all major incidents will (by their nature) be critical incidents and, as such, a critical incident response would not be required in addition to a major incident response.

## 2.3 Major incidents / emergencies

**These incidents require a coordinated response by two or more public bodies, such as the Police, Fire Service, Local Authority, NHS and Environment Agency, and cannot be managed as part of routine day to day activities.**

Emergencies and crises can vary enormously. They may arise suddenly without warning or develop gradually; they may be due to natural or man-made causes; they may involve many or no casualties; they may affect a single location, multiple locations or a wide area; the effects may be short-lived or extend over months and years; there may or may not be specific plans to deal with the situation. Some incidents will only require a small step up in the normal activity of a single department or service, while others will need large-scale mobilisation of the City Council, emergency services and other outside agencies.

Government guidance distinguishes between 'threats' (malicious, such as terrorism) and 'hazards' (non-malicious, such as severe weather, pandemics, etc.). The Local Resilience Forum's *Community Risk Register*, published on the website [www.nottsprepared.gov.uk](http://www.nottsprepared.gov.uk), gives details of local risks. Regional and local risk assessments will be kept under continuous review and updated.

The types of incident the City Council may need to respond to include severe weather, flooding, significant transport incident, terrorist attack, health pandemics, significant fires, significant environmental contamination, significant crowd incidents, loss of essential services, and numerous other events. The City Council may also have to deal with the consequences of an incident occurring outside their own area, for instance a transport accident involving local people.

The *Civil Contingencies Act 2004* defines 'emergency' as:

- *An event or situation which threatens serious damage to human welfare (further defined as meaning: loss of human life; human illness or injury; homelessness; damage to property; disruption of a supply of money, food, water, energy or fuel; disruption of a system of communication; disruption of facilities for transport; or; disruption of services relating to health.);*
- *An event or situation which threatens serious damage to the environment (further defined as meaning: contamination of land, water or air with biological, chemical or radioactive matter or; disruption or destruction of plant life or animal life.);*
- *War or terrorism which threatens serious damage to security.*

The term 'major emergency' is often used to describe the above events.

In the *NHS England Command and Control Framework*, a significant incident or emergency is defined as:

*'Any occurrence that presents serious threat to the health of the community, disruption to the service or causes (or is likely to cause) such numbers or types of casualties as to require special arrangements to be implemented by hospitals, ambulance trusts or other acute or community provider organisations.'*

Within local NHS organisations these emergencies are often referred to as Major Incidents.

Individual organisations are responsible for deciding whether to declare a major emergency / major incident in respect of their own services. The circumstances that

trigger such a declaration vary depending on the service involved, for instance what may be a major incident for the police would not necessarily be so for the hospitals or local authority.

There is no requirement for Nottingham City Council to formally declare a major emergency in order to activate emergency plans and procedures. This allows for a flexible response to individual situations. In practice, any event which approaches the above definitions and/or which involves several City Council departments, is likely to constitute a major emergency for a local authority, whether there is a formal declaration or not.

The diagram on the next page illustrates the hierarchy of incidents that can be dealt with through departmental, critical and major incident responses.

## 2.4 Incident management hierarchy

### DEPARTMENTAL INCIDENT

An incident that can be addressed within the resources of a department, using service area and departmental response plans if required. The response may also include routine action from a limited number of other service areas, e.g. Communications and Marketing, Property, etc.

Examples include:

- Emergency Duty Team (Children and Adults)
- Pollution Control
- Street lighting repairs
- Emergency property repairs
- Highways and drainage issues

### CRITICAL INCIDENT

An incident that requires a coordinated response between several departments, outside of usual working methods, would have a significant impact on the reputation of the Council or its communities, and is often in collaboration with partner agencies such as Nottinghamshire Police. For some incidents, media interest will be a factor.

Examples include:

- Fatality, near fatality or incident that requires the Council to fulfil its community leadership role
- Death of a person in suspicious circumstances who is in the care of the Council
- Loss of a critical service or function of the Council
- Significant damage to Council property
- Significant Injury or harm caused by Council property or services
- Significant criminal activities involving Council colleagues

### MAJOR INCIDENT / EMERGENCY

An incident that requires a coordinated response by two or more public bodies such as the Police, Fire Service, Local Authority, NHS and Environment Agency and cannot be managed as part of routine day to day activities.

Examples include:

- Severe weather
- Flooding
- Significant transport incident
- Chemical, biological, radiation or nuclear event
- Terrorist attack
- Pandemic
- Significant fires
- Significant environmental contamination
- Significant crowd incidents
- Loss of essential services

Major Incident Plans are agreed on a multi-agency basis

## 2.5 Arrangements in place

The key to effective incident management is preparation.

Nottingham City Council and Nottingham and Nottinghamshire LRF have an extensive portfolio of generic and specific emergency plans.

All Senior Leadership Management Grade (SLMG) colleagues have on-call requirements formalised in their job description.

All those with responsibility for the management of incidents should be adequately trained initially and should undergo refresher training as deemed necessary.

Departmental Response Plans should identify sufficient support staff to enable emergency functions to be carried out. All such colleagues should be made aware of, and trained, equipped and competent to undertake their roles in an emergency.

### 2.5.1 Departmental incidents

Each Department will have an up-to-date Departmental Response Plan and Departmental Business Continuity Plan, which will have been trained and exercised within the Department.

Each Department will have an on-call Colleague rota for out of hours incidents. Departmental on-call colleagues are responsible for:

- Knowing when they are on-call and being ready to respond;
- Providing any short term updates to individual out of hours contact numbers to Nottingham On Call and long term changes to both Nottingham On Call and the Emergency Planning Team;
- Being available at all times via the out of hours contact numbers when on-call;
- Limiting alcohol when on-call in case of the need to travel in;
- Participating in training relevant to these responsibilities;
- Participating in debriefing and reviews as necessary.

### 2.5.2 CLT rota

A CLT Rota is in place to ensure that a member of CLT will always be available to respond to Critical or Major Incidents, if required.

In the unlikely event of a Corporate Director or the Chief Executive not being contactable, Nottingham On Call will phone the most appropriate Departmental on-call colleague until one is successfully contacted.

In discharging this responsibility, Corporate Directors are individually responsible for the following:

- Understanding the nature of the CLT rota and being ready to respond;
- Providing any updated contact numbers to Nottingham On Call and the Emergency Planning Team, as appropriate;
- Participating in training relevant to these responsibilities;
- Participating in debriefing and reviews, as necessary.



The following information will be provided to all Corporate Directors as part of the *Emergency Response Guidance* produced by the Emergency Planning Team:

- Overview of Departmental On Call systems;
- Major Incident / Emergency Plans;
- Contact Lists – including Departmental lists.

In addition, each Department should have its own Departmental Response and Business Continuity Plan, which outlines the services it can provide in and out of hours, both in normal and emergency phases, together with all necessary contact details, references to other “emergency plans” and all other necessary detail to mount an effective response on behalf of the Department to a wide range of incidents

Each Department will provide a checklist of its services to enable Nottingham On Call to direct any urgent enquiry to the most appropriate Departmental On Call Colleague. Departmental plans will also seek to prioritise the services the Department can provide both to the Emergency Services and to the public.

Out of hours, members of CLT should only be contacted by Departmental on-call colleagues, Emergency Planning Officers (or Nottingham On Call on the instruction of a Departmental on-call colleague/Emergency Planning Officer, or their own on-call rota colleague if deemed necessary.

### **2.5.3 Emergency Planning Team rota**

An Emergency Planning Team rota is held by Nottingham on Call to ensure that the City Council can be contacted at all times to respond to requests for an Emergency Planning Officer / notifications of major incidents and emergencies.

### **2.5.4 Routine requests**

A separate guidance document ‘*Red Phone Procedures: Major Emergencies and other Out of Hours Calls Procedures*’ sets out call handling arrangements for Nottingham on Call colleagues. Procedures allow for simple requests from partner agencies (for instance traffic cones, sandbags) to be dealt with directly without reference to other City Council colleagues. Other messages are referred to an emergency planning officer and/or appropriate senior City Council colleague.

### **2.5.5 Emergency Contact List**

Contact information for key internal and external colleagues is contained in the *Emergency Contact List*. A full version of this document is held by Nottingham on Call and Emergency Planning colleagues, whilst a shorter version is held by senior managers and departmental emergency planning liaison officers. However, Departmental Emergency Plans also contain a contact list for all essential colleagues.

### 3 Initial notification, assessment and activation

Awareness of a potential incident can be raised from a number of different channels, such as Council operational teams or colleagues, the emergency services, the local or national media, Councillors, Nottingham On Call or a member of the public.

The City Council also receives flood, severe weather, heatwave and radiation warnings from national sources.

Initial notification of a major incident normally takes the form of a call from the emergency services alerting the City Council to a potential or actual incident and/or requesting resources. Regardless of whether the emergency services declare a major incident, they may require help from the local authorities, for instance specialist advice, plant and equipment, premises for temporary accommodation. If such assistance is needed, or in the event of a major incident, the Police, or (less frequently) Fire Control Room, will alert the City Council. They may also alert other agencies.

Any of these alerts may trigger activation of emergency procedures.

The City Council has a dedicated 24-hour emergency telephone contact point, for use by the emergency services only, based at Nottingham On Call, at Woodlands, Radford.

A separate number is provided for City Council departments and external partner agencies who may need to contact an Emergency Planning Officer, Corporate Director or departmental on-call colleague outside normal office hours.

Nottingham On Call will initially direct any messages to the most appropriate Department, Departmental on-call Colleague or an Emergency Planning Officer.

#### 3.1 Incident stages

The LRF *Generic Response Guide* describes the various stages of incident alert, mobilisation and stand-down. For Nottingham City Council these translate as follows:

Message type	Action
Information only	<ul style="list-style-type: none"> <li>• Be aware that an incident has occurred, or may occur</li> <li>• No action is necessary at present</li> <li>• Consider possible future involvement</li> <li>• Remain available to receive further calls</li> </ul>
Stand-by	<ul style="list-style-type: none"> <li>• Possible action required</li> <li>• Remain available to receive further calls</li> <li>• Make preparations to act immediately if notified</li> <li>• Alert other colleagues as appropriate</li> </ul>
Activation	<ul style="list-style-type: none"> <li>• Action required</li> <li>• Implement actions as requested/detailed in relevant plans</li> <li>• Establish contact with an Emergency Planning Officer</li> <li>• Attend Emergency Control Centre or other location if requested</li> </ul>
Stand-down	<ul style="list-style-type: none"> <li>• Cease emergency response preparations or actions</li> <li>• Alert other colleagues as appropriate (including those in other agencies alerted by City Council colleagues)</li> <li>• Retain all log sheets and other records</li> </ul>

#### 3.2 Assessment and activation

Using **Action Card 1** (see Appendices) - unless the incident relates to a minor matter that can be dealt with promptly and directly, any City Council colleague receiving notification of a potential incident should assess the situation to establish the scale and likely impact, and initiate the appropriate response as soon as possible. See **Action Card 14** Guide to Initial Assessment and **Action Card 15** Response Options for further advice.

The information available in the early stages of an incident is likely to be limited, confused and unconfirmed, but the initial assessment will assist in:

- Determining how best to establish control of the situation as it relates to the City Council and to co-ordinate the response.
- Identifying and gaining access to key personnel and resources.
- Deciding what steps to take to obtain good information and liaison with the emergency services/ external agencies, if necessary.
- Determining, in consultation with the Emergency Planning Officer and other key colleagues (depending on the nature of the incident), whether the situation requires activation of emergency plans.

## 4 Critical incidents

The broader purpose of these arrangements is to establish a clear system for managing the Council's response to critical incidents as part of the wider arrangements for Business Continuity, to fulfil the community leadership role of the Council in supporting neighbourhoods in distress as a result of a critical incident and to preserve and enhance the reputation of Nottingham and the City Council in dealing with unpredictable events.

The specific purpose of these arrangements is to establish basic procedures and reporting systems to cover preventative measures, immediate responses and follow-up actions to deal with both the immediate consequences and the longer-term implications of a critical incident.

Awareness of a potential incident can be raised from a number of different channels, such as Council operational teams or colleagues, the emergency services, the local or national media, Councillors, Nottingham On Call or a member of the public.

Any response is required to be proportionate to the incident. It is impossible to plan for every scenario; in dealing with incidents of any kind, managers should be prepared to adopt a flexible, creative and resourceful approach.

### 4.1 Accountabilities and authority to act

Accountability for the triggering and management of all Critical Incidents will be at CLT level (Chief Executive / Corporate Director). A CLT rota is produced to ensure that a member of CLT will always be available, if required.

Accountability for the triggering and management of the Council's response to any incident where there has been a significant impact on a community or communities within the City rests with the Corporate Director of Community Services. Notification of such a community based incident should be escalated to the Corporate Director of Community Services or Director of Community Protection.

Once informed, the role of the relevant Corporate Director is to clarify details of the situation, activate a Critical Incident response or sanction a different course of action based on the information provided, relay this decision as quickly as possible to other appropriate City Council colleagues and external agencies, and to lead the co-ordinated response to dealing with the incident.

Every Critical Incident is unique and will need to be dealt with differently, according to the specific event and/or needs of the people affected. The judgment of the relevant Corporate Director is central to the effective handling of individual incidents, all of which will have unique characteristics.

The relevant Corporate Director has full authority to act in managing the Critical Incident. In respect of critical incidents both in and out of hours, the relevant Corporate Director has the authority to commit resources from any Department to resolve the incident without the need to undertake consultation with the Corporate Director who normally has responsibility for such services or resources.

The relevant Corporate Director has the ultimate authority to meet the Council's responsibility for managing the critical incident. The Corporate Director may be supported by a Critical Incident Management Team (see 4.4 below).

## 4.2 Activation criteria

A Critical Incident response can be **activated** by **any member of CLT** in order to respond to "an incident that requires a coordinated response between several departments, outside of usual working methods, would have a significant impact on the reputation of the Council or its communities, and is often in collaboration with partner agencies such as Nottinghamshire Police. For some incidents, media interest will be a factor".

## 4.3 Escalation and Activation

City Council colleagues receiving initial notification under these arrangements should have already conducted an appropriate assessment of the situation (see **Section 3** and **Action Card 1**).

### 4.3.1 Escalation

#### Community based incidents - at all times

Incident should be escalated to the Corporate Director of Community Services or Director of Community Protection.

#### All other - during office hours

Incident should be escalated to the most appropriate member of CLT. If they are unavailable, the CLT Colleague on-call should be contacted.

#### All other - out of office hours

Incident should be escalated to the CLT Colleague on-call.

### 4.3.2 Activation

Using **Action Card 2** - relevant Corporate Director to clarify details of the situation, activate a Critical Incident response or sanction a different course of action based on the information provided, relay this decision as quickly as possible to other appropriate City Council colleagues and external agencies (utilising Nottingham On Call as required) and lead the co-ordinated response to dealing with the incident, convening a Critical Incident Management Team, as required.

## 4.4 Critical Incident Management Team

Depending on the initial assessment of the incident and the type of response required, one option will be to convene a Critical Incident Management Team, whose purpose is to manage the Council's response to a critical incident.

The relevant Corporate Director decides whether it is necessary to bring the Critical Incident Management Team together. The composition of the Critical Incident Management Team could include the following functions depending on the type of critical incident:

- Chair;
- Finance;
- Communications;
- Emergency Planning;
- Facilities Management;
- Incident Specific Managers;

- Health & Safety;
- Property Services;
- Loggist.

Attendance should be at Director or Head of Service level.

The relevant Corporate Director will chair the Critical Incident Management Team and will continue to be the key decision maker with ultimate authority during the management of a critical incident. See **Action Card 16** for suggested Critical Incident Management Team agenda.

The functions of the Critical Incident Management Team during a critical incident will be to support the Corporate Director to co-ordinate responses and actions, and to liaise with Council colleagues & Councillors, partner agencies and the media, as necessary. See **Action Card 3** for suggested actions for members of the Critical Incident Management Team.

## 4.5 Logging

In any incident, it is essential that records are kept of key events, actions, decisions made and the reasons for these decisions. Records:

- Provide an aide-memoire of the continuing overall progress of the incident and give a perspective against which decisions on priorities can be made;
- Enable a qualitative critical analysis when incidents are debriefed and provides invaluable feedback to improve or amend policy and process; and
- Provide an evidential record for subsequent inquiries or investigations.

The relevant Corporate Director / Chair of the Critical Incident Management Team is responsible for ensuring that an accurate record of the Critical Incident response is maintained, by maintaining a personal log of the incident and ensuring that all meetings of the Critical Incident Management Team are properly and adequately documented.

Members of the Critical Incident Management Team should maintain their own incident logs, as appropriate.

### 4.5.1 Preservation of documents

Under no circumstances must any document that relates, or may in any way relate (however slightly), to the incident be destroyed, amended, held back or mislaid. For these purposes, "documents" means not only pieces of paper but also photographs, audio and video tapes, and information held on word processor or other computer. It also includes internal electronic mail and mobile phone text messages. It is especially important that no computer data that relates to, or might relate to this incident be in any way amended or erased. All "documents" are to be preserved in the condition in which they were used.

## 4.6 Stand down

When a Critical Incident response is no longer required, the relevant Corporate Director / Chair of the Critical Incident Management Team will stand down the Critical Incident response and advise all members of the Critical Incident Management Team, the Chief Executive and Leader of the Council.

## **4.7 Debrief**

### **4.7.1 Hot debrief**

The relevant Corporate Director / Chair of the Critical Incident Management Team shall convene with all relevant colleagues an initial debrief immediately following the incident, or at the end of each shift. This debrief will include up to date information about the incident, discussion about lessons learnt and review of the documentation created by the incident.

All relevant colleagues will be offered critical incident stress debriefing and/or initial defusing (offered to those affected, and conducted by professional counsellors).

A review of communications will take place and arrangements made to contact all Council colleagues about the nature, impact and management of the incident. The Head of Communications will also take a decision as to whether any further information is provided to the media about the incident or its aftermath.

### **4.7.2 Full debrief**

The relevant Corporate Director / Chair of the Critical Incident Management Team is responsible for:

- Preparing a detailed report of the management of the incident, if necessary. This is shared for comment with the Critical Incident Management Team;
- Arranging any necessary meetings with community representatives to receive feedback and to determine if the community affected requires further support or targeting of Council services or resources.
- Immediate amendments to the procedures for managing a Critical Incident, if required, in the light of lessons learnt from the incident.
- Reviewing the use and effectiveness of Counselling Services arrangements, if deployed.

## 5 Major incidents / emergencies

Emergency response plans may relate to a single agency or a range of agencies. They may involve multi-level response (e.g. regional and national arrangements for catastrophic events). They may address specific risks, specific locations or specific functions.

Section 5 summarises the key elements of emergency response. Further guidance is contained in Section 6 (General Guidance) and Section 9 (Guidance on Specific Functions and Specific Risks).

The broader purpose of these arrangements is to establish a clear system for managing the Council's response to major incidents as part of the wider arrangements for business continuity, to fulfil the community leadership role of the Council in supporting neighbourhoods in distress as a result of a major incident and to preserve and enhance the reputation of Nottingham and the City Council in dealing with unpredictable events.

The specific purpose of these arrangements is to enable Nottingham City Council to mount a fast, effective and co-ordinated response to prevent or mitigate the effects of a major incident or emergency affecting the Nottingham City area.

Awareness of a potential incident can be raised from a number of different channels such as Council operational teams or colleagues, the emergency services, the local or national media, Councillors, Nottingham On Call or a member of the public.

Any response is required to be proportionate to the incident. It is impossible to plan for every scenario; in dealing with incidents of any kind, managers should be prepared to adopt a flexible, creative and resourceful approach.

### 5.1 Activation criteria

A Major Incident/ Emergency response can be **activated** by **any Emergency Planning Officer, Corporate Director or Director** (ideally having discussed with an Emergency Planning Officer) in order to respond to "an incident that requires a coordinated response by two or more public bodies such as the Police, Fire Service, Local Authority, NHS and Environment Agency and cannot be managed as part of routine day to day activities".

### 5.2 Escalation and activation

#### 5.2.1 Escalation

City Council colleagues receiving a notification under these arrangements should conduct an appropriate assessment of the situation (see Section 3 and Action Card 1).

Unless the incident relates to a minor matter that can be dealt with promptly and directly, the colleague should escalate the incident to:

#### During office hours

an Emergency Planning Officer and/or the most appropriate Corporate Director or Director.

#### Out of office hours

The Emergency Planning Officer on-call and/or the most appropriate Departmental on-call Colleague.



## 5.2.2 Activation

Using **Action Card 4** - the contacted colleague should clarify details of the situation, activate a Major Incident/Emergency response or sanction a different course of action based on the information provided. They should then relay this decision as quickly as possible to other appropriate City Council colleagues (utilising Nottingham On Call as required) and external agencies, and lead the co-ordinated response to dealing with the incident, taking prompt decisive action to deal with the situation, and triggering the appropriate level of response, as necessary.

It is essential for any colleagues involved in emergency operations to carry identification, to ensure access to key locations. Such colleagues should also have regard to their own health and safety and that of their colleagues; further guidance on this is contained in Section 6.8. Operational colleagues should keep in close touch with their co-ordinating centres at all times

## 5.3 Emergency response management structures

The first reaction to a major incident will usually be led by the emergency ('blue light') services. They will concentrate on life saving, rescue, first-aid, evacuation, protecting property and the environment, temporary shelter, crowd and traffic control, safety and security of the incident site. The Police will normally co-ordinate initial relief efforts. Exceptions to this are major fires, where the Fire and Rescue Service will take the lead co-ordinating role, and emergencies that are not confined to one place (for instance severe weather), where the local authority may need to co-ordinate the response from the outset.

The emergency services will normally set up forward control points near the scene of a major incident and the Police will appoint an Incident Control Officer.

Section 4 of the *Generic Response Guide* sets out roles, responsibilities and resources of partner agencies.

Under a nationally agreed framework, the management of the response to, and recovery from, major emergencies will usually be undertaken at one or more of three levels - Strategic, Tactical and Operational, sometimes referred to as Gold, Silver and Bronze, which are defined by function as shown below. Response to major incidents is likely to involve numerous organisations and this system enables inter-service liaison to take place.

The convention followed in Nottingham and Nottinghamshire is that the terms 'Strategic', 'Tactical' and 'Operational' are used to denote multi-agency groups, whereas 'Gold', 'Silver' and 'Bronze' denote single agency groups.

### 5.3.1 Strategic (Gold)

- Comprises senior strategic decision makers
- Formulates the overall policy
- Directs the overall response:
  - executive decisions,
  - authorising expenditure,
  - political and legal issues,
  - media strategy,
  - anticipation

- long-term resourcing.

### 5.3.2 Tactical (Silver)

- Plans and co-ordinates response.
- Determines priorities in obtaining and allocating resources.
- Manages the implementation of the policy established at the strategic level.
- Provides the reporting point for operational activities.

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

In some cases, where it becomes clear that resources, expertise or co-ordination are required beyond the capacity of Silver, it may be necessary to invoke a strategic level of management to take overall command and set the strategic direction.

### 5.3.3 Operational (Bronze)

- Directs and deploys resources
- Carries out specific tasks and functions at and around the scene of an emergency or at associated sites.

These arrangements will usually be adequate to deal with most local emergencies, but, if events demand greater planning, co-ordination, or resources, an additional tier of management may be necessary i.e. Tactical or Silver level.

The generic national framework:

- Applies regardless of size, nature or cause of emergency;
- Helps integrate plans and procedures within and between agencies;
- Ensures all agencies understand their roles and responsibilities in the combined response.

Operational, Tactical and Strategic Command is a principle of managing an incident and should not be seen as simply a person, place or to reflect the importance of individuals. It is about the types of decision being made and ensuring that people understand at what level they are working.

The degree of management required will depend on the nature and scale of the emergency and should be put in place to relieve pressure not add burden.

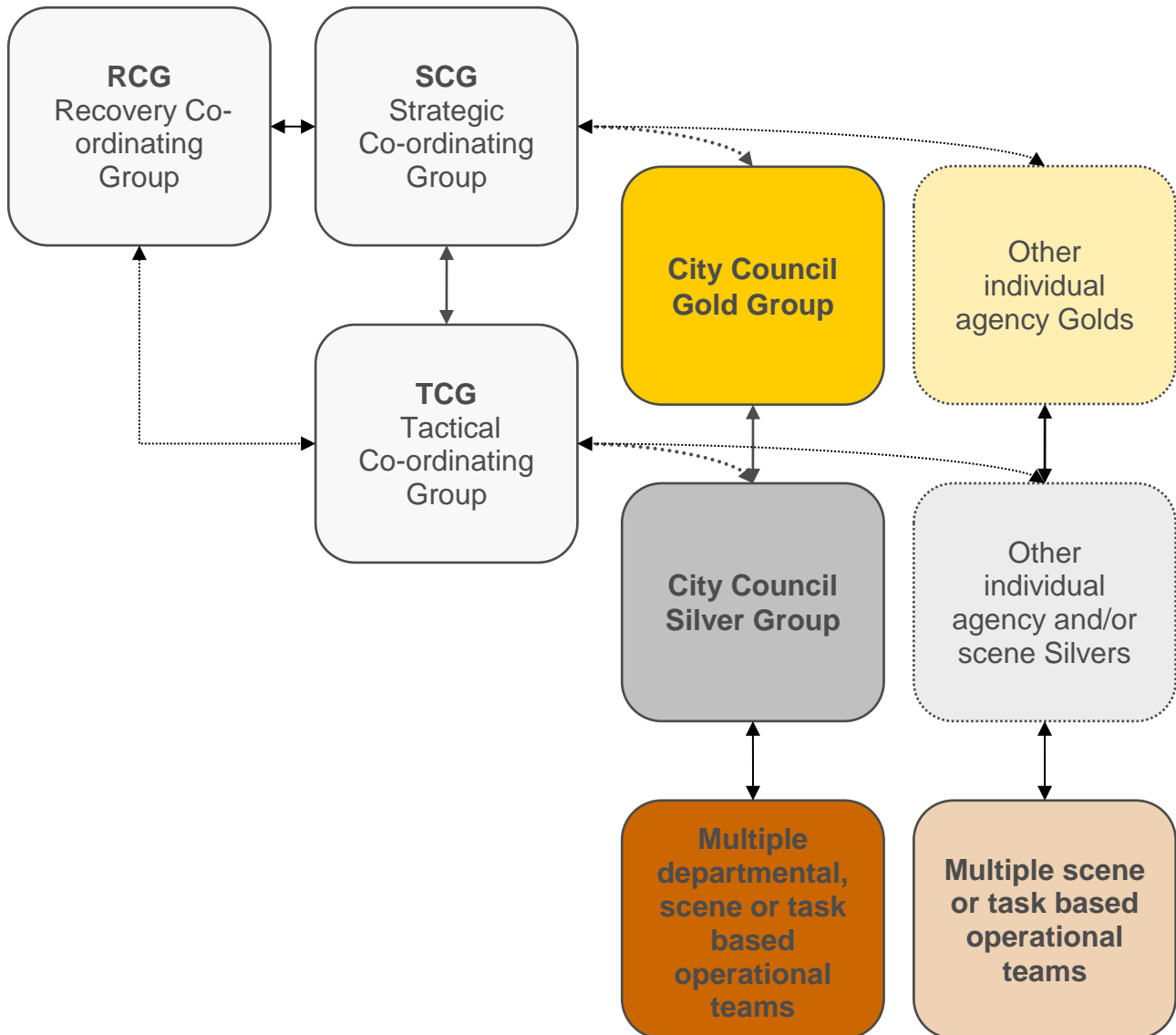
In rapid response emergencies within a limited geographical area, the framework is usually constructed from the ground up. In many instances the emergency will initially be managed at an Operational level. As events escalate, either in severity or geographical extent, Tactical and Strategic levels may be implemented. For anticipated or 'rising tide' emergencies, however, Strategic and Tactical levels may be set up in advance to determine the type of response which will be required.

At each level of management that is implemented there is a need for an individual agency to manage its own activities effectively while contributing to effective liaison and co-ordination meetings with counterparts in partner organisations.

## 5.4 Multi & single agency command, control & co-ordination groups

The following diagram illustrates the main incident management groups that could be convened in the event of a major emergency affecting Nottingham/Nottinghamshire.

This is followed by a brief overview of the groups and roles that Nottingham City Council would be required to participate in. Detailed role based Action Cards, **which should be used in an emergency**, can be found in the Appendices.



### 5.4.1 City Council Gold Group (see Action Card 16 for suggested First Agenda)

The City Council Gold Group is responsible for formulating Nottingham City Council's strategy and commanding resources, but delegates all tactical decisions to the City Council Silver Group.

Should a City Council Gold Group be convened, departments would be requested to send representation of sufficient authority to represent their entire department.

The City Council Gold Group could meet in the any convenient location, examples include:

- Chief Executive's meeting room Loxley House;
- Emergency Control Centre Conference Room.

The Chief Executive, or their nominated deputy, would normally be identified as **Council Gold Chair** (see **Action Card 7**) to lead the Council's response to a major emergency. The remaining departmental representatives would act as **Council Gold Officers** (see **Action Card 8**). However, the Group would also be required to nominate a suitable representative to attend an SCG (see SCG section below).

Any decision made by the City Council Gold Group should be properly recorded, by the **City Gold Support** (see **Action Card 9**), and authorised and be available for future scrutiny.

The City Council Gold Group should also focus on the recovery stage from the outset of the emergency and should delegate an individual or group to look at recovery issues.

The City Council Gold Group should also be the link to Councillors.

#### 5.4.2 City Council Silver Group

The City Council Silver Group is responsible for planning and co-ordinating Nottingham City Council's response. It manages the implementation of the policy established in the City Council Gold Group and provides the reporting point for operational activities.

Should a City Council Silver Group be convened, Departments would be requested to send representation of sufficient authority to represent their entire Department.

The City Council Silver Group could meet in any convenient location examples include:

- Chief Executive's meeting room Loxley House;
- Emergency Control Centre Conference Room.

The City Council Silver Group should nominate a **Council Silver Chair** (see **Action Card 4**) to lead the Council's tactical response. The remaining Departmental representatives would act as **Council Silver Officers** (see **Action Card 5**). However, the Group would also be required to nominate a suitable representative to attend a TCG (see TCG section below).

Any decision made by the City Council Silver Group should be properly recorded, by the **City Silver Support** (see **Action Card 6**), and authorised and be available for future scrutiny.

#### 5.4.3 Emergency Control Centre

For incidents of a large scale and high tempo, in terms of the amount and rate of information flow, Nottingham City Council has the option of activating its Emergency Control Centre (ECC), located in London Road Fire Station.

The ECC affords the establishment of special facilities and ICT systems to improve the management of large scale and high tempo incidents.

Should an ECC be required it will be activated and run in accordance with the procedures described in the *Nottingham City Council Emergency Control Centre Manual* (separate document), and can be activated by the Emergency Planning Team, upon request.

The Council Silver Chair will be responsible for ensuring communications links between the ECC and City Silver Group are in place, via the ECC Manager.

#### 5.4.4 Bronze or Operational teams

Operational colleagues report to the tactical level. Not all departments need to be involved in the emergency response; only those directly affected or those with a response capability. However, all departments may be required to support the departments affected.

A **Forward Liaison Officer** (see **Action Card 12**) could be deployed to an incident scene to report back on the current situation, request any City Council service required and liaise with the emergency services and advise them on the support available from Nottingham City Council.

A **Scene Commander** (see **Action Card 13**) could be deployed to an incident scene to lead and co-ordinate the Council's response at the scene. This will involve liaising with Incident Commanders from the emergency services, and other organisations, and to participate in multi-agency incident command meetings to determine the appropriate course of action based on the information provided, and to jointly deliver the overall multi-agency management of the incident at the scene.

#### 5.4.5 Multi-agency groups

On some occasions a multi-agency response will be required to deal effectively with an emergency. In these circumstances a Strategic Co-ordinating Group (SCG) and/or a Tactical Co-ordinating Group (TCG) would be formed.

It should be noted that the SCG and TCG are methods of co-ordination; they do not assume the authority and responsibilities of individual agencies in the discharge of their duties.

##### 5.4.5.1 Strategic Co-ordinating Group (SCG)

The purpose of the SCG is to take overall responsibility for the multi-agency management of the emergency and to establish policy and a strategic framework within which the TCG will work.

The City Council Gold Group would be required to nominate a suitable representative to attend the SCG as **Council SCG Representative** (see **Action Card 10**).

It is essential that representatives at the SCG have the appropriate level of authority, knowledge and experience to represent the whole of the Council. Failure to attend by any requested agency will severely compromise the function of the group.

Further information on the function and operation of the SCG can be found in the *Nottingham and Nottinghamshire LRF Multi-agency Coordination Handbook*.

##### 5.4.5.2 Tactical Co-ordinating Group (TCG)

The purpose of the TCG is to co-ordinate the multi-agency management of the emergency and the implementation of the policy established at the SCG.

The City Council Silver Group would be required to nominate a suitable representative to attend the TCG as **Council TCG Representative** (see **Action Card 11**).

It is essential that representatives at the TCG have the appropriate level of authority, knowledge and experience to represent the whole of the Council. Failure to attend by any requested agency will severely compromise the function of the group.

Further information on the function and operation of the TCG can be found in the *Nottingham and Nottinghamshire LRF Multi-agency Coordination Handbook*.

#### **5.4.5.3 Recovery Co-ordinating Group (RCG)**

The RCG is the strategic decision making body for the recovery phase, able to give the broad overview and represent each agency's interests and statutory responsibilities.

Once convened the RCG will:

- report and feed in recovery issues to the SCG whilst it is running during the response phase; and
- assume the strategic lead once the SCG has disbanded and lead the recovery phase.

The RCG will be chaired by the relevant local authority Chief Executive, or a nominated Director. Where an incident affects more than one authority then a decision should be made as to which Chief Executive should take the lead on the recovery.

Further information on the function and operation of the RCG can be found in the *Nottingham and Nottinghamshire LRF Recovery Plan*.

#### **5.4.5.4 Response Co-ordinating Group (ResCG) (not on diagram)**

Should the incident be or develop into a regional issue, a multi SCG Response Co-ordinating Group (ResCG) may be convened. This group will look at regional issues and will be facilitated by regional resilience arrangements. It will not normally interfere with, or direct, the local response.

#### **5.4.5.5 National Government (not on diagram)**

On issues affecting the whole or large parts of the country, HM Government will need to be part of the information loop and may demand information and updates from Regions (via the Department for Culture and Local Government (DCLG) Resilience Emergencies Division, SCG's etc. The Cabinet Office Briefing Room (COBR) will be established to facilitate the management of information.

## **5.5 City Council role**

Initial response to an incident is likely to require the City Council to respond to requests from the emergency services. Once the emergency services have withdrawn from the incident, co-ordination of relief effort will usually pass to the local authority – the ‘recovery’ stage. The City Council will usually be responsible for co-ordinating not only the work of its own departments, but also the wider inter-agency response and recovery operations, which may be long-term.

The City Council may need to provide for a vast range of requirements, for instance temporary accommodation, catering, welfare services, public advice and information, public health and safety, severe weather measures and flood relief, repairs to roads and property, pollution control, clean-up and restoration work, transport, traffic management, handling compensation claims, re-housing etc. Where an incident has a major impact on the private sector, the City Council would have a significant role in supporting business recovery. The *Local Resilience Forum Recovery Plan* would form the basis of any Recovery work.

Disaster response work may simply be an extension of routine City Council services, or it may involve setting up new services. A major incident is likely to make heavy demands in terms of personnel, expertise, premises, communications, transport, plant, equipment and other resources. Section 7 sets out the roles of the various City Council departments in meeting such requirements.

The aftermath of a major disaster involving injury or loss of life may last for months and years and will impact on the whole community. Section 9.1.3 deals with this in more detail. Anniversaries and other reminders place particular pressures on those involved, while ongoing litigation issues and media interest ensure that people, places and events keep a high profile.

## **5.6 Communication systems**

Good communication systems are essential for successful incident management, but systems often fail due to loss of power, overload or other reasons. Back-up systems are therefore vital.

City Council emergency communications are based on routine networks, supplemented as necessary by additional systems, including the following:

- 2-way mobile radio systems (Communities department hold details of all systems).
- Nottinghamshire Alert system (relates to Nottingham City Centre Emergency Plan)
- Satellite phone held by the Emergency Planning Team
- Airwave Radio sets can be borrowed from the Police by the Emergency Planning Team

In addition, the Cabinet Office operates the following schemes that could be invoked in the event of a major incident, to avoid overload and safeguard essential communications. Key City Council colleagues may be covered by one or both of these systems.

### Government Telephone Preference Scheme (GTPS)

This is a system whereby outgoing calls on British Telecom lines can be restricted to registered numbers. Both office and private telephone numbers of key emergency response personnel, and key premises may be registered.

### Mobile Telephone Privileged Access Scheme (MTPAS)

This is a system whereby key emergency response personnel can be registered as essential users of mobile telephones and given priority over other users by enabling a local mobile phone cell area to be used by MTPAS users only. Criteria for owning an MTPAS enabled SIM is more stringent than the previous ACCOLC system- it is restricted to responders that would have a role at the scene of an incident or directly supporting it only. The Police would take the decision to invoke MTPAS.

## **5.7 Resources**

### **5.7.1 Volunteer staff scheme**

The City Council has a Volunteers Support Network, whereby colleagues from a range of departments have volunteered their services in the event of an emergency and received appropriate training. Such colleagues will be released from their 'day job' duties if their line manager approves, and they are not needed for their own departmental response. Access to these colleagues is via the Emergency Planning Team in the first instance.

## **5.8 Cross-Service management briefing**

It is essential that incident managers exchange frequent operational updates with their colleagues in other services. In the pressure of an incident, even when a management team is operating in the same room, people may overlook the fact that the information they receive and the decisions they make may impact on other departments and services. Only regular briefing sessions will ensure effective cross-service co-ordination.

## **5.9 Long-term recovery**

Managing an Emergency does not address long-term recovery plans in any detail. In the event that long-term recovery operations became necessary, details of a suggested Recovery Strategy are shown in the LRF *Recovery Plan*.



## 6 General Guidance

Section 6 sets out policy and general guidance, and highlights issues to be considered regardless of the nature, cause and consequences of the event. It covers the following:

- City Council policy
- Legal requirements
- Finance
  - Power to incur expenditure
  - Bellwin scheme
  - Financial Management of major emergencies
  - Mutual aid
  - Disaster appeals
- Preservation of records
- Data protection
- Insurance
- Health and safety
- Equality and diversity
- News media
- VIPs and dignitaries
- Public expression of grief and condolence
- Service continuity

### 6.1 City Council policy

The City Council's policy is one of total support for the emergency services for the duration of an emergency, mutual aid in respect of all East Midlands local authorities and continuing care and support for the community affected. If it is possible to provide the help requested, provision should be unstinting and immediate. Consideration of cost and custom should not prevent action.

### 6.2 Legal requirements

The main legislation relating to local authority emergency planning is Part 1 of the *Civil Contingencies Act 2004*, which came into force in April 2005. Under this Act the City Council has a range of duties as a 'Category 1' responder, which are to:

- Assess local risks and use this to inform emergency planning
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency
- Provide advice and assistance to businesses and voluntary organisations about business continuity management.

The Cabinet Office publication *Civil Contingencies Act 2004: a short guide (revised)* provides a summary of the requirements.

In support of the *Civil Contingencies Act 2004* and taking into account new planning assumptions, which include planning for catastrophic events, Central Government has put in place a 'Resilience' programme, linked to findings on national 'capabilities'. A range of 'Capability workstreams' have been established (for instance Mass Fatalities, Mass Evacuation) and local authorities are expected to play a full part in contributing to this work at local and regional level.

A range of other legislation confers duties and powers relating to emergency response upon local authorities. In addition to specific requirements, the Authority also has a general Duty of Care towards the public and towards its colleagues; this deserves particular regard in the context of a major emergency.

Such an event will frequently lead to a Public Inquiry and all personnel involved in managing the response should be aware of the possible consequences of decisions and actions taken during the course of the incident. Careful record-keeping is essential (see Section 6.4).

### **Corporate Manslaughter and Corporate Homicide Act 2007**

The *Corporate Manslaughter and Corporate Homicide Act* introduced a new offence, across the UK, for prosecuting companies and other organisations where there has been a gross failing, throughout the organisation, in the management of health and safety with fatal consequences.

## **6.3 Finance**

### **6.3.1 Power of a local authority to incur expenditure**

Local authorities have legal powers to incur expenditure on an emergency or disaster where there is damage to life or property, whether this is imminent or has occurred. This includes the power not only to purchase goods and services, but also to make grants or loans to other parties, subject to conditions determined by the Authority.

The City Council's financial regulations also recognise the need to make arrangements for emergencies and provide sufficient flexibility for corporate directors to act where additional expenditure is required to prevent or alleviate an emergency. It is recognised that normal procedures relating to the procurement of goods and services may not be appropriate. Although every effort should be made to issue official orders, it may be necessary to make orders by telephone or other means. All orders and resulting commitments should be properly documented in order to justify payments.

Colleagues wishing to procure goods or services in a major emergency should use the emergency expenditure code in the first instance and inform the Director of Strategic Finance. The code is available from the Finance section and Emergency Planning Officers.

### **6.3.2 Bellwin Scheme**

The Bellwin Scheme is discretionary. It exists to give special financial assistance to local authorities who would otherwise be faced with an undue financial burden as a result of taking immediate action to safeguard the life or property of, or prevent severe inconvenience to, inhabitants of the local authority area. Grants are paid only after the authority has spent 0.2% of its revenue budget on eligible works in the financial year.

Once the threshold has been met, the grant may cover 85% of the eligible expenditure. There is no automatic entitlement to assistance and again it is essential to keep accurate records of any such expenditure.

The Bellwin scheme is unlikely to cover terrorist incidents.

### 6.3.3 Financial management of major emergencies

The information below will help Finance managers and Emergency Control Room Managers focus on the financial issues that may arise in both the response & recovery stage of a major emergency, and to ensure that Nottingham City Council has the proper financial systems in place which are flexible, resilient and easily activated.

#### Pre-event

- Managers should be aware of how to deal with the financial aspects of a major emergency, including being familiar with emergency cost codes etc.
- Documentation that would be needed in the event of having to deal with exceptional financial arrangements should be identifiable and accessible. (Guidance on Bellwin etc.)
- Relevant Finance colleagues should be aware of the financial aspects of dealing with a major emergency. Arrangements should be trained and exercised.
- Managers should have a working knowledge of the Bellwin scheme and similar schemes which will help mitigate the cost of an Incident. See Communities & Local Government Website <https://www.gov.uk/government/organisations/department-for-communities-and-local-government> for guidance.
- Identify with Insurers and others how we can best harness their assistance in the event of a Major Emergency.

#### During the event

- Appoint a 'Financial Controller' who can advise the Corporate Leadership Team (CLT) and the Emergency Control Room Manager on financial issues.
- Appoint record keepers to keep accurate records of financial transactions. (Any claim **MUST** be properly documented.)
- Make early contact with Insurance Companies and other interested parties.
- Each event necessitating major expenditure should be reported by email to [Bellwin@communities.gsi.gov.uk](mailto:bellwin@communities.gsi.gov.uk). within a month of the incident.
- Review financial arrangements on a regular basis.
- Ensure departments, service areas and budget holders affected by the emergency understand the need for accurate record keeping and following the correct financial arrangements.

### 6.3.4 Mutual aid

There is a formal agreement with neighbouring local authorities that each will, as far as practicable, provide mutual aid to the other.

### Statement of Intent

The Chief Executive Officers of the local authorities within the Nottingham and Nottinghamshire Local Resilience Forum area will endeavour to provide assistance in the form of personnel, expertise, premises, vehicles and/or equipment, including the release of contractors, in anticipation of or following a major emergency or disaster which affects another council area whose Chief Executive is a signatory to this Statement of Intent, in accordance with the following principles.

1. A formal request for mutual aid shall only be made by a Chief Executive or other authorised person acting on behalf of a Chief Executive, to a Chief Executive or authorised officer acting for the other council.
2. A Chief Executive or authorised person who receives a request for assistance shall take appropriate action to respond to the request without delay and, in the case of an authorised person, shall inform their Chief Executive or other delegated person at a suitable time.
3. The person requesting assistance shall indicate the timescale by which confirmation is required as to whether such assistance can be provided. Councils receiving requests for assistance shall confirm as soon as possible, and within the required timescale, whether or not they are able to supply the assistance required.
4. The responsibility for co-ordinating mutual aid, management, supervisory control and financial arrangements rests with the council requesting assistance, or jointly where more than one council area is affected by the emergency. Where a lead council is unable to co-ordinate and supervise emergency response, an assisting council may assume control on a temporary basis and/or provide assistance at strategic level.
5. The council requesting assistance agrees to reimburse the council providing assistance all reasonable financial costs incurred, upon termination of the aid and within 28 days of the submission to that council of a fully documented account for settlement, or as soon as possible thereafter.
6. Costing shall be based on the actual cost of supplying staff, services, premises, vehicles or equipment, plus any additional costs incurred in consequential work. Costing shall not be at commercial rates.
7. The council receiving assistance may deploy staff from another council to duties directly related to the provision of emergency relief, or to support the day-to-day running of the council, whichever is deemed most appropriate.
8. Normal Health and Safety requirements apply. The council requesting assistance is responsible for the health and safety of all personnel within its control, including staff deployed from another council; risk assessments must take into account the position of such staff.

9. A council providing staff is responsible for ensuring that, as far as reasonably practicable:
- the staff concerned volunteer to undertake the work
  - the duties are within the scope and grade of their posts
  - the duties do not contravene the terms and conditions under which the staff concerned normally operate
  - the staff have had adequate training for the task(s) to be performed
  - the staff have appropriate personal protective equipment to undertake the duties allocated.
10. It is the responsibility of each council to ensure that all activity relating to provision and acceptance of mutual aid is covered by appropriate insurance in respect of staff, premises, vehicles and equipment.
11. All personnel loaned to a requesting council shall be deemed to be seconded to that council, which shall assume the responsibilities as employer of those personnel. In the event of a claim arising from any act or omission of a council employee acting in the course of their employment and providing aid to another council, then such liability shall be borne by the council which has requested the assistance, unless the employee or the council providing assistance is deemed to have acted negligently, in which case liability will fall on the council providing assistance.
12. All vehicles and equipment loaned shall be deemed to be the property of the council requesting assistance for all purposes during the period of the loan, and will be covered by the insurance of the council requesting assistance, except where the council providing vehicles or equipment also provides operatives, in which case it will be covered by the insurance of the council providing assistance.
13. All parties to this Statement of Intent shall offer each other reasonable co-operation in the management of the agreement and in particular with any staffing issues which arise while the agreement is in force or after it has terminated; this includes full co-operation at all hearings, proceedings, enquiries and investigations in relation to the provision of services under the agreement.
14. All parties to this Statement of Intent shall endeavour to resolve any dispute amicably through ordinary negotiations. Any failure to resolve a dispute shall be referred to a meeting of the respective Chief Executive Officers with a view to early resolution. If still unresolved, then the matter shall be referred to an independent Chief Executive Officer, who shall determine a solution to the dispute within 14 days of the first referral.
15. This Statement of Intent shall be reviewed following a situation where mutual aid has been requested/provided, and/or at any other time, on request of any authority that is party to the agreement.
16. This Statement of Intent is not a legally binding contract enforceable through the Courts. It does not imply any obligation on the part of any local authority to make a request for assistance, nor to provide the same.

### 6.3.5 Disaster appeals

Public appeals for finance and other help are frequently made following major disasters. With regard to financial appeals, the early involvement of the Director of Strategic Finance is vital. The British Red Cross operates a *Disaster Appeal Scheme*, details of which can be found on its website [www.redcross.org.uk](http://www.redcross.org.uk). There is evidence that there are advantages in setting up trusts with discretionary, as opposed to, charitable status. Appeals for items such as clothing frequently result in an unmanageable response and should not be made unless adequate staffing and storage arrangements are in place.

## 6.4 Preservation of records

In the event of a major incident, it is imperative that all documentation, both historic and current, is preserved. An investigation into the cause and circumstances of an incident, and the response to it, is almost inevitable.

Evidence may be required by the appropriate enforcement authority, e.g. HSE, Environment Agency, AAIB, a judicial inquiry, a Coroner's inquest, Police Enquiry, a Civil Court hearing compensation claims or a Public Enquiry.

In the course of each of these, responders may well be obliged or advised to give access to documents created or received which have, or may have, a bearing on the incident.

Under no circumstances must any document that relates, or may in any way relate (however slightly) to the incident, be destroyed, amended, held back or mislaid. For these purposes, 'document' means not only paper records but also photographs, audio and video tapes, and information held electronically in any format. It also includes internal electronic mail. It is especially important that no computer data that relates to, or might relate to this incident be in any way amended or erased. All 'documents' are to be preserved in the condition in which they were used.

Steps must be taken by the Emergency Control Room Manager and other relevant managers to identify and secure all such documents, and arrangements made for the documents to be inspected and collated. All documentation should be forwarded to the Incident Manager and stored in a secure place.

## 6.5 Data Protection

During the preparation of this plan due consideration was given to the principles of the *Data Protection Act 1998*. The greatest of care should be practised when gathering and recording sensitive or personal information, and confidentiality is of prime importance. Collators of information should be careful not to deceive or mislead anyone, even inadvertently, about the purpose for which the information is to be held, used or disclosed.

Listed below are some of the main principles that need to be considered; broadly they state that personal data shall:

- be obtained and processed fairly and lawfully
- be held only for lawful purposes
- be used or disclosed only for those or compatible purposes (i.e. the purposes for which it was originally provided), or for any other lawful purpose as permitted by the Act
- be adequate, relevant and not excessive in relation to the purpose for which the data is held

- be accurate and, where necessary, kept up to date
- be held no longer than is necessary for the purpose
- be surrounded by proper security

However, the Government's publication '*Data Protection and sharing – Guidance for Emergency Planners and responders*', published in January 2007, provides clear and understandable guidance on the legislative framework surrounding personal data so that emergency responders know what they can and cannot do when handling personal data.

The key principles of the document are as follows:

- Data protection legislation does not prohibit the collection and sharing of personal data – it provides a framework where personal data can be used with confidence that individuals' privacy rights are respected. (*Data Protection Act 1998*)
- An emergency responder's starting point should be to consider the risks and potential harm that may arise if they do NOT share personal data.
- Emergency responders should balance the potential damage to the individual (and, where appropriate, the public interest of keeping information confidential) against the public interest of sharing the information.
- In emergencies the public interest consideration will generally be more significant than during day to day business.
- Always check that the objective can still be achieved by passing less personal data.
- Category 1 & 2 responders should be robust in asserting their power to share personal data lawfully in emergency planning, response & recovery situations.
- The consent of the data subject is not always a necessary pre-condition to lawful data sharing. If in doubt, and where possible, you should seek advice from Information Governance colleagues – though prepare on the basis that you will need to make a decision without formal advice during an emergency.
- Further advice and information about the DPA can be obtained from the City Council's Information Governance, GIS Data and Information team.

## 6.6 Freedom of Information

The *Freedom of Information Act 2000* and the *Environmental Information Regulations 2004* provide legal rights to obtain publicly held information.

Information is a key element of Emergency Planning. Using and sharing information is an essential way of responding to a major emergency and promoting the return to normality.

The *Civil Contingencies Act 2004* recognises that before, during and after a major emergency, there is some information which ought not to be released either pro-actively or in response to a request under the *Freedom of Information Act 2000*, or the *Environmental Information Regulations 2004*. This is information that would harm national security, public safety, commercial interests or the confidentiality of personal details.

Further advice about the *Freedom of Information Act 2000* and the *Environmental Information Regulations 2004* is available Information Governance section of the Development and Growth Department.

## **6.7 Insurance for volunteers and external organisations**

External assistance is frequently sought from individuals, voluntary and other organisations, to support the response to an emergency.

### **6.7.1 Individual volunteers**

The City Council's public liability insurance extends to cover damage or injuries incurred by third parties caused by the negligence of individual volunteers acting on its behalf.

In the event that a volunteer, acting in an official capacity for the City Council, suffers death or personal injury, the claim would be handled under the City Council's employers' liability policy. In the event that the City Council was held to have been negligent then any compensation due would be met from this policy.

The City Council's insurance arrangements do not extend to cover vehicles, equipment or personal belongings that are owned by a volunteer. Payments would only be made to volunteers in respect of damage caused to vehicles and equipment where the damage had arisen through the City Council's negligence.

### **6.7.2 External organisations**

The City Council will provide an undertaking to organisations assisting in an emergency to indemnify them against death or personal injury to an employee or damage to their property caused by the negligence of the City Council in co-ordinating the emergency. Outside organisations may be asked to provide services, equipment and vehicles to assist in the response to an emergency situation. The liabilities arising from the provision of the service, and the insurance of the equipment or vehicles, remains the responsibility of the owner and will not be indemnified or insured by Nottingham City Council.

## **6.8 Health and safety**

The City Council has a duty to provide a safe environment and a safe system of working, both for its own employees and others affected by its activities. In a disaster situation, there may be risks present, however, every reasonable precaution should be taken to minimise these. All managers have a responsibility for the health, safety and welfare of their colleagues and teams.

Where a request for individual City Council colleagues or teams to attend an incident, the safety of employees must be paramount at all times. Emergency response teams should only be sent where the emergency services have indicated that it is safe to do so.

If, at any stage, City Council managers have reason to believe that the situation presents an unacceptable risk to colleagues, they should immediately withdraw response teams until such time as reasonable safety considerations can be met.



City Council colleagues may find themselves working in the proximity of a potential or actual incident during the course of their routine duties. The Police will advise on any additional precautions to ensure the safety of the public in the area and colleagues should act in accordance with such advice. If, at any stage, the situation appears to present an unacceptable risk to colleagues working in the area, the appropriate City Council managers should be informed and may wish to consider temporary closure of non-essential services or alternative arrangements for provision of essential services.

Dealing with a major crisis may present a potential for stress. Colleagues may be required to work long hours, under considerable pressure and within unfamiliar conditions. There may be scenarios which may have no apparent solutions or require them to cope with particularly unpleasant or harrowing situations. Working rotas and shift arrangements should take account of these factors and support mechanism in these cases need to be considered by management.

As a result of the stress of disaster work, some people may find it difficult to adjust to normal work again and in some cases long-term psychological damage may ensue. Every effort should be made to minimise stress and trauma by: ensuring that all colleagues are individually suited, prepared and trained for their roles in an emergency; allowing enough time for rest and refreshments within work rotas; offering encouragement and appreciation of effort; providing appropriate welfare and support systems for colleagues during and after the event.

The primary responsibility for colleagues' welfare during and following an incident lies with individual managers.

The City Council's Employee Wellbeing team can, through its counselling provider, arrange appropriate support should a traumatic incident occur. This is referred to as "Trauma Support Services" and would normally take place between 48 to 72 hours after an incident to assist in the management of the event, upon request. The service aims to assist colleagues at all levels in dealing with the psychological and emotional effects of working in the context of a major emergency.

However, employees can also call the confidential service, at any time, for immediate and on-going support and seek to speak with a specialist trauma counsellor. This is a free phone number which can be accessed 24/7 by calling **0800 882 4102 (user name: Nottingham, Password: Council)**.

## 6.9 Debriefing

Debriefing serves a number of different purposes in any operation and falls into three general categories; the 'hot' debrief, the operational debrief, and the critical incident stress debrief. Each has some particular characteristics and each can be used either separately or in conjunction with one another, depending on the type of event to be debriefed, colleagues involved and organisational purpose, amongst a number of variables.

### 6.9.1 Hot debrief

The immediate post event or 'hot' debrief can be used to capture information in fast time to promote and enable continuous improvement. Despite the name, it need not only be conducted at the conclusion of the event, but can be held at many distinct stages, e.g shift

change and operational phase completion will all provide an opportunity for these debriefs to take place.

There are some general principles about a 'hot' debrief. It should be conducted before colleagues go off shift or are deployed to other duties, and should, therefore, be short. Unless a traumatic event has occurred (which is mentioned later), it should focus on immediate events, and the suggested process is for the person responsible for first line supervision to ask colleagues to identify any operational difficulties that arose during the time period; they should also be asked how they overcame these issues. These should be recorded, quality assured by the supervisor, prioritised for action, and passed to senior managers for consideration.

In this way the 'hot' debrief can be a means of highlighting emerging themes and addressing potential difficulties before they become embedded in the operational process, and high priority issues can be fast tracked to the appropriate manager for decision and action.

### **6.9.2 Operational debrief**

The main operational debrief is the next stage in the debriefing process. Generally, operational debriefing is a means of giving the opportunity to colleagues, involved in any event, to feedback their views about any aspect of that event. Debriefing ought to be viewed as part of the event process and integral to feeding back results. Debriefing should be seen as routine in all operations and should, wherever possible, be planned in at the earliest opportunity. It should also be regarded as a vital part of the planning process for future events.

Operational debriefing is designed to analyse the event and seeks to improve future performance. It will also highlight any significant aspects of the event with a view to dissemination or identification of other work arising from it.

Its purpose should not be to apportion blame, but to identify the most and least effective aspects of the operation or event. It has many uses and these often determine the structure of the debrief itself.

The purpose and objectives of any debrief should be carefully agreed beforehand so that all necessary information is gathered and every one of the issues is covered. The debrief can be organised in any number of different ways. The simplest two processes are to divide participants into their functional groups for the debrief, or to divide participants along a timeline of the event.

In either case, it should be borne in mind that it is at least as important to identify and repeat, where appropriate, those things that went well, as it is to identify and avoid those things that did not go well. In view of this, equal time should be apportioned to them. It is also useful to get the participants to reflect on what changes they would make in future as a result of their experiences.

Following this data collection phase, a report is compiled, which be used for a number for purposes. Fundamentally, however, the report is used as part of a process of continual improvement. The information gained should be fed back into the operational context as soon as practicable, and should also inform the development of training and doctrine.

There is one other important point about the report. It is common organisational practice, following a debrief that identifies areas for improvement, as all will, to restrict the circulation of the report. If the debrief has been conducted with an appropriate focus, i.e. 'what happened' as opposed to 'who did it', then this reaction should be actively avoided. Not only is it bad practice, but it actively inhibits the process of improvement that should form part of the culture of all modern organisations.

By applying this focus, the debrief process is the 'engine room' of operational practice; driving the process of identifying issues from real operations (or realistic exercises), analysing the results, and disseminating the learning for the benefit of all.

Both 'hot' and operational debriefs should be subject to some organisational policies about possible evidential issues, if the event experienced has the potential to involve future criminal proceedings. The general rule is that, so long as the participants have already made any evidential notes of their involvement prior to its commencement, the debrief can take place. Advice should be sought if any new evidential information arises out of the debrief itself.

### **6.9.3 Critical incident<sup>1</sup> stress debrief**

The final debrief type can be broadly referred to as a critical incident stress debrief. This is generally used when colleagues are exposed to traumatic events. The purpose of this debrief is to enable participants to talk about what happened and their reactions to it from a personal rather than an operational context. It is often most useful if the suitably trained de-briefers are from a similar organisational background, as they will often have some experiences to draw on. This debrief is not for the benefit of the organisation, but for the benefit of those involved in it. It can help them to 'normalise' their experiences, feelings and personal responses to what has happened to them.

Colleagues conducting these debriefs should be suitably trained and there should be an organisational recognition that, as the purpose is broadly therapeutic rather than operational, no records will be kept and colleagues who were not involved in the event, even at a senior level, should not be present.

The City Council's Employee Wellbeing team can, through its counselling provider, arrange appropriate support should a traumatic incident occur. This is referred to as "Trauma Support Services" and would normally take place between 48 to 72 hours after an incident to assist in the management of the event, upon request. The service aims to assist colleagues at all levels in dealing with the psychological and emotional effects of working in the context of a major emergency.

<sup>1</sup> Please note this is a generic term relating to all types of incident, not just a 'Critical Incident' as defined in Section 4.

Debriefing of operations and events has a number of organisational benefits if appropriately conducted. Fast time information capture and tactical changes can result; organisational learning can be gained and put into practice; and colleagues' welfare can be assisted. It should be part of organisations' planning for major events and operations, and is an important contribution to organisational effectiveness. As important as a plan for

debriefing is that organisations develop a 'culture of debriefing' in which operational effectiveness and continuous improvement are seen as every colleagues' business.

The Emergency Planning Team has access to people trained in nationally recognised debriefing protocols.

## 6.10 Equality and diversity

Nottingham City Council believes it has a leading role to play in promoting equal opportunity and valuing diversity - in the community, as an employer and as a provider of services to the people of Nottingham and its visitors.

The *Civil Contingencies Act 2004 2004* notes that any emergency planning must have regard to the 'Vulnerable' members of a community, i.e. people who are less able to help themselves in the circumstances of an emergency and people who are likely to require special assistance in taking appropriate actions.

The guidance to the *Civil Contingencies Act 2004 2004* suggests that there are three broad categories of those considered vulnerable:

- those who, for whatever reason, have mobility difficulties, including people with physical disabilities or a medical condition and even pregnant women;
- those with mental health difficulties; and
- others who are dependent, such as children.

In addition to the requirements of these groups, other special needs may arise including faith / cultural requirements, language difficulties etc.

The Cabinet Office publication *Identifying People who are Vulnerable in a Crisis* [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/61228/vulnerable\\_guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/61228/vulnerable_guidance.pdf) provides further guidance for emergency planners and responders.

It is the expectation of the Emergency Planning Team that all personnel who are responsible for the planning and implementation of Emergency Plans will have undertaken appropriate Equality and Diversity awareness training.

With these points in mind, during the preparation of this plan and when considering the roles and responsibilities of all agencies and colleagues involved, care has been taken to promote fairness, equality and diversity in the services delivered regardless of gender, age, race, colour, nationality, ethnic or national origin, disability, marital status, sexual orientation, responsibility for dependents, trade union or political activities, religious or other beliefs, or any other reason which cannot be shown to be justified.

An Equalities Impact Assessment Screening Document has been completed for this plan and no negative impacts have been identified. A copy of the assessment can be obtained from the Council's Equality and Community Relations team.

Section 9.1.3 dealing with Care and Welfare contains further guidance.

## 6.11 News media

Any incident is likely to attract media attention. A major disaster will see the swift arrival of vast numbers of local, national and international media personnel, together with their vehicles and equipment. Media interest is likely to continue throughout the incident and in the aftermath, possibly years later. Anyone involved may become the target of attention at any stage.

It is important to give the media facilities to do their job and to provide, as far as possible, the information they seek as soon as it is reliably available. Moreover, the media, especially local press and radio, have a key role to play in relaying important public information and advice.

A co-ordinated approach is essential, to minimise disruption, to ensure that information given is accurate and complete and to avoid creating public anxiety and confusion through conflicting messages. This co-ordination must apply within the City Council and in respect of external agencies.

Plans are in place for both internal and inter-agency co-ordination of media arrangements through the City Council's Communications Team. In the event of a major incident these arrangements may include provision of a media briefing centre. Organising media arrangements on behalf of the various response agencies will form part of the wider incident co-ordination. Initially the lead role is likely to fall to the Police, who will nominate a liaison officer, spokesperson and suitable liaison point. At a later stage the City Council will probably take over. The LRF *Emergency Communicating with the Public Plan* sets out the arrangements that have been agreed between the key emergency response agencies (see Section 9.1.5).

Although there may be a central point of contact for the media, individuals at various sites are likely to be approached for information and comment. Advice should be sought from the Communications Team before agreeing to a formal interview. It is important to avoid personal opinion and speculation, particularly at the height of a stressful situation. Even statements of fact can sometimes be dangerous or misleading.

As well as the media, other direct communications channels including websites and social media, like Facebook and Twitter, will need to be used to communicate information to the public. The council's Communications team would gather facts and information about the emergency as they emerge from responders, and would use these channels to put out frequent updates, messages of reassurance and advice, correcting any misinformation as necessary. You should exercise caution when making any reference to an incident on social media and need to ensure that your personal social media use does not contravene the Code of Conduct for Employees (*People Management Handbook*) and the IT Acceptable Use Policy: Section 6 - Personal Blogs, Websites, Social Networking & Chat-Rooms or the Personal Websites, Colleague Weblogs and Online Social Networks policy (which forms an addendum to the IT policy), all of which can be found on the City Council intranet.

## 6.12 VIPs and dignitaries

After a major incident it is possible that members of the Royal Family, Government Ministers, Members of Parliament, foreign diplomats and other dignitaries may wish to visit the scene, hospitals in which casualties are being treated or other locations. Their representatives will notify the Police in advance, and the latter will, in liaison with the

appropriate Chief Executive or manager, make the necessary arrangements. The Police will also escort the visitor.

The Police will normally handle media arrangements, unless Royalty or senior Members of Parliament are visiting, in which case the Central Office of Information will normally be responsible. Co-ordination between Government and Communications colleagues will be necessary.

Private visits by local Members of Parliament or dignitaries may take place without warning, in which case no formal arrangements would be possible.

### **6.13 Public Expression of Grief and Condolence**

Following incidents involving fatalities or large-scale destruction, there may be spontaneous expressions of community feelings in the form of flowers deposited at the site of the incident, donations etc. These situations should be anticipated and responding departments should ensure that they are dealt with in a sensitive way. Books of Condolence, religious services, appeals and memorials can assist the community in coming to terms with disaster. The anniversaries of such events can also prompt similar reactions in the community and should be anticipated. Established links with faith communities can offer support and advice in these matters.

### **6.14 Business Continuity**

All emergency plans and arrangements should be able to operate in the event of a disruption, and should be able to recover the response elements of the emergency plans to comply with the duties contained in the *Civil Contingencies Act 2004*.

Each department is required to produce, publish and maintain a *Departmental Business Continuity Plan* and a *Departmental Response plan* and must ensure that all service areas are covered by individual plans. These plans ensure that emergency response capability and critical service provision can be recovered and maintained. The Authority's Business Continuity management procedures have been developed to increase resilience prior to an event, help maintain response capability during an event and recover services fully in priority order during and after an event. Departments have a nominated 'champion' who should facilitate the review, development and exercising of the plan, and ensure all colleagues are appropriately trained.

Guidance on Business Continuity planning is available from the Emergency Planning Team. The full strategy is contained in the Nottingham City Council Business Continuity Management System (BCMS).

## 7 Roles, Responsibilities and Resources – Internal

This section summarises the broad roles, responsibilities and resources of the various parts of the City Council, in terms of emergency response at corporate and service level, as follows:

- 7.1 Councillors
- 7.2 Chief Executive
- 7.3 Resources
- 7.4 Children and Adults
- 7.5 Community Services
- 7.6 Development and Growth
- 7.7 Nottingham City Homes
- 7.8 Nottingham City Transport
- 7.9 Departmental Emergency Planning Liaison Officers

Individual functions and services are grouped within their departments and listed in alphabetical order.

The degree of colleagues' involvement will vary according to the nature of the emergency. Some roles may be shared or rely on close liaison and co-operation with other services or agencies. Individual Departmental / Service Emergency Plans contain further details about the functions of individual services and sections.

Corporate Directors have a dual function; they have a key part to play in the corporate response to both critical and emergency incidents, and, at the same time, they are responsible for preparing and implementing Departmental emergency plans and call-out procedures in respect of the services for which they are responsible, and for managing the overall service response. Guidance on actions to be carried out or considered by key personnel upon initial alert is contained in the appendices and individual departmental / service emergency plans (specific functions and services).

Departmental Emergency Liaison Officers are appointed to represent key service areas and provide a link with the corporate Emergency Planning Team. Their responsibilities include leading and developing emergency and business continuity planning, training and awareness within specific service areas, and advising senior managers on incident response. Section 7.12 gives details.

## 7.1 Councillors

A major emergency will not require Councillors to take on new roles; however, it will impact on their routine roles. Firstly, as they represent a key contact point between the public and the Authority, the level of interaction, particularly media pressure, is likely to intensify. Secondly, the rapid onset of a crisis and the potential extent, severity and urgency of problems to be dealt with, may mean that normal decision making processes are delayed, or, in the worst scenario, impossible.

### **Role of Councillors:**

- Supporting the Chief Executive, City Council Gold Group and/or Critical Incident Management Team, in provision of emergency relief as quickly as possible, in line with the agreed policy.
- In the case of a prolonged incident, supporting emergency decision making processes to sanction actions / expenditure, as required.
- Representing the interests of the public and providing a public contact point.
- Providing information to City Council colleagues on the effects of the emergency, public requirements and concerns.
- Acting as spokespersons for the City Council.
- Providing representatives to visit the scene or other areas of operation, as appropriate.



## **7.2 Chief Executive**

### **Role / Responsibilities of Chief Executive**

- Leading the City Council's response to a critical or major incident and ensuring all obligations are met.
- Participating in emergency call-out system for corporate directors.
- Establishing and chairing City Council Gold Group / Multi-Agency Emergency Management Team(s), as required (see Section 5).
- In liaison with senior officers of relevant organisations, determining short and longer-term response strategy.
- Representing the Authority on strategic level inter-agency team(s) (see Section 5).
- Authorising commitment of resources and expenditure.
- Considering aspects of recovery.
- Briefing Councillors.
- Ensure appropriate Business Continuity arrangements are maintained.

### **Role / Responsibilities of Public Health**

- Source advice on Public Health matters from Public Health England as required  
- Public Health England has an Incident Management Plan that may be used.

## 7.3 Development and Growth

### Role / Responsibilities of Deputy Chief Executive and Corporate Director of Development and Growth

- Assisting and/or acting for Chief Executive (see Section 7.2).
- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Multi-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Managing departmental emergency response.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Response Plan and Departmental Emergency Business Continuity Plan(s).
- Ensuring that effective Business Continuity arrangements are in place for service areas with provision for maintenance/recovery of critical services.
- Chair the Development and Growth Business Continuity team in the event of a serious incident.

### Role / Responsibilities of departmental teams

- Providing land, building and property information.
- Providing personnel and expertise in respect of above functions including:
  - building control colleagues
  - building and land surveyors.
- Providing emergency traffic management measures.
- Urban Traffic Control Centre and CCTV systems.
- Management and operation of the Royal Centre.
- Geographical Information System (GIS) mapping services.
- Dangerous structures advice
- Advice on condition and safety of buildings.
- Public Transport information
- NET (Tram) Information
- Housing Solutions advice (inc Homelessness and adaptations)
- Support the Departmental Liaison Officers (DLO) to ensure all service areas prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

NB Many services relating to building maintenance are provided out of hours by private contractors; a list is held by the Development and Growth department and Emergency Planning.

## 7.4 Children and Adults

### Role / Responsibilities of Corporate Director of Children and Adults

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Multi-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Response Plan and Departmental Emergency Business Continuity Plan(s).
- Ensuring that effective Business Continuity arrangements are in place for service areas with provision for maintenance/recovery of critical services.
- Chair the Children and Adults Business Continuity team in the event of a serious incident.

### Roles / Responsibilities of departmental teams

- Producing emergency planning guidance for schools and, where required, assisting them in developing effective emergency plans and procedures.
- In conjunction with other agencies, providing welfare support and assistance to children and colleagues affected directly or indirectly by a major incident including provision of school psychologists to support longer-term recovery from exposure to traumatic events.
- Providing a senior manager to manage a Humanitarian Assistance Centre (HAC).
- Support the Departmental Liaison Officers (DLO) to ensure all service areas prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### Role / Responsibilities of Adult Services and Adults Community Inclusion

- Ensuring that appropriate colleagues are aware of, and trained, equipped and competent to undertake their emergency response roles.
- Co-ordination of departmental response and recovery during and following an incident.
- Obtaining information from, and distributing information to departmental teams and colleagues.
- Overseeing, managing and assisting with welfare requirements, general practical and emotional welfare and special needs (short and long-term) of individuals and families affected by an incident.
- Providing for the needs of those adults in the care of Nottingham City Council
- Providing managers and operational colleagues at emergency accommodation centres, reception and information centres and Humanitarian Assistance Centres.
- Providing colleagues to support the provision of information and support services for relatives of the injured and bereaved at hospitals, hotels or other locations.
- Providing transport and escort services, including special needs transport for relatives of the injured and bereaved.
- Providing premises for specialist shelter and accommodation (Springwood Day Centre)

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- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

## 7.5 Community Services

### Role / Responsibilities of Corporate Director of Community Services

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Multi-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Managing departmental response.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Response Plan and Departmental Emergency Business Continuity Plan(s).
- Ensuring that effective Business Continuity arrangements are in place for service areas with provision for maintenance/recovery of critical services.
- Chair the Community Services Business Continuity team in the event of a serious incident.

### Roles / Responsibilities of departmental teams

- In conjunction with emergency services and key external agencies establishing emergency plans for public events.
- Providing and maintaining library premises for use as Public Information Centres.
- Providing and maintaining premises with catering facilities for use as Emergency Accommodation Centres and Reception Centres (Leisure Centres).
- Providing information and expertise relating to parks and open spaces.
- Providing professional and technical colleagues and expertise in respect of the above functions:
  - community development colleagues
  - catering colleagues (in support of Adult Services as main provider)
  - neighbourhood protection. (Community Protection Officers are managed and deployed by the Police. See Contact List for details.)
- Advising on longer-term rehabilitation of the community, supporting and assisting community recovery.
- Advising on longer-term rehabilitation of the community.
- Providing personnel and expertise in respect of the above functions:
  - colleagues to support public information function
  - premises support colleagues at emergency accommodation centres
  - expertise in public events and crowd management.
- Liaising with Health services, the Environment Agency, DEFRA and other agencies as appropriate.
- Providing services relating to cemeteries and crematoria.
- Undertaking investigative/enforcement duties, as necessary.
- Providing professional and technical colleagues, as appropriate, to the above functions.
- Providing advice on issues arising due to faith/cultural requirements and language difficulties.
- Providing and maintaining resources, systems and operators as listed in Departmental Emergency Plan including:
  - communication systems

- catering equipment (in support of Development and Growth as main provider).
- Support the Departmental Liaison Officers (DLO) to ensure all service areas prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### Community Protection

- Preparing and maintaining plans relating to environmental health, ensuring colleagues are aware of and trained for their roles.
- Liaising with Health services, the Environment Agency, DEFRA and other agencies as appropriate.
- Assisting in provision of environmental health measures to deal with chemical or biological contamination of food and water (including the effects of radiation).
- Assisting in provision of environmental health measures to deal with outbreaks of infectious disease in humans.
- Advising on environmental health matters relating to temporary accommodation and catering.
- Advising on environmental health matters in respect of temporary mortuaries.
- Providing pest control and dog control services.
- Co-ordinating the City Council's response to rabies and other diseases of animals.
- Providing information and advice with respect to incidents involving petroleum at petrol filling stations.
- Undertaking investigative/enforcement duties as necessary.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

NB It should be noted that Community Protection's environmental health remit is to provide services, whereas, since becoming the responsibility of local authorities, the role of the discrete Public Health department is the overall implementation of the PH function across Nottingham City and Nottinghamshire County. This includes health improvement (e.g. implementation of policies for tobacco, obesity, substance misuse, etc), health protection (e.g. vaccination programmes, pandemic flu planning) and health service commissioning (e.g. ensuring NHS commissioners operate based on a population assessment of health need).

## 7.6 Resources

### Role / Responsibilities Corporate Director of Resources

- Participating in emergency call-out system for corporate directors.
- Leading/participating in City Council / Multi-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Managing departmental emergency response.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Response Plan and Departmental Emergency Business Continuity Plan(s).
- Ensuring that effective Business Continuity arrangements are in place for service areas with provision for maintenance/recovery of critical services.
- Chairing the Resources Business Continuity team in the event of a serious incident.

### Role / Responsibilities of Democratic Services

- Arrangements for and administration of any 'Urgent Matters – Powers to Chief Executive and Deputy' decision making processes.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### Role / Responsibilities of HM Coroner

- Advising emergency services that the deceased can be removed from the scene.
- Arrangements for emergency mortuary, as required, in accordance with the Emergency Mortuary Plan.
- Authorising post-mortems to take place as necessary.
- Releasing the deceased to relatives for burial or cremation, as appropriate.
- Convening inquests at Coroner's Court to investigate and establish causes of death according to evidence supplied.
- Providing evidence and attending Public Inquiries as necessary.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### Role / Responsibilities of Emergency Planning

- Advising on legal requirements and Government expectations as indicated at Section 6.2, and ensuring corporate compliance.
- Assessing local risks and using this to inform emergency planning.
- Preparing, maintaining and co-ordinating plans and providing advice on plan preparation.
- Organising and facilitating training events and exercises.
- Co-ordinating Business Continuity arrangements throughout the City Council.
- Supporting the DCLG Resilience Emergencies Division.
- Assisting in identifying and meeting training needs of external and internal partners.
- Providing operational advice and information to Chief Executive, Emergency Leadership Team(s) and other response personnel.

- Implementing call-out procedures, activating emergency plans and co-ordinating City Council's response.
- Liaising, sharing information and co-operating with other local responders including City Council departments, external response agencies and neighbouring local authorities.
- Providing operational information updates for stakeholders.
- Activating and maintaining operation of Emergency Control Centre.
- Gathering, collating and distributing operational information.
- Locating resources.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### **Role / Responsibilities of Finance**

- Making available supplementary funds and emergency expenditure codes.
- Collating and monitoring financial information and advising on financial implications of relief effort.
- Reclaiming expenditure, where possible (Bellwin rules, if applicable).
- Insurance.
- Advising and helping in such matters as welfare rights and benefits.
- Management of appeal funds.
- Providing advice on planning, investments, loans and budget control.
- Providing personnel / expertise including:
  - accountants
  - cashiers
  - clerical and administrative colleagues.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### **Role / Responsibilities of IT Services**

- Providing and maintaining effective voice and data communication systems including call-centre operation.
- Arranging temporary redistribution of communication facilities and / or providing additional facilities, as required.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### **Role / Responsibilities of Legal Services**

- Monitoring legal implications.
- Providing legal advice to Chief Executive and Emergency Management Team(s).
- Dealing with claims and litigation.
- Preparation for and representation at legal enquiries.
- Providing advice on colleague related Health and Safety Issues.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### **Role / Responsibilities of Registration Service**

- Registration of deaths in liaison with Coroner.



- Arrange a Registrar General's licence for marriage or civil partnership to facilitate an emergency ceremony in circumstances where one of the parties is gravely ill.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

### **Role / Responsibilities of Business Support**

- Provide Business Support to identified priority services
- Provide support to Corporate Emergency Planning Team e.g. staffing the Emergency Control Centre, Rest Centre Manager etc.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

## 7.7 Commercial and Neighbourhood Services (Strategic Directorate)

### Neighbourhood Services

- Liaising with and providing information and advice to business/private sector.
- Providing temporary/emergency accommodation, storage and business relocation service.
- Providing and maintaining resources, systems and operators in respect of the above functions;
  - plant and equipment
  - vehicles
  - specialised transport
  - stocks of tabards, torches etc.
  - trailer mounted generators.
- Providing advice on condition and safety of buildings, and escape and fire precaution issues.
- Providing technical services in connection with:
  - street cleansing
  - refuse collection
  - vehicles maintenance.
- Providing vehicles adapted for transporting elderly people and those with physical disabilities.
- Emergency removal and disposal of debris and non-toxic waste, and cleansing.
- Providing equipment including:
  - Shop Mobility - wheelchairs, scooters etc.
- Providing engineering and technical services in connection with:
  - street lighting
  - grounds maintenance
  - highways maintenance
  - stocks of sand.
- Providing assistance to the emergency services in support of Nottingham City Centre Emergency Plan, including communication links to City Centre networks
- Advising on longer-term environmental recovery.
- Advising emergency and other services on underground systems, including drainage.
- Providing emergency measures against snow, flood and other extremes of weather.
- Advising on longer-term rehabilitation of the community and environmental recovery.
- Providing professional and technical colleagues as appropriate to the above functions.
- Providing systems, equipment and transport when appropriate and applicable:
  - Small fleet of vans
  - Limited gas detection equipment.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

## **7.8 Early Intervention** (Strategic Directorate)

### **Role / Responsibilities of Communications and Marketing**

- Preparing, maintaining and implementing media and public information plans, in liaison with relevant external agencies and the Emergency Planning Team.
- Ensuring co-ordinated City Council response to media requests.
- Representation at Media Briefing Centre, as required.
- Establishing and running City Council Media Briefing Centre, as required.
- Providing advice to City Council colleagues and councillors on dealing with media requests and facilitating media releases, interviews and conferences.
- Providing information service to Councillors.
- Establishing and maintaining public information arrangements, including warning and informing the public in the event of an emergency.
- Prepare and issue public advice and information through a variety of communication channels including the media, websites and social media in conjunction with relevant departments and services, and the Emergency Planning Team.
- Providing public information facility through City Council colleagues and premises.
- Maintaining close liaison with communications officers of other agencies.
- Monitoring media output and ensuring that significant reporting inaccuracies are rectified.
- Helping to monitor social media activity in an emergency and develop proactive and reactive responses to misleading information.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.
- Procuring print services.

### **Role / Responsibilities of Corporate Procurement**

- Procurement of goods, services and works to meet emergency requirements.
- Corporate e tendering system.
- Corporate Contracts.
- Category Management.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

## **7.9 Organisational Transformation** (Strategic Directorate)

### **Role / Responsibilities of Human Resources**

- Ensuring appropriate colleague welfare and support systems are in place.
- Providing guidance to departments on colleague welfare and support.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

## 7.10 Nottingham City Homes

### Role / Responsibilities of Nottingham City Homes

- Nottingham on Call 24 hour call centre, telephone systems and equipment.
- Back-up call centre and telephone system.
- Providing 24-hour emergency contact facility via Nottingham on Call service.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles, as defined in this plan.
- On request of Nottingham City Council senior manager or Emergency Planning Officer, providing emergency/temporary accommodation for those made temporarily homeless or otherwise in urgent need of shelter.
- Providing information, advice and assistance to people made temporarily homeless.
- Providing professional and technical colleagues to the above functions including colleagues trained in handling public advice/information and emergency call-out procedures.
- Providing the following services for council housing:
  - emergency building repairs
  - electrical and gas maintenance services
  - cleansing, repair and restoration of damaged premises
  - demolition works, where necessary
- Providing personnel/expertise in respect of the above functions including: brick laying; building maintenance and repairs; electrical work; fitting and joining; plumbing and heating
- Providing and maintaining plant, transport and equipment in respect of the above functions including: transport (lorries; vans; fork-lift trucks etc.).
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

NB These services are only available to NCH tenants; for other city residents see Facilities Management in Resources.

## 7.11 Nottingham City Transport Ltd

### Role / Responsibilities of Managing Director of Nottingham City Transport Ltd

- Participating in emergency call-out system.
- Participating in City Council / Multi-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Emergency Plan(s).
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Overall management of emergency response.
- Participating in planning for, and responding to fuel shortage emergencies.
- Providing transport advice to the public.
- Providing personnel/expertise in respect of the above functions
  - public service vehicle drivers
  - repair and maintenance colleagues.
- Providing and maintaining emergency transport
  - large fleet of public service vehicles - buses
  - recovery vehicle.
- Prepare and maintain Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

## 7.12 Departmental Emergency Planning Liaison Officers

Departmental Emergency Planning Liaison Officers are appointed to represent their department's directorates and key service areas and provide a link with the central Emergency Planning Team. They meet every three months as a group.

### Terms of Reference for Departmental Emergency Planning Liaison Officers' Group

- To implement corporate policy on emergency planning and Business Continuity.
- To provide a corporate focus and mechanism for driving emergency planning and service/departmental continuity planning activity throughout the Authority.
- To act as a support group through sharing and discussing common issues and problems.
- To make recommendations to their DMT and CLT on key issues.
- To identify and learn from best practice approaches towards planning, training and exercises.
- To review incidents, establish lessons learned and recommend appropriate actions.
- To further learning and best practice through external input.

### Role and responsibilities of Departmental Emergency Planning Liaison Officers

Regarding Emergency Planning:

- Implement corporate policy on emergency planning throughout relevant service areas.
- Act as link between service areas and corporate Emergency Planning Team in respect of planning, training and incident response.
- Ensure that Business Continuity plans for relevant service areas are developed and maintained, in line with responsibilities set out in Managing an Emergency and in conjunction with the corporate Emergency Planning Team.
- Maintain Department Response and Recovery Plans as per the Corporate model.
- With Departmental On-Call officers, ensure availability of, and access to, key resources at all times.
- Ensure, with Departmental Management Teams, that key colleagues are aware of and prepared to undertake emergency planning roles and responsibilities.
- Identify training needs and arrange appropriate training/exercises, in conjunction with corporate Emergency Planning Team.
- Take part in corporate and inter-agency training/exercises, as appropriate
- Raise awareness of emergency planning with management teams and other key colleagues throughout service areas.
- Attend meetings of Departmental Emergency Planning Liaison Group (DEPLG) Officers and follow through issues arising within service areas.
- Advise senior managers on incident response.
- Ensure that incident debriefs take place, and that lessons learned are followed up.

Regarding Business Continuity:

- Co-ordinate the Business Continuity Management process within their own Department.
- Each champion should hold regular meetings with the Service Area business leads and plan writers to ensure that agreed resilience actions are being developed.

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- Oversee regular training and exercising of both Department and Service Area Business Continuity plans.
- Ensure that best practice is developed and shared.
- Act as a focal point for advice and information.
- Collate copies of all plans for inclusion in the Department Response and Recovery plan folder.
- Develop and produce the Departmental Business Continuity Plan in conjunction with the Department Business Continuity team.
- Ensure that the Service Area plans are consistent and 'fit for purpose', and that all Service Areas have a BCM plan and team.
- Ensure that the Department plans are consistent and 'fit for purpose', and that all Departments have a BCM plan and team.
- Assist in the development and maintenance of the Corporate Plan.
- Consider requests for funding from Service business leads (using template 9 from the corporate service area business continuity procedures) and submit these for consideration at DMT meetings.

Meetings will be held usually every 3 months, but may be convened more or less regularly as needed.

Membership of the DEPLG will include representation from:

- Corporate Emergency Planning Team
- Departments of the Council
- Facilities Management
- Human Resources/Risk
- IT
- Communications and Marketing

Additional membership may be required from time to time depending on how the work programme develops and the need for specific expertise.



## 8 External Partners

Under the *Civil Contingencies Act 2004*, many organisations have statutory duties in respect of emergency planning and response. Emergency services, government agencies and NHS bodies are classed as Category 1 responders and have the same duties as local authorities. Utilities and transport organisations are classed as Category 2 organisations and are placed under lesser duties of co-operating with Category 1 responders and sharing information. Appendix A of the LRF Constitution lists Category 1 and 2 responders and other partners. All these organisations have emergency response plans, trained colleagues, and formal contact/liaison arrangements with the City Council. Many other organisations, such as voluntary sector groups, have the potential and are willing to contribute to emergency response but have no statutory duty to do so.

This section sets out:

- Key emergency response organisations
- Liaison arrangements

### 8.1 Key emergency response organisations

The Local Resilience Forum *Generic Response Guide* sets out the roles and responsibilities of partner agencies. The following list is not exhaustive and many other organisations have the potential to contribute to emergency response. Further information and advice about external services and resources is available from the Emergency Planning Team.

#### Category 1 Responders

- Ashfield District Council
- Bassetlaw District Council
- British Transport Police
- Broxtowe Borough Council
- East Midlands Ambulance Service
- Environment Agency
- Gedling Borough Council
- Mansfield District Council
- Newark & Sherwood District Council
- NHS England (Derbyshire and Nottinghamshire) Area Team
- Nottingham University Hospitals NHS Trust
- Nottingham City Council
- Nottinghamshire County Council
- Nottinghamshire Fire & Rescue Service
- Nottinghamshire Police
- Public Health England
- Rushcliffe Borough Council
- Sherwood Forest Hospitals NHS Foundation Trust.

#### Category 2 Responders

- Anglian Water Services Ltd
- British Telecom

- British Waterways
- E.On UK
- Health & Safety Executive
- Highways Agency and contractors
- IGas Energy
- NHS Mansfield and Ashfield Clinical Commissioning Group
- NHS Newark and Sherwood Clinical Commissioning Group
- NHS Nottingham West Clinical Commissioning Group
- NHS Nottingham North and East Clinical Commissioning Group
- NHS Nottingham City Clinical Commissioning Group
- NHS Rushcliffe Clinical Commissioning Group
- National Grid UK
- Network Rail
- Northern Powergrid
- Severn Trent Water
- Western Power Distribution

### **Other Responders**

- Age UK Nottingham and Nottinghamshire
- Armed Forces
- British Red Cross
- Cruse Bereavement Care
- DCLG Central Resilience Division
- HM Coroner
- National Association Citizens Advice Bureau
- RVS
- Religious Organisations
- Royal Society for Prevention of Cruelty to Animals (RSPCA)
- Scout Association
- St John Ambulance
- The Salvation Army
- The Samaritans
- Victim Support

## 8.2 Liaison Arrangements

A network of strategic, tactical and operational level groups exists to lead or support risk assessment; planning; training and exercises; information sharing; and developing best practice. In some cases they mirror the incident response structures described in Section 3.1. Section 2 of the LRF Constitution describes the structure, role and composition of these groups, and their terms of reference can be found in Appendix C of the same document. City Council Emergency Planning colleagues are represented on the following groups:

<b>Tier</b>	<b>Group</b>
National	Core Cities Group
East Midlands Region	Mass Evacuation and Shelter Group
	Local Authorities' Mass Fatalities Group
Nottingham and Nottinghamshire	Local Resilience Forum
	Resilience Working Group
	Risk Advisory Group
	Humanitarian Assistance Centre/Crisis Support Team
	Critical Infrastructure
	Industrial Hazards
	Local Health Resilience Partnership
	Flood Planning and Warning
	Fuel Supply
	Local Authorities
	Communicating with the Public
	Recovery and Site Clearance
	Telecommunications Resilience
	Training Group
	Voluntary Agencies Group
	Animal Health
	CBRN /USAR
	Mass Evacuation and Shelter
	Mass Fatalities
Nottingham City	Departmental Emergency Planning Liaison Group
	Safety Advisory Group: Events

## 9 Guidance on Specific Functions and Specific Risks

This section sets out guidance on the likely service demands that a major incident may generate, and summary information on arrangements for dealing with specific types of event. All arrangements depend on close cross-service co-operation.

In addition, the Emergency Response Guide contains an up to date copy of all non-restricted LRF and City Council plans, and is issued to appropriate colleagues in each department and available on the Team Nottingham site.

The topics covered in this section include the following:

### Section 9.1 Major incidents (general)

- Accommodation and catering
- Business relocation
- Care and welfare
- Humanitarian Assistance Centres
- Public information and advice
- Technical works
- Transport

### Section 9.2 Arrangements to deal with specific risks and specific locations

- Animal diseases
- Flooding
- Fuel shortage
- Heatwave
- Mass casualties
- Mass fatalities
- Nottingham City Centre incidents
- Site Specific incidents
- Pipeline incidents
- Public events, entertainment venues and sports grounds
- Public health emergencies and environmental contamination, including Chemical, Biological, Radiological and Nuclear (CBRN) incidents
- Severe weather
- Water situation reports

## 9.1 Major incidents – general

### 9.1.1 Accommodation and catering

It may be necessary to provide temporary accommodation and catering for people whose homes have been damaged, who have been evacuated from their homes for some other reason, or caught up in a major incident. The City Council *Emergency Accommodation Plan* sets out arrangements for this.

If an incident involves a large number of casualties, the injured will be taken to a 'Casualty Clearing Station' where they will be the responsibility of the Ambulance Service. The

Police will take uninjured survivors to a 'Survivor Reception Centre', where a Police documentation team will take details and forward the information to the Casualty Bureau.

If the situation is such that evacuation from premises or sites may be necessary, the Police will make the final decision to move people or advise them to stay. If evacuation is urgent, the Police may steer people to the nearest available assembly point before requesting suitable short-term accommodation. Premises may be needed for several hours or days.

Nottingham City Homes may be able to provide temporary hostel accommodation for small numbers of people, depending on availability on any given day. Larger numbers would need to be accommodated in emergency accommodation centres. Emergency accommodation centres would probably not be suitable for more than 48 hours; it will be the responsibility of the Development and Growth department to provide alternative options. Protocols have been agreed between Emergency Planning and Community Services, which provide guidance for the sourcing and funding of emergency accommodation. Accommodation without sleeping facilities is usually referred to as a Reception Centre.

The City Council is responsible for providing and managing emergency accommodation and catering services, if so requested by the emergency services. Voluntary agencies have a supporting role. The City Council is responsible for registering those entering and leaving emergency accommodation centres, passing the registration forms to the Police Casualty Enquiry Bureau if requested, and dealing with enquiries from members of the public wishing to establish the whereabouts of friends and relatives who may be staying in the centres.

Operational management of emergency reception or accommodation centres would be through a cross-service team, led by a designated trained manager. Management falls into two distinct areas: firstly, care and welfare of the evacuees, which is primarily the responsibility of the Community Services and Children and Adults departments; secondly, management of the premises, which would be undertaken by the organisation normally responsible for the building.

The decision as to which premises to use would be taken at the time and depend on the location and nature of the incident, the anticipated length of stay and the particular needs of the evacuees. The Emergency Planning Team holds a list of suitable premises, which include the following:

- Leisure centres
- Community centres
- Community Services day centres
- Premises owned by other organisations e.g. Salvation Army halls.

Services would be delivered via inter-agency partnerships. Roles and responsibilities are set out in the guidance documents referred to above, Section 7 of this document (City Council) and Section 10 of the LRF *Generic Response Guide* (external agencies).

### **9.1.2 Business relocation**

In a major incident the City Council may assist local business recovery through provision of temporary accommodation and/or storage facilities for commercial operations. The Development and Growth department would take lead responsibility in this. Property Services maintains a database of vacant Council owned premises that may be suitable.

### 9.1.3 Care and welfare

The Community Services and Children and Adults departments have lead responsibility for co-ordinating care and welfare of the public caught up in a disaster situation. This responsibility extends beyond their normal client base, to the public at large. It includes assessment and monitoring of the effects, both short and long term, and providing/procuring appropriate services. Requirements may be in the form of financial, material, medical, psychological or spiritual assistance. Delivery is via inter-agency partnerships.

In meeting the above requirements, special arrangements are likely to be necessary for vulnerable people. The *Civil Contingencies Act 2004* defines 'vulnerable' people as those who will need special consideration in plans, as they are less able to help themselves. It considers three broad categories:

- those who, for whatever reason, have mobility difficulties, including people with physical disabilities or a medical condition, or even pregnant women;
- those with mental health difficulties; and
- others who are dependent, such as children.

The Act also advises that special arrangements might be necessary to reach those people who are vulnerable because they have difficulty understanding or accessing information, for example people with visual or hearing impairment.

Other special needs may arise including faith/cultural requirements, language difficulties etc. City Council Citizen First and Equality and Community Relations teams are able to advise on these issues. Alternative providers will be providing the translation and interpretation services for Nottingham City Council; more information is available on the Intranet.

In terms of physical requirements, considerations include:

- provision of multi-cultural meals / special meals prepared for religious reasons – available from Catering Services
- access to interpreters for anyone who cannot speak English
- signs in premises to include pictorial images as well as words for anyone who cannot read or cannot understand English
- premises to offer access for disabled people
- access to a multi-cultural prayer room in emergency accommodation premises
- specific areas e.g. quiet room, children's play area / parent & baby room, to cater for the needs of the elderly and young people.

Service provision for disaster victims and their family's needs to address a wide range of social and emotional needs and take into account the potentially devastating impact of incidents involving large-scale injury, loss of life, damage and destruction. The effect on individuals, families and the wider community may last for years and can be compounded by the way people are treated by officials. Every attempt should be made to minimise stress and trauma by sensitive handling of individual and community needs in the aftermath of a serious incident, and by offering as much help and support as possible in whatever form may be most appropriate and acceptable. Community Services and Children and Adults have a lead role in welfare provision but all departments and agencies

involved in disaster response, including those delivering technical services, need to be aware of the sensitive nature of disaster work. The Community Services department has a discrete role in advising on longer-term rehabilitation of the community, supporting and assisting community recovery.

The following points are particularly important to people who have been involved in distressing events and are suggested as basic 'entitlements' that response agencies should aim to meet:

- Courtesy
- Honesty
- Respect for feelings
- Respect for religious, cultural and other personal differences and wishes
- Access to information and advice as soon as it becomes reliably available
- The right to decline offers of help
- Sympathetic consideration of practical needs
- Access to appropriate emotional support

Every individual will react to traumatic events in a different way. Some people will quickly come to terms with their experiences and return to 'normality', while others may suffer in various ways for years. Some may find excellent emotional support within their own networks of family and friends, while others may need this from elsewhere. The most that can be offered in the early stages is simple practical support, comfort, reassurance and someone to be there and listen. Counselling is unlikely to be helpful in the immediate aftermath of a disaster and it is not for everyone, but it may be a longer-term option, along with other forms of specialist help.

Arrangements to provide practical, social and emotional support to disaster survivors and their families can be found in the LRF *Crisis Support Team Plan*. However, in terms of emotional support, assistance from outside 'experts', albeit well meaning, may well be less helpful than support from family and friends who are trusted and familiar.

All support should be geared towards helping people to build on their own resources. In this respect, self-help and other community-based initiatives can have a useful role. Public recognition in the form of memorials, religious services, trust funds etc. are helpful in the healing process.

#### **9.1.4 Humanitarian Assistance Centres (HACs)**

The LRF *Humanitarian Assistance Centre Plan* provides guidance on setting up and operating an HAC.

If established, such centres (whether physical or virtual) would provide a focus for welfare, support and information services to the public by establishing a one-stop shop for survivors, family, friends and all those impacted by an emergency, with access to support, care and advice.

The purpose of a Humanitarian Assistance Centre is to:

- Act as a focal point for humanitarian assistance to bereaved families and friends and survivors, and where appropriate to anyone else who has been affected.

- Enable those affected to gain as much information as is currently available about missing family members and friends.
- Enable the gathering of mass forensic samples in a timely manner, which enhances the ability to identify loved ones quickly.
- Offer access to a range of facilities that will allow families and survivors to make informed choices according to their needs.
- Ensure a seamless multi-agency approach to humanitarian assistance in emergencies to minimise duplication.

### 9.1.5 Public information and advice

The *Civil Contingencies Act 2004* contains a specific requirement to warn and inform the public about the likelihood of an emergency and its possible effects. This could also be a reasonable expectation under the Duty of Care.

Regardless of any statutory requirements, most major incidents will result in a substantial and instant public demand for information, from the public directly and from the media. Where there have been fatalities or injuries, or where public health is at risk, this demand may become unmanageable unless suitable plans are in place.

Where an incident involves a large number of casualties, the Police will open the Casualty Bureau, which provides a central information point for all data relating to casualties. Registers of people staying in emergency accommodation centres will also be forwarded to the Casualty Bureau, if requested. As soon as the public telephone number is broadcast, it is likely to generate a huge volume of calls, which will probably mean that many people will not succeed in getting through. If people are unable to make contact they are likely to try other available channels, such as hospitals and local authorities. They may even arrive in person.

Public information and advice is delivered via inter-agency partnerships. The LRF 'Communicating with the Public Plan' sets out the arrangements that have been agreed between the key emergency response agencies. These are based on a flexible range of options including:

- Press conferences
- Media releases, in particular use of local press and radio including BBC 'Communicating in a Crisis' service
- LRF website [www.nottsprepared.gov.uk](http://www.nottsprepared.gov.uk)
- City Council website [www.nottinghamcity.gov.uk/emergency\\_planning](http://www.nottinghamcity.gov.uk/emergency_planning)
- Telephone helplines
- 'Drop-In' information / assistance centres
- Leaflets
- Public meetings
- Social media

The *Nottingham City Centre Emergency Plan*, referred to in Section 9.2.7 deals specifically with warning and informing the public within the area designated by the plan.

In addition to the methods referred to above, information about City Council services may be provided through the following:

- Customer Contact Point
- Call centres (Nottingham on Call and Building Repairs)



- Public information points set up at libraries, community centres or other City Council offices
- School initiatives.

### 9.1.6 Technical works

Damage limitation, repairs to property, amenities, roads and infrastructure, clean-up, restoration work and any other technical services required will be undertaken by relevant City Council and/or external services as appropriate. Urgent work that needs to be undertaken to protect public health and safety will be carried out as soon as is practical. Priorities for other work will be decided according to prevailing circumstances. Charges may be levied according to ownership. Sections 7 of this document and Section 10 of the LRF *Generic Response Guide* set out responsibilities for service and resource provision.

Under Mutual Aid arrangements the City Council will also provide, as far as possible, resources that may be needed by neighbouring authorities, including personnel, expertise, transport, plant, equipment and materials. See Section 6.3.4 of this document for more detail.

### 9.1.7 Transport

Arrangements are in place for Nottingham City Transport, local taxi services and other organisations to provide emergency transport at short notice. Social Care services can provide transport for those with special needs. Access to all services is via the Emergency Planning Team.

## 9.2 Arrangements to deal with specific risks and specific locations

Many of these arrangements are under frequent review and development, in the light of new statutory duties, new responsibilities on emergency responders and new Government guidance. Where necessary, there are City and County plans covering the same hazards; however, the majority of plans are jointly developed and integrated across the City and County areas. In some cases regional plans will replace local plans.

### 9.2.1 Animal diseases

The Trading Standards section has contributed to the production of the LRF 'Animal Diseases Plan' relating to certain animal diseases, such as Rabies. The plan has been drawn up in conjunction with external agencies including DEFRA, the Department of Health, the Animal and Plant Health Agency and the Environment Agency.

### 9.2.2 Flooding

The main reference documents are:

- *LRF Flood Response Plan*
- *Nottingham City Council Local Flood Response Plans*

The River Trent and several smaller water courses pose a potential flood risk to certain areas of the City. Serious flooding of residential properties, whether it results from river water or another source, may constitute a major incident. The extent of City Council

involvement would depend on the circumstances. If warnings indicate flooding of residential areas, the City Council would implement major incident procedures.

The City Council receives Flood warnings from the Environment Agency, which are automatically forwarded to all interested parties within the Council. During normal office hours Emergency Planning, the Drainage Team and Highways deal with these warnings. Outside office hours Nottingham on Call forward Flood Watch and Flood Warnings to the Highways Duty Officer, and inform both the Highways Duty Officer and the Emergency Planning Team of Severe Flood Warnings

In the event of a major flooding incident, the Environment Agency would open an Emergency Control Centre, to which the City's Emergency Planning Team would have access.

Emergency response services would be delivered via inter-agency partnerships. Roles and responsibilities are set out in the guidance documents referred to above, Section 7 of this document (City Council) and Section 10 of the LRF *Generic Response Guide* (external agencies).

### **9.2.2.1 Environment Agency Flood Warning Service**

Floodline Warnings Direct is a free service that provides flood warnings by phone, text or email to anyone that subscribes. In addition, through the Environment Agency's Floodline Service and Website information on the latest flooding situation can be obtained. Use of this service is strongly recommended.

Floodline – 0345 9881188 (Select option 1 for the latest flooding information)

Website – [www.environment-agency.gov.uk](http://www.environment-agency.gov.uk)

### **Flood Guidance Statements**

'Flood Guidance Statements' are issued by the Flood Forecasting Centre (FFC). This service is run jointly by the Met Office and the Environment Agency and aims to provide more accurate forecasts for fluvial flooding and extreme rainfall.

Flood Guidance Statements provide:

- An overview of the flood risk across England and Wales over a five day period
- A summary of any Flood Warnings, Severe Weather Warnings and Extreme rainfall Alerts in force
- A description of the current situation and how it may develop

### **Flood Advisory Service**

The Environment Agency operates a Flood Advisory Service (FAS). This service is designed to provide more co-ordinated and consistent information for partners on developing flood risk, to enable them to make more comprehensive decisions on whether or not to activate flood plans.

The service involves a joint teleconference chaired by a local Environment Agency representative, with the assistance of the Public Weather Service (PWS) advisor for the

Met Office where possible. A member of the Emergency Planning Team represents the City Council.

The Environment Agency and PWS Advisor will decide when to initiate a teleconference with Nottingham City based on forecasts in the Flood Guidance Statement - for example, when Nottinghamshire is indicated as a medium (amber) risk of flooding, or upon receiving other significant information.

### **Environment Agency Flood Warning stages**

The flood warning service process consists of five stages and three specific codes. Each stage is associated with a level of flood risk and a specific action message.

#### **Flood Awareness – Stage 1**

This is the first of the 5 flood alert stages; there is no icon or message sent out or associated with this stage. The aim of this stage is to raise the awareness of the general public to the potential for flooding (river or surface water).

A three day forecast map, available on the Environment Agency's website, will show counties highlighted in:

- Yellow – Low risk of flooding
- Amber – Medium risk of flooding
- Red – high risk of flooding

Risk is based on forecast rainfall and has the same criteria as the Flood Guidance Statements

#### **Flood Alerts – Stage 2**

Flood Alerts are issued for large areas of floodplain and can cover an entire river catchment. They are not specific to individual areas and can include several communities and locations. They usually warn of minor problems and the flooding of low-lying land and roads.

Parts of the floodplain may potentially suffer from more serious flooding than initially indicated in the Flood Alert. Where feasible a flood warning will be issued for these locations but it is not always possible to forecast when and where such flooding will occur. Professional partners and the media will continue to receive the Flood Alert by default. The public and businesses will need to request to receive them.

See the below for information on the Flood Alert icon and the message that is issued with it.



#### **FLOOD ALERT**

**FLOOD ALERT – FLOODING IS POSSIBLE. BE PREPARED.**

### **Flood Warnings – Stage 3**

In contrast to Flood Alerts, the Environment Agency target Flood Warnings to specific communities at risk. Some Flood Warnings may apply to stretches of river but these are only relevant to flooding of properties and roads along that stretch.

See below for information on the Flood Warning icon and the message that is issued with it.



#### **FLOOD WARNING**

**FLOOD WARNING – FLOODING IS EXPECTED. IMMEDIATE ACTION REQUIRED.**

Within the warning message, an estimate of property numbers likely to be affected by flooding is given. These figures are based on historical information and modelling. The 'Environment Agency Local Flood Warning Plan' contains information for each Flood Warning. Please refer to this document upon receipt of a Flood Warning.

The 'Environment Agency Local Flood Warning Plan' contains information for each Flood Warning. Please refer to this document upon receipt of a Flood Warning.

### **Severe Flood Warnings – Stage 4**

The Severe Flood Warning stage is to warn people of a significant risk to life or significant disruption to communities and to encourage them to take action to protect themselves and follow the advice of the emergency services.

See below for information on the Severe Flood Warnings icon and the message that is issued with it.



#### **SEVERE FLOOD WARNING**

**SEVERE FLOOD WARNING – SEVERE FLOODING. DANGER TO LIFE.**

The Severe Flood Warning will only be issued in exceptional circumstances. One of several criteria must be met based on the ground impacts rather than river levels – where possible professional partners will be consulted to help determine these impacts via the Flood Advisory Service. In the majority of cases, Severe Flood Warning will be issued once flooding has already occurred, possibly before for rapidly responding watercourses or after for problems such as unstable structures.

Normally, the customer will have received a Flood Warning beforehand, which they will have acted on – they should not wait for a severe before acting.

### **Warnings No Longer in Force – Stage 5**

A 'Warning No Longer in Force' message is used to indicate the risk of flooding has passed and offering advice on what to do.

**Warnings No Longer in Force** There is no icon for this stage. The 'warnings no longer in force' message will be sent when a Flood Alert, Flood Warning or Severe Flood Warning is no longer required to be in force.

### 9.2.3 Fuel shortage

There are national, local and City Council arrangements in place for dealing with the local consequences of a disruption to fuel production, delivery or supply. The LRF Fuel Emergency Response Plan and Nottingham City Council Fuel Emergency Procedures provide further information.

### 9.2.4 Heatwave

Warnings of impending heatwaves are received from Public Health England/Department of Health. These are passed to departments that wish to receive them. The LRF Extreme Weather (Heatwave) Plan provides further information.

### 9.2.5 Mass casualties

In the majority of cases, the declaration of a Mass Casualty Incident is likely to be declared by East Midlands Ambulance Services NHS Trust (EMAS). EMAS is most likely to be the first responding organisation to attend the scene, make an assessment of the incident situation and lead the response, as set down in the East Midlands Mass Casualties Framework document. The key role of the local authority in this plan is to provide venues for Survivor Reception Centres, and assist with the transportation of casualties, where possible.

### 9.2.6 Mass fatalities

An incident resulting in multiple fatalities is likely to require provision of an emergency mortuary. HM Coroner is responsible for the overall control and management of the response to a mass fatalities incident. The City Council has lead responsibility for setting up the facility, and the Police have responsibility for running it. The LRF *Mass Fatalities Plan* sets out detailed arrangements for this facility.

The principles referred to in Section 9.1.3 are particularly important in dealing with the bereaved.

### 9.2.7 Nottingham city centre incidents

*Nottingham City Centre Emergency Plan* sets out arrangements to deal with incidents occurring within the area defined by the plan. It strengthens normal incident response plans by establishing special arrangements covering the central area where there may be a greater risk of incidents occurring and where the concentrations of people and traffic are greatest. To allow for incident response to be proportionate and limited to specific areas as necessary, the city centre has been divided into 16 zones.

The key elements of the plan are:

- Direct engagement of city centre businesses and other organisations.

- Wide public distribution of a poster containing a map of the plan area and emergency planning information and advice.
- A public alerting system based at Police HQ.
- Co-operation of a wide range of services to warn, inform and assist the public.
- City Council involvement includes traffic control and management services, and front line uniformed services with a visible presence on the streets.

### **9.2.8 Site specific incidents**

Plans have been developed for incidents in key areas of the city where significant numbers of people are expected to gather. The *Nottingham City Centre Emergency Planning Guide* sets out arrangements for dealing with incidents occurring in and around the City Centre, and the *Victoria Centre Site Multi-Agency Emergency Plan* provides a practical guide to emergency arrangements for the operational management of incidents in and around the Victoria Centre, including the residential flats.

### **9.2.9 Pipeline incidents**

There is a statutory requirement to have plans for accidents relating to certain fuel pipelines (Pipeline Safety Regulations 1996). These arrangements are set out in the *Nottingham City Major Accident Hazard Pipeline Plan* and *LRF Major Accident Hazard Pipeline Plan*.

### **9.2.10 Public events, entertainment venues and sports grounds**

The City Council Arts and Events Team maintains plans for major annual public events including Goose Fair and the Riverside Festival. Planning for other events is via the Safety Advisory Group (Events), which is chaired by the City Council and has representation from a range of external partner agencies.

There are statutory requirements relating to Safety of Sports Grounds, which are dealt with by the City Council's Health and Safety Enforcement Team.

### **9.2.11 Public health emergencies and environmental contamination including Chemical, Biological, Radiological and Nuclear (CBRN) incidents**

A wide range of incidents may present risks to public health. Such incidents may be a result of terrorist activity, accident, or arise through natural causes.

#### **9.2.11.1 CBRN incidents - general**

The main reference document for CBRN incidents, which sets out integrated multi-agency arrangements covering Nottingham City and County areas is the:

*East Midlands Multi-Agency CBRN Concept of Operations*

This document is supported by a range of Government guidance documents.

For city centre incidents, the multi-agency '*Nottingham City Site Specific CBRN Plan*' has been developed; this is a restricted document and is held by the Police.

Emergency response services would be delivered via multi-agency partnerships. Roles and responsibilities are set out in the guidance document referred to above, Section 7 of this document (City Council) and Section 10 of the LRF *Generic Response Guide* (external agencies). In the event of a widespread event, Central Government would provide guidance and direction.

Where release of toxic substances poses a threat to public health and/or the environment, the emergency services will undertake risk assessments and take initial steps to contain the incident, protect the public and if necessary arrange removal of hazardous substances by commercial waste-disposal services. The emergency services have access to a variety of schemes whereby toxic substances can be rapidly identified. The Police will advise the public if evacuation is necessary.

Where an incident poses a risk to public health, East Midlands Ambulance Service (EMAS) will cascade the information to other relevant agencies within the health community, primarily NHS England Area Team and Public Health England. Local health officers will be informed by either NHS England or EMAS dependent upon the actual scenario.

There are special arrangements in place for decontamination of people exposed to such an incident. 'Hot', 'Warm' and 'Cold' zones will be established; personnel operating within the 'Hot' and 'Warm' zones will require Personal Protective Equipment (PPE). Local authority colleagues will only operate in the 'Cold' zones.

#### **9.2.11.2 Release of radiation**

Accidental release of radioactive substances may occur through incidents at fixed installations or during transport. In both cases there are national arrangements to deal with the consequences. Various Government departments may be involved, depending on the source of radiation and the consequences of its release. The lead department would be nominated at the time.

##### Radiation incidents that occur outside the city area (including nuclear incidents in other countries)

The National Response Plan and Radiation Incident Monitoring Network (RIMNet), would probably be activated in the case of an emergency at a nuclear power station or other location in the UK or abroad. Nottingham City Council and Nottinghamshire Police are part of this network. In the event of an airborne release of radiation, the Government's Radiation Incident Monitoring Network team will automatically alert Nottinghamshire Police and the Council's Pollution Control Team (Communities: Community Protection: Environmental Health and Trading Standards) who may recommend activation of the City's RIMNet procedures and LRF communication plan, which includes forwarding the information to the Nottinghamshire County Council (which will cascade the information to Nottinghamshire's local authorities).

##### Localised radiation incidents

Localised incidents may result from accidents during transport of radioactive materials by road, rail or air, on-site accidents, or deliberate release. In the event of an incident, the emergency services would take initial steps to protect the public and, where necessary, evacuate residents within the danger area. Transport operators have specific procedures

to follow in case of such an accident. The Police may invoke the National Arrangements for Incidents involving Radioactivity (NAIR) scheme, to obtain specialist advice and assistance.

### Statutory duty in respect of radiation hazards

The City Council has a statutory duty under the Radiation (Emergency Preparedness and Public Information) Regulations 2001 (REPPiR) to prepare arrangements for providing advice and information to people affected by an emergency involving release of radiation. In the case of widespread incidents there would be a lead at national level; however the response to localised incidents would probably rely initially on local input from LRF partners and NAIR.

Arrangements are in place for a local health advisory group to convene in order to: analyse and interpret data relating to the incident; assess how it will affect the public; decide on what information and advice to provide; and publicise this in accordance with public information plans.

#### **9.2.11.3 Outbreak of communicable disease / biological contamination of food or drinking water**

The Director of Public Health or Consultant in Communicable Disease Control from Public Health England will lead a specialist team to provide guidance on public advice, information, and public health measures. The team is likely to include representatives from a wide range of external agencies.

The City Council's Pandemic Plan sets out arrangements to deal with a flu pandemic or outbreak of other communicable disease.

There are specific NHS plans in place to deal with outbreak of communicable disease. Under these arrangements local authorities may be required to provide centres where Health teams can operate to provide mass vaccination or treatment. City Council leisure centres are identified as potential premises for this purpose. Further information on disease control is available from the Public Health England.

#### **9.2.12 Severe weather**

During normal office hours the City Council Emergency Planning Team receives Severe Weather warnings from the Meteorological Office. If these apply to the City area they are passed to departments that wish to receive them.

Outside office hours the warnings are dealt with by Nottingham on Call service, which informs Emergency Planning colleagues and certain departments according to agreed procedures.

#### **9.2.13 Water situation reports**

Water Situation Reports for England and Wales are available on the Environment Agency website. They include information on monthly rainfall, soil moisture deficits, river flows, reservoir storages and tidal releases. A more detailed Regional Water Situation Report is available from the area Environmental Planning Team at the Environment Agency.



## 10 Plan Maintenance, Testing and Training

This section deals with:

- Document review
- Training and awareness
- Exercises
- Equipment testing

### 10.1 Document review

Managing an Emergency will be reviewed and updated every 4 years. The next review date is May 2021.

In addition to four-yearly reviews, the document will be updated, if necessary, in the following circumstances:

- New risks identified
- Structural, procedural or systems changes within the City Council that would significantly affect emergency operations
- External changes that would significantly affect emergency operations
- New national guidance that would significantly affect emergency operations
- Significant recommended changes following testing / exercises
- Significant recommended changes following an incident
- Any other significant factors

Notification of significant changes that require plan amendments should be sent to the Emergency Planning Team (address on front cover).

The previous version of this plan was approved by City Council Councillors in 2006. In the event of major changes it will be re-submitted to Council for approval. Other amendments will be approved by the Head of Resilience, unless they are deemed to be significant, in which case they will be passed to the appropriate Director for approval.

Plan holders must ensure that any amendments issued are inserted immediately and that those pages that they replace are destroyed.

### 10.2 Training and awareness

City Council corporate directors have responsibility for ensuring that colleagues with key roles in an emergency are aware of, trained, equipped and competent to undertake their roles. The Emergency Planning Team can advise and assist on all matters relating to training and awareness.

Training and awareness in respect of policies, principles, roles, responsibilities and procedures referred to in Managing an Emergency will be delivered through the following means:

- Nottingham and Nottinghamshire LRF's inter-agency training programme
- The City Council's emergency planning training programme organised by the Emergency Planning Team

- External training courses run by the Emergency Planning College and other national providers
- City Council departmental training programmes

### 10.3 Exercises

The City Council's plans provide a broad framework for incident management. Arrangements should be reviewed, tested and updated regularly. It is recommended that all exercises address the issues of vulnerable people and warning and informing the public.

Exercises and validation of plans and procedures referred to in *Managing an Emergency* will be delivered through the following means:

- Nottingham and Nottinghamshire LRF's inter-agency exercise programme
- The City Council's Emergency Planning exercise programme organised by the Emergency Planning Team
- City Council departmental exercises

As any training and exercising is likely to include elements of *Managing an Emergency*, the following table represents the minimum requirements only.

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Plan Review</b>	X		X				X
<b>Protect Status Review</b>	X	X	X	X	X	X	X
<b>Training</b>	X		X		X		X
<b>Live Exercise</b>	X		X		X		X

## **Appendices**

### **Appendix 1 Action Cards**

- 1 Actions for the first colleague who becomes aware of an incident**
- 2 Actions for the relevant Corporate Director**
- 3 Actions for members of the Critical Incident Management Team**
- 4 Actions for the Incident Manager / City Silver Chair**
- 5 Actions for the Departmental / City Silver Officers**
- 6 Actions for the City Silver Support**
- 7 Actions for the City Gold Chair**
- 8 Actions for the City Gold Officers**
- 9 Actions for the City Gold Support**
- 10 Actions for the Council SCG Representative**
- 11 Actions for the Council TCG Representative**
- 12 Actions for Forward Liaison Officer**
- 13 Actions for Scene Commander**
- 14 Guide to Initial Assessment**
- 15 Response Options**
- 16 CIMT / City Council Gold Group - Suggested (First) Agenda**
- 17 City Council Silver Group - Suggested (First) Agenda**

### **Appendix 2 Incident Log Sheet**

### **Appendix 3 References**

## Action Card 1

### Actions for the first colleague who becomes aware of an incident (inc. Departmental on-call Colleague or Emergency Planning Officer)

The role of the first Colleague that becomes aware of an incident is to obtain details of the situation, decide on the appropriate course of action based on the information provided, relay this decision as quickly as possible to the appropriate City Council colleagues and external agencies, and to support the co-ordinated response to dealing with the incident.

The first Colleague contacted should be prepared to manage the response unless a more appropriate colleague is required, has been identified and contacted.

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
5. Make an initial situation assessment considering the following: <ul style="list-style-type: none"> <li>• What is the <b>size and nature</b> of the incident?</li> <li>• What is the <b>status</b> of the incident?</li> <li>• What is the <b>likely impact</b>?</li> <li>• What <b>specific assistance</b> is being requested from the local authority?</li> </ul> (see Action Card 14 - Guide to Initial Assessment for further details)	
6. Select one of the following response options, having considered the above: <ol style="list-style-type: none"> <li>a. <b>Departmental Incident</b> - activate <i>Service Area Business Continuity Plans</i> and <i>Departmental Response Plans and/or Departmental Continuity Plans</i> as required (<i>Managing an Emergency</i> not utilised);</li> <li>b. <b>Critical Incident</b> - activate Critical Incident procedures (<i>Managing an Emergency</i> Section 4);</li> <li>c. <b>Major Incident / Emergency</b> - activate Major Incident procedures (<i>Managing an Emergency</i> Section 5);</li> <li>d. <b>Stand-down</b> - inform whoever originated the call that no further action required (<i>Managing an Emergency</i> not utilised).</li> </ol> (see Action Card 15 - Response Options for further details)	
7. (Whatever course of action is chosen at point 6) Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
8. Consider alerting ward Councillors and Locality Management.	
9. Consider contacting the Children and Adults department to assess and/or alert responders to vulnerable people affected by the incident.	
10. Manage the incident response unless a more appropriate colleague is required, has been identified and contacted. Establish who will manage the incident response.	
11. Continue to keep a log of actions.	
12. When the incident is declared at an end, ensure that all colleagues who have been alerted are informed.	

## Action Card 2

### Actions for the relevant Corporate Director

**The role of the relevant Corporate Director is to clarify details of the situation, activate a Critical Incident response or sanction a different course of action based on the information provided, relay this decision as quickly as possible to other appropriate City Council colleagues and external agencies, and to lead the co-ordinated response to dealing with the incident.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert open an incident log (example at Appendix 2) with time and date. Record details of information.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content (see Action Card 14 - Guide to Initial Assessment for further details).	
4. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
5. Ratify initial situation assessment or sanction a different course of action : a. De-escalate to a <b>Departmental Incident</b> - activate <i>Service Area Business Continuity Plans</i> and <i>Departmental Response Plans and/or Departmental Continuity Plans</i> as required ( <i>Managing an Emergency</i> not utilised); b. Activate <b>Critical Incident</b> response - continue with this action card; c. Escalate to a <b>Major Incident / Emergency</b> - activate Major Incident procedures ( <i>Managing an Emergency</i> Section 5). d. <b>Stand-down</b> - inform whoever originated the call that no further action required ( <i>Managing an Emergency</i> not utilised). (see Action Card 15 - Response Options for further details)	
6. (Whatever course of action is chosen at point 5) Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
7. Lead the response to the Critical Incident.	
8. Where required, convene a Critical Incident Management Team (see Section 4.4) to manage the Council's response, using Action Cards: <ul style="list-style-type: none"> <li>• 16 - Critical Incident Management Team - Suggested First Agenda, and</li> <li>• 3 - Actions for members of the Critical Incident Management Team</li> </ul>	
9. Consider informing the Chief Executive and Leader of the Council about the incident and current status.	
10. Consider informing the relevant Portfolio Holder or Councillors in whose ward(s) the incident is taking place.	
11. Ensure that an accurate record is maintained, by maintaining a personal log of the incident and ensuring that all meetings of the CIMT are properly and adequately documented.	
12. Stand down the Critical Incident response and inform all members of the CIMT, the Chief Executive and Leader of the Council.	
13. Ensure that the Critical Incident response is debriefed, as required.	

## Action Card 3

### Actions for members of the Critical Incident Management Team

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

Support the relevant Corporate Director / Chair of the CIMT to take any decisions required to manage the incident.
Managing and directing the activities of the various departments that will be involved in the Critical Incident response and recovery.
Organising appropriate resources to manage the incident.
Producing status reports about the incident.
Provision of information for colleagues, councillors and citizens.
Organisation of 'Counselling Services' to support distressed communities from appropriate sources.
Ensuring appropriate arrangements are put in place to protect any children that may be involved, both by supervising them carefully in a place of safety and also ensuring that the children of colleagues involved in managing the incident are collected, using appropriate council resources, and / or looked after.
Liaise with the Emergency Services.
Liaise with the Health and Safety Executive and take any actions as advised.
Liaise with the Public Health England, NHS England and Public Health and take any actions as necessary.
Standby in support of other agencies handling the incident.
The Head of Communications & Marketing (or representative) will arrange for, and brief, a spokesperson for the Council and produce press releases as necessary and arrange participation in news conferences.
Initiate procedures as appropriate to the incident.
Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.
In the management of a community based incident, the Corporate Director of Communities may consider the following menu of responses and trigger responses accordingly: <ul style="list-style-type: none"> <li>• Deployment of CPOs to offer visible reassurance to the affected community;</li> <li>• Organising support to parents and families in conjunction with other statutory and voluntary agencies.</li> </ul>
An Incident Report Log must be maintained throughout the incident to records key decisions and actions and their times.
Participate in any post incident debriefs.

## Action Card 4

### Actions for the Incident Manager / City Silver Chair

(Suggested Level: Director or Head of Service)

The role of Incident Manager / City Silver Chair is to lead the Council's tactical response, decide on the appropriate course of action based on the information provided and relay this decision as quickly as possible to the appropriate City Council colleagues and external agencies in order to support the co-ordinated response to the incident. The documents *Managing an Emergency* and individual corporate and departmental emergency plans should be consulted to assist in this process. The Incident Manager / City Silver Chair should be prepared to act as the Strategic Lead for the Council unless a more appropriate colleague is required, has been identified and contacted.

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
5. Ratify initial situation assessment or sanction a different course of action : e. De-escalate to a <b>Departmental Incident</b> - activate <i>Service Area Business Continuity Plans</i> and <i>Departmental Response Plans and/or Departmental Continuity Plans</i> as required ( <i>Managing an Emergency</i> not utilised); f. Activate <b>Critical Incident</b> response - activate Critical Incident procedures ( <i>Managing an Emergency</i> Section 4); g. Confirm a <b>Major Incident / Emergency</b> - continue with this action card h. <b>Stand-down</b> - inform whoever originated the call that no further action required ( <i>Managing an Emergency</i> not utilised). (see Action Card 15 - Response Options for further details)	
6. (Whatever course of action is chosen at point 5) Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
7. Initiate Major Incident / Emergency Plans as appropriate to the incident.	
8. Make contact with key personnel, utilising Nottingham On Call as required.	
9. Consider what resources may be required (in addition to any already specified) and take immediate steps to mobilise them.	
10. Consider activating the Emergency Control Centre. Request via the Emergency Planning Team.	
11. Consider despatching liaison officer(s) to appropriate locations as required.	
12. Contact Emergency Services Incident Commander or Control Room to obtain further information and inform them of action being taken by the City Council	
13. Consider informing the Chief Executive about the incident and current status.	

<b>14.</b> Consider informing the Leader of the Council about the incident and current status.	
<b>15.</b> Consider informing Communications and Marketing team.	
<b>16.</b> Consider informing the relevant Portfolio Holder or Councillors in whose ward(s) the incident is taking place.	
<b>17.</b> Convene and chair meetings of the City Silver Group as required, ensuring all information entering the City Silver Group is properly recorded and assessed and all tasks originated in the City Silver Group are allocated to the appropriate colleagues. See Action Card17 - City Council Silver Group - Suggested (First) Agenda.	
<b>18.</b> Report to the City Gold Group, attending City Gold Group meetings and delivering briefings as required and ensuring City Gold Group strategic decisions are communicated to the City Silver Group.	
<b>19.</b> Ensure any tactical decisions taken are in line with City Gold policy.	
<b>20.</b> Ensure there is liaison between the City Council and other Agencies and/or an appropriate individual attends any TCG meeting.	
<b>21.</b> Act as Strategic Lead for the Council unless a more appropriate colleague is required, has been identified and contacted.	
<b>22.</b> Continue to keep a log of actions.	
<b>23.</b> Ensure all documentation is preserved.	
<b>24.</b> When the incident is declared at an end, ensure that all colleagues who have been alerted are informed.	
<b>25.</b> Lead any post incident de-briefs.	



## **Action Card 5**

### **Actions for the Departmental / City Silver Officers**

**(Suggested Level: Director, Head of Service or suitable nominee)**

**The role of Departmental / City Silver Officers is to support the Incident Manager / City Silver Chair and, through them, the Council's tactical response, and to manage the actions of their Department.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

<b>1.</b> On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
<b>2.</b> Establish numbers to ring back caller and originator of message.	
<b>3.</b> Read back the information to caller and confirm content.	
<b>4.</b> Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
<b>5.</b> Support the Incident Manager / City Silver Chair to take any decisions required to manage the incident.	
<b>6.</b> Manage and direct the activities of their department.	
<b>7.</b> (Whatever course of action is chosen) Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
<b>8.</b> Make contact with key personnel, utilising Nottingham On Call as required.	
<b>9.</b> Consider what resources may be required (in addition to any already specified) and take immediate steps to mobilise them.	
<b>10.</b> Consider despatching liaison officer(s) to appropriate locations as required.	
<b>11.</b> The Head of Communications & Marketing (or representative) will arrange for, and brief, a spokesperson for the Council and arrange for the production of press releases, as necessary, and appropriate participation in news conferences.	
<b>12.</b> Continue to keep a log of actions.	
<b>13.</b> When the incident is declared at an end, ensure that all colleagues who have been alerted are informed.	
<b>14.</b> Participate in any post incident de-briefs.	

**Action Card 6**  
**Actions for the City Silver Support**  
 (Suggested Level: Personal Assistants or similar)

The role of City Silver Support is to work under the direction of the City Silver Chair to ensure all decisions and comments from the City Silver Group are properly recorded and retained.

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. Attend the City Silver Group in response to an emergency as required.	
2. Record the details of colleagues and partners attending the City Silver Group.	
3. Ensure all decisions and comments from the City Silver Group are properly recorded and retained.	
4. File all documentation when completed.	
5. Undertake other admin support tasks as directed by the City Gold Chair.	

## **Action Card 7**

### **Actions for the City Gold Chair**

**(Suggested Level: Chief Executive or Corporate Director)**

**The role of City Gold Chair is to lead the Council's strategic response to a major emergency, taking into account Emergency Response, Recovery, Business Continuity and reputation issues affecting Nottingham City Council. The documents *Managing an Emergency* and individual corporate and departmental emergency plans should be consulted to assist in this process.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
5. Convene and chair meetings of the City Gold Group as required*. See Action Card16 - City Council Gold Group - Suggested (First) Agenda.	
6. Consider informing the Chief Executive and Leader of the Council about the incident and current status.	
7. Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
8. Act as a link between Elected Members and the City Gold Group during the emergency and provide briefings as necessary.	
9. Ensure an appropriate Media response is given on behalf of Nottingham City Council.	
10. Consider informing the relevant Portfolio Holder or Councillors in whose ward(s) the incident is taking place.	
11. Ensure there is liaison between the City Council and other Agencies and/or an appropriate individual attends any SCG meeting.	
12. Ensure the City Gold Group receives regular updates/briefing from the City Silver Group / Emergency Control Centre	
13. Continue to keep a log of actions.	
14. When the incident is declared at an end, ensure that all colleagues who have been alerted are informed.	
15. Participate in any post incident de-briefs.	

\* Normal Council business will continue during an emergency. Provision should be made for a member of the CLT to provide leadership to these routine matters.

## **Action Card 8**

### **Actions for the City Gold Officers**

**(Suggested Level: Corporate Director or suitable nominee)**

**The role of City Gold Officers is to support City Gold Chair and, through them, the Council's strategic response, and to lead the actions of their Department.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
5. Attend the City Gold Group in response to an emergency as required.	
6. Assist the City Gold Chair in developing the Council's strategic policy for Emergency Response, Recovery and Business Continuity.	
7. Assist the City Gold Chair in preparing a resource, media and financial strategy to manage an emergency.	
8. Assist the City Gold Chair in deciding whether to invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
9. Advise the City Gold Chair on individual departmental issues regarding service & resources.	
10. Support the City Gold Chair to take any decisions required to manage the incident.	
11. Assist the City Gold Chair to manage a specific aspect of any emergency. e.g. media, recovery etc.	
12. Assist the City Gold Chair with regard to elected members' briefings etc.	
13. Deputise for City Gold Chair as required	
14. Lead the activities of their Department.	
15. Continue to keep a log of actions.	
16. Inform all colleagues who have been alerted once the incident is declared at an end.	
17. Participate in any post incident de-briefs.	

## **Action Card 9**

### **Actions for the City Gold Support**

**(Suggested Level: Personal Assistants or similar)**

**The role of City Gold Support is to work under the direction of the City Gold Chair to ensure all decisions and comments from the City Gold Group are properly recorded and retained.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

<b>1.</b> Attend the City Gold Group in response to an emergency as required.	
<b>2.</b> Record the details of colleagues and partners attending the City Gold Group.	
<b>3.</b> Ensure all decisions and comments from the City Gold Group are properly recorded and retained.	
<b>4.</b> Ensure all decisions, tasks and comments from the City Gold Group are sent to the City Silver Chair.	
<b>5.</b> File all documentation when completed.	
<b>6.</b> Undertake other admin support tasks as directed by the City Gold Chair.	

## **Action Card 10**

### **Actions for the Council SCG Representative**

**(Suggested Level: Chief Executive, Corporate Director or suitable nominee)**

The purpose of the SCG is to take overall responsibility for the multi-agency management of the emergency. The SCG is a method of co-ordination and does not assume the authority and responsibilities of individual agencies in the discharge of their duties.

**The role of Council SCG Representative is to represent Nottingham City Council's interests at the SCG and act as the strategic link between SCG and the City Gold Group.**

**The Council SCG Representative has the authority to commit Council resources to any emergency response.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Attend the City Gold Group, or liaise with the City Gold Chair, to prepare an update of Nottingham City Council's strategic situation and issues.	
3. Attend the SCG in response to an emergency as required*.	
4. Represent Nottingham City Council's strategic situation and issues to the SCG**.	
5. Assist the SCG Chair in developing the multi-agency strategic policy for the emergency response and recovery.	
6. Following the SCG meeting, brief the City Gold Group, focussing in particular on any actions or issues for Nottingham City Council.	
7. Continue to keep a log of actions***.	
8. Inform all colleagues who have been alerted once the incident is declared at an end.	
9. Participate in any post incident de-briefs.	

\*May take an Emergency Planning Officer or other appropriate Officer as a Support Officer should there be an operational need.

\*\*Due to space constraints you may be required to sit at the SCG meeting alone, accessing Emergency Planning Officers / Support Officers outside of the meetings.

\*\*\*A loggist will be present at SCG meeting to record the decision of the whole group but you are still required to keep your own City Council log of actions.

Further information on the function and operation of the SCG can be found in the *Nottingham and Nottinghamshire LRF Multi-agency Coordination Handbook*.

## **Action Card 11**

### **Actions for the Council TCG Representative**

**(Suggested Level: Director, Head of Service or suitable nominee)**

The purpose of the TCG is to co-ordinate the multi-agency management of the emergency and the implementation of the policy established at the SCG. The TCG is a method of co-ordination and does not assume the authority and responsibilities of individual agencies in the discharge of their duties.

**The role of Council TCG Representative is to represent Nottingham City Council's interests at the TCG and act as the tactical link between TCG and the City Silver Group.**

**The Council TCG Representative has the authority to commit Council resources to any emergency response.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Attend the City Silver Group, or liaise with the City Silver Chair, to prepare an update of Nottingham City Council's tactical situation and issues.	
3. Attend the TCG in response to an emergency as required*.	
4. Represent Nottingham City Council's tactical situation and issues to the TCG**.	
5. Assist the TCG Chair in developing the multi-agency tactical policy for the emergency response and recovery.	
6. Following the TCG meeting, brief the City Silver Group, focussing in particular on any actions or issues for Nottingham City Council.	
7. Continue to keep a log of actions***.	
8. Inform all colleagues who have been alerted once the incident is declared at an end.	
9. Participate in any post incident de-briefs.	

\*May take an Emergency Planning Officer or other appropriate Officer as a Support Officer should there be an operational need.

\*\*Due to space constraints you may be required to sit at the TCG meeting alone, accessing Emergency Planning Officers / Support Officers outside of the meetings.

\*\*\*A loggist will be present at TCG meeting to record the decision of the whole group but you are still required to keep your own City Council log of actions.

Further information on the function and operation of the TCG can be found in the *Nottingham and Nottinghamshire LRF Multi-agency Coordination Handbook*.

## Action Card 12

### Actions for Forward Liaison Officer

**The role of the Forward Liaison Officer is to attend an incident scene, report back on the current situation and any City Council services required, and liaise with the emergency services and advise them on the support available from Nottingham City Council.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

On receipt of incident alert

1. Open and maintain an incident log (example at Appendix 2) with time and date. Record details of information received, requests, communications and decisions.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish incident location, where to report to, any traffic restrictions and who to ask for on arrival.	
5. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
6. Remember staff ID, mobile phone, log book and appropriate clothing.	

Upon arrival at the scene

7. Advise someone back at base that you have arrived.	
8. Locate Incident Command Post and make contact with Incident Commanders from the Emergency Services and other organisations.	
9. Participate in multi-agency incident command meetings.	
10. Pass situation reports and maintain regular contact with the Emergency Control Centre / Emergency Planning Team, relaying requests for City Council services / resources, including voluntary organisations.	
11. Consider requesting a City Council Scene Commander to attend the scene as required.	
12. Support the City Council Scene Commander if deployed.	
13. Participate in any post incident de-briefs.	



The role of the Scene Commander is to lead and co-ordinate the Council's response at an incident scene.

The role of the Forward Liaison Officer is to attend an incident scene and report back on the current situation and any requirement for City Council services.

A Scene Commander may be supported by a Forward Liaison Officer(s), as required.


Depending on the incident type the Scene Commander / Forward Liaison Officer could be drafted-in from a relevant Service Area / Department or from one with no direct link to the incident type.


Unless there is an obvious and urgent need for intervention, the Scene Commander / Forward Liaison Officer should not become directly involved in the detailed operational tasks being discharged.

**Rendezvous Point (RVP)** - Point to which personnel attending the scene should be directed in the first instance.

**Incident Command Post (ICP) / Forward Command Post (FCP)** - Point at which the Incident Commanders from the Emergency Services and other organisations can meet to co-ordinate the response to the incident. Will be the emergency services vehicle with its blue lights still operating or may be a dedicated incident command vehicle.

**Cordons** - the Police will establish inner, outer and traffic cordons, following consultation with the other emergency services, in accordance with the circumstances of the incident. It is imperative that persons called to the scene are able to identify themselves, and who has requested their attendance, before approaching a cordon access point.

**Outer Cordon**  creates a safe and controlled area in which the responding agencies are able to work unhindered. Access through the outer cordon will be via **Access Control Points**, and persons seeking to enter will be questioned about their identity and why they require access, to ensure that unauthorised persons do not gain entry.

**Inner Cordon**  controls access to the immediate area of operations. It should enclose the scene and contain any area of hazard or contamination. As this is a high hazard zone, it must be restricted to minimum numbers required for work to be undertaken safely and effectively. Only authorised personnel are permitted within the inner cordon area and this is facilitated through the **Scene Access Control Point**. Each agency is responsible for ensuring that personnel from their service entering the inner cordon have the correct personal protective equipment (PPE), and all individuals should ensure they receive a health and safety briefing from the lead Scene Commander before entering the area. Any persons who do not have a role, or are wearing inappropriate clothing or identification, will be directed to leave the cordon.

### **Fire Service Emergency Evacuation Signal**

If the cordoned areas becomes hazardous, the Fire Service have an emergency evacuation signal, comprising of **short repeated blasts on a whistle**, which all personnel must be aware of and respond to immediately should it be activated.

## Action Card 13

### Actions for Scene Commander

(Suggested Level: Head of Service)

**The role of the Scene Commander is to lead and co-ordinate the Council's response at an incident scene, to liaise with Incident Commanders from the Emergency Services and other organisations, and to participate in multi-agency incident command meetings in order to determine the appropriate course of action based on the information provided in order to jointly deliver the overall multi-agency management of the incident at the scene.**

The following checklist is provided as a guide. It is not intended to be an exhaustive list.

On receipt of incident alert

1. Open and maintain an incident log (example at Appendix 2) with time and date. Record details of information received, requests, communications and decisions.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish incident location, where to report to, any traffic restrictions and who to ask for on arrival.	
5. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
6. Remember staff ID, mobile phone, log book and appropriate clothing.	

Upon arrival at the scene

7. Advise someone back at base that you have arrived.	
8. Contact City Council Forward Liaison Officer if one is at the scene.	
9. Locate Incident Command Post and make contact with Incident Commanders from the Emergency Services and other organisations.	
10. Participate in multi-agency incident command meetings.	
11. Ensure any decisions taken are in line with City Council policy.	
12. Call forward Nottingham City Council services / resources as required, including voluntary organisations.	
13. Pass situation reports and maintain regular contact with the Emergency Control Centre / Emergency Planning Team.	
14. Consider requesting / dispatching Forward Liaison Officer(s) to appropriate locations as required.	
15. Maintain a health and safety log for all City Council colleagues, including contractors, called to the scene and ensure they receive a health and safety briefing before commencing work.	
16. Participate in any post incident de-briefs.	

The role of the Scene Commander is to lead and co-ordinate the Council's response at an incident scene.

The role of the Forward Liaison Officer is to attend an incident scene and report back on the current situation and any requirement for City Council services.

A Scene Commander may be supported by a Forward Liaison Officer(s), as required.


Depending on the incident type the Scene Commander / Forward Liaison Officer could be drafted-in from a relevant Service Area / Department or from one with no direct link to the incident type.


Unless there is an obvious and urgent need for intervention, the Scene Commander / Forward Liaison Officer should not become directly involved in the detailed operational tasks being discharged.

**Rendezvous Point (RVP)** - Point to which personnel attending the scene should be directed in the first instance.

**Incident Command Post (ICP) / Forward Command Post (FCP)** - Point at which the Incident Commanders from the Emergency Services and other organisations can meet to co-ordinate the response to the incident. Will be the emergency services vehicle with its blue lights still operating or may be a dedicated incident command vehicle.

**Cordons** - the Police will establish inner, outer and traffic cordons, following consultation with the other emergency services, in accordance with the circumstances of the incident. It is imperative that persons called to the scene are able to identify themselves, and who has requested their attendance, before approaching a cordon access point.

**Outer Cordon**  creates a safe and controlled area in which the responding agencies are able to work unhindered. Access through the outer cordon will be via **Access Control Points**, and persons seeking to enter will be questioned about their identity and why they require access, to ensure that unauthorised persons do not gain entry.

**Inner Cordon**  controls access to the immediate area of operations. It should enclose the scene and contain any area of hazard or contamination. As this is a high hazard zone, it must be restricted to minimum numbers required for work to be undertaken safely and effectively. Only authorised personnel are permitted within the inner cordon area and this is facilitated through the **Scene Access Control Point**. Each agency is responsible for ensuring that personnel from their service entering the inner cordon have the correct personal protective equipment (PPE), and all individuals should ensure they receive a health and safety briefing from the lead Scene Commander before entering the area. Any persons who do not have a role, or are wearing inappropriate clothing or identification, will be directed to leave the cordon.

### **Fire Service Emergency Evacuation Signal**

If the cordoned areas becomes hazardous, the Fire Service have an emergency evacuation signal, comprising of **short repeated blasts on a whistle**, which all personnel must be aware of and respond to immediately should it be activated.

## **Action Card 14**

### **Guide to Initial Assessment**

The information available in the early stages of an incident is likely to be limited, confused and unconfirmed, but the initial assessment will assist in:

- Determining how best to establish control of the situation as it relates to the City Council and to co-ordinate the response.
- Identifying and gaining access to key personnel and resources.
- Deciding what steps to take to obtain good information and liaison with the emergency services/ external agencies, if necessary.
- Determining, in consultation with the Emergency Planning Officer and other key colleagues (depending on the nature of the incident), whether the situation requires activation of emergency plans.

Consider the following:

#### **What is the size and nature of the incident?**

- Area and population likely to be affected - restricted or widespread.
- Level and immediacy of potential danger - to public and response personnel.
- Timing - incident has already occurred or is likely to happen.

#### **What is the status of the incident?**

- Under control.
- Contained but possibility of escalation.
- Unknown and undetermined.
- Out of control and threatening.

#### **What is the likely impact?**

- On people involved, in the surrounding area.
- On property, the environment, transport, communications.
- On external interests - media, relatives, adjacent local authorities.

#### **What specific assistance is being requested from the local authority?**

- Physical - property, roads, transport, plant, equipment.
- Environmental - information, scientific assessment, sampling, disease control, weather .
- People - evacuation, shelter, sustenance, social / psychological care.
- Other - press facilities, legal / financial.
- How urgently is assistance required?
  - Immediate.
  - Within a few hours.
  - Standby situation.

If necessary you should contact any Emergency Services or community representatives directly involved in the incident to establish their perspective on the scale and likely impact and the actions currently in progress. The Police, if necessary, can be contacted by calling their 24 hour number 101 and asking for either the particular officer dealing with the incident or the Force Control Room. The Fire and Rescue Service, if necessary, can be contacted by calling their 24 hour number 0115 967 0880 and asking for either the particular officer dealing with the incident or the Control Room.

## Action Card 15

### Response Options

Select one of the following response options.

#### Departmental Incident

Information indicates that incident that can be addressed within the resources of a department, using Service Area Business Continuity Plans, Departmental Response plan and Departmental Business Continuity Plans, if required. The response may also include routine action from a limited number of other service areas, e.g. Communications and Marketing, Property, etc.

Activate departmental response, as required, or relay details to the appropriate department (request positive confirmation). (*Managing an Emergency* not utilised).

Consider the need to inform Communications and Marketing colleagues and Councillors.

#### Critical Incident

Information indicates that incident requires a coordinated response between several departments, outside of usual working methods, would have a significant impact on the reputation of the Council or its communities, and is often in collaboration with partner agencies such as Nottinghamshire Police. For some incidents, media interest will be a factor.

Activate Critical Incident procedures, escalating to the appropriate member of CLT (*Managing an Emergency* Section 4 and Action Cards 2).

Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.

#### Major Incident / Emergency

Information indicates that incident requires a coordinated response by two or more public bodies such as the Police, Fire Service, Local Authority, NHS and Environment Agency and cannot be managed as part of routine day to day activities.

Activate Major Incident procedures, escalating to an Emergency Planning Officer and/or the most appropriate Corporate Director or Director (*Managing an Emergency* Section 5 and Action Card 4).

Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.

#### Stand-down

Information does not warrant any action on part of local authority.

Inform whoever originated the call that no further action is required. When the incident is declared at an end, inform all colleagues who have been alerted.

## **Action Card 16**

### **CIMT / City Council Gold Group - Suggested (First) Agenda**

#### **1. Confirming Chair**

#### **2. Frequency of meetings & ground rules**

Agree working arrangements and 'ground rules' e.g;

- Frequency, time and length of meetings.
- Punctuality
- Representation, who and how many per department
- Management of information into the Group and out from it
- Regular agenda items
- Sustainability - replacements/deputies - mechanism of handover

The decision making procedure needs to be robust but rapid. Structure the process by stating the issue, inviting ideas, clarifying options; agree the preferred option, relaying decision to Departments etc.

#### **3. Briefing - creating common understanding of the incident**

Lead Colleague present the facts. Departments and Emergency Planning Officer add any other factual information available.

- Be brief with input and do not use 'jargon', abbreviations or technical language (unless necessary)
- Short & sharp - do not expect to have full details and do not wait for them to arrive - work with what you have

Identify and prioritise the strategic risks.

- High level / broad brush - use whiteboard for visual focus
- Each Department will have different issues to bring to the table

#### **4. Setting strategic priorities**

Suggested priorities in any immediate response to a critical incident or emergency are:

- Protect human life; prevent/minimise personal injury;
- Contain the incident – prevent escalation and spread;
- Protect the Environment;
- Prevent/minimise damage to physical assets, including buildings;
- Maintain/restore critical services;
- Maintain/restore normal operations;
- Protecting the reputation of Nottingham and the City Council;
- Provide warning, advice and information for the public;
- Protect the health and safety of personnel;
- Facilitate physical, social, economic and psychological recovery.

continued overleaf >

## 5. Agreeing what needs to be done and who leads on what

Agree what is needed to meet the strategic priorities and agree who (individual or department) is leading on what. For each department identify:

- What contribution it can offer
- What are its main areas of action
- Who they will work with
- What resources (capability) they have and what they will/may need to ask for, including mutual aid
- What timescales or other constraints exist

The Chair also allocates lead responsibility for some specific tasks e.g;

- Looking downstream at likely repercussions
- Briefing upwards
- Liaison with the media

## 6. Consider invoking the Business Continuity Plans

If the incident is likely to disrupt either the Council's critical functions or the Council's response capability.

## 7. Internal and external communication and information links

## 8. Media strategy and public information messages

## 9. Long term predictions / anticipation

## 10. Financial implications & suspending usual regulations

## 11. Political implications

## 12. Legal implications

## 13. Recovery (Major Incidents only)

- Refer to the LRF *Recovery Plan* held by Nottingham City Council
- Planning for Recovery should start at the beginning of any Incident.
- Once the Recovery stage is reached a Local Authority usually takes the Strategic Lead at this stage.

### General Good Practice

- Trust the people below you - give them the 'what' and let them sort out the 'how'
- Agree triggers for action - if 'x' happens then we do 'y' - enables swift action, sanctioned at the highest level
- White boards and flip charts help a group to focus
- Information needs to be processed into intelligence
- Do not create additional pressure below by asking for information unnecessarily

### Handover/change of shift

Any incident where a CIMT / City Council Gold Group is established could be long running. The complexity and level of the decision making required from group members will place them under pressure. It is important that members do not work excessively long shifts.

## **Action Card 17**

### **City Council Silver Group - Suggested (First) Agenda**

#### **1. Confirming Chair**

#### **2. Frequency of meetings & ground rules**

Agree working arrangements and 'ground rules' e.g;

- Frequency, time and length of meetings.
- Punctuality
- Representation, who and how many per department
- Management of information into the City Council Silver Group and out from it
- Regular agenda items
- Sustainability - replacements/deputies - mechanism of handover

The decision making procedure needs to be robust but rapid. Structure the process by stating the issue, inviting ideas, clarifying options; agree the preferred option, relaying decision to Departments etc.

#### **3. Briefing - creating common understanding of the incident**

Lead Colleague present the facts. Departments and Emergency Planning Officer add any other factual information available.

- Be brief with input and do not use 'jargon', abbreviations or technical language (unless necessary)
- Short & sharp - do not expect to have full details and do not wait for them to arrive - work with what you have

Identify and prioritise the strategic risks.

- High level / broad brush - use whiteboard for visual focus
- Each Department will have different issues to bring to the table

#### **4. Confirming strategic priorities from City Gold Group**

#### **5. Agreeing what needs to be done and who leads on what**

Agree what is needed to meet the strategic priorities and agree who, individual or department, is leading on what. For each department identify:

- What contribution it can offer
- What are its main areas of action
- Who they will work with
- What resources (capability) they have and what they will/may need to ask for, including mutual aid
- What timescales or other constraints exist

The Chair also allocates lead responsibility for some specific tasks e.g;

- Looking downstream at likely repercussions
- Briefing upwards
- Liaison with the media

continued overleaf >



## 6. Internal and external communication and information links

## 7. Media management and public information messages

## 8. Business Continuity Issues

Consider invoking the Business Continuity Plans, if the incident is likely to disrupt either the Council's critical functions or the Council's response capability.

## 9. Assessing any financial implications

## 10. Political implications

## 11. Legal implications

## 12. Recovery

### General Good Practice

- Trust the people below you - give them the 'what' and let them sort out the 'how'
- Agree triggers for action - if 'x' happens then we do 'y' - enables swift action, sanctioned at the highest level
- White boards and flip charts help a group to focus
- Information needs to be processed into intelligence
- Do not create additional pressure below by asking for information unnecessarily

### Handover/change of shift

Any incident where a City Council Silver Group is established could be long running. The complexity and level of the decision making required from City Council Silver Group members will place them under pressure. It is important that CIMT members do not work excessively long shifts. Consideration should be given to the following factors:

- Length of time colleagues are at the City Council Silver Group
- Appropriate drink and meal breaks
- Rotation of colleagues, ensuring adequate overlap for a full handover to take place
- Recording of handover details



## Appendix 3 References

The following references relate to key national, regional and local information sources. A wide range of other sources have been consulted in addition to those listed below. Many of the documents and links are published on the LRF website: [www.nottsprepared.co.uk](http://www.nottsprepared.co.uk).

### Web addresses

<a href="http://www.ukresilience.gov.uk">www.ukresilience.gov.uk</a> or <a href="http://www.gov.uk/government/policies/improving-the-uks-ability-to-absorb-respond-to-and-recover-from-emergencies">www.gov.uk/government/policies/improving-the-uks-ability-to-absorb-respond-to-and-recover-from-emergencies</a>	Cabinet Office
<a href="http://www.gov.uk/government/organisations/department-for-communities-and-local-government">www.gov.uk/government/organisations/department-for-communities-and-local-government</a>	Department for Communities and Local Government
<a href="http://www.nottsprepared.gov.uk">www.nottsprepared.gov.uk</a>	Local Resilience Forum
<a href="http://www.nottinghamcity.gov.uk/article/24389/Emergency-Planning-in-Nottingham">http://www.nottinghamcity.gov.uk/article/24389/Emergency-Planning-in-Nottingham</a>	Nottingham City Council
<a href="http://www.bbc.co.uk/connectinginacrisis">www.bbc.co.uk/connectinginacrisis</a>	BBC Connecting in a Crisis
<a href="http://www.epcollege.com/">www.epcollege.com/</a>	Emergency Planning College
<a href="http://www.environment-agency.gov.uk/homeandleisure/floods/default.aspx">www.environment-agency.gov.uk/homeandleisure/floods/default.aspx</a>	Environment Agency Flood information

### National publications

Bellwin Scheme	Department for Communities and Local Government
Civil Contingencies Act 2004	Cabinet Office
Civil Contingencies Act 2004 – A Short Guide	As above
Civil Contingencies Act 2004 Regulations 2005	As above
Identifying People who are Vulnerable in a Crisis 2008	As above
Connecting in a Crisis	BBC
Control of Major Accident Hazards Regulations 1999	Health and Safety Executive
Guide to the Control of Major Accident Hazard Regulations 1999	Health and Safety Executive
Deliberate and Accidental Release (of biological, chemical and radiological threat agents) web pages	Public Health England

OFFICIAL

Disaster Appeal Scheme – United Kingdom	British Red Cross
National Emergency Plan for Fuel	Department for Energy and Climate Change (DECC)
Emergency Preparedness	Cabinet Office
Emergency Response and Recovery	Cabinet Office
Fire Service Emergency Procedures Manual	Chief and Assistant Chief Fire Officers' Association
Heatwave Plan	Public Health England
National Arrangements for Incidents Involving Radioactivity (NAIR) – Users Handbook	Public Health England
National Severe Weather Warning Service	Met office
NHS England Emergency Preparedness Framework 2013	NHS England
Notification of Installations Handling Hazardous Substances (NIHHS) Regulations 1982	Health and Safety Executive
Nuclear Emergencies – Information for the Public	Public Health England
Operations in the UK: the Defence Contribution to Resilience	Ministry of Defence
Pipeline Safety Regulations 1996	Health and Safety Executive
Guide to the Pipelines Safety Regulations 1996	Health and Safety Executive
Further Guidelines on Emergency Plans for Major Accident Hazard Pipelines – The Pipelines Safety Regulations 1996	Health and Safety Executive
The Needs of Faith Communities in Major Emergencies: Some Guidelines 2005	Home Office and Cabinet Office
Identifying People who are Vulnerable in a Crisis – Guidance for Emergency Planners and Responders 2008	Cabinet Office
NHS CB Emergency Preparedness Framework 2013	NHS England
Guidance on Emergency Procedures	Association of Chief Police Officers
Radiation (Emergency Preparedness and Public Information) Regulations (REPIR) 2001	Health and Safety Executive

Guide to the Radiation (Emergency Preparedness and Public Information) Regulations 2001	HSE
Radioactive Incident Monitoring Network (RIMNET)	Department of Energy and Climate Change
Wise Before the Event – Coping with Crises in Schools 1993	Calouste Gulbenkian Foundation

### **City Council publications**

Business Continuity Plan (Corporate)  
 Control Centre Manual  
 Directory of City Council Services  
 Emergency Contact List  
 Flood Plan  
 Local Area Flood Plans  
 Fuel Emergency Response Plan  
 Emergency Accommodation Plan  
 Major Accident Hazards Pipelines Plan  
 National Ice Centre and Capital FM Plan  
 Nottingham Aware – City Centre Emergency Plan  
 Pandemic Plan  
 Red Phone Procedures - Guidance for Nottingham on Call Colleagues  
 Victoria Centre Emergency Plan

### **Local Resilience Forum plans and supporting documents**

Community Risk Register  
 Generic Response Guide  
 Operational Guide  
 Multi-Agency Coordination Handbook  
 CBRN Site Specific Plan  
 Crisis Support Team Plan  
 Critical Infrastructure Plan  
 Communicating with the Public Plan  
 Emergency Mortuary Plan  
 Evacuation and Shelter Plan  
 Exotic Animal Diseases Plan  
 Flood Response Plan  
 Local Flood Response Plan  
 LRF Information Sharing Agreement  
 LRF Security Vetting Policy  
 Generic Reservoir Off Site Plan  
 Fuel Emergency Response Plan  
 Humanitarian Assistance Centre Plan  
 MAH Pipeline Plan  
 Managing Excess Deaths Plan  
 Mass Casualties Framework  
 Mass Fatalities Plan Part A and B

Multi-Agency Coordination Centre Handbook  
Pandemic Influenza Plan  
Recovery Plan  
STAC Plan  
Severe Weather Plans  
Site Clearance Plan  
Survivor Reception Centre Plan  
Telecommunications Response Plan  
Urban Search and Rescue Plan  
Voluntary Agencies Directory  
Voluntary Agencies Financial Protocol  
Vulnerable People's Directory

**Other Local/Regional Publications**

Diocese of Southwell and Nottingham Emergency Plan

Military Aid to the Civil Community (MACC)