

Major Incident Plan (MIP)

1. Purpose:

A strategic framework setting out the Council's response to Major Incidents within Bath & North East Somerset affecting the Council (Business Continuity) and the Community (Emergency Response) in coordination with the Emergency Services and other agencies in order to ensure the Council has appropriate responses to significant hazards faced by the community.

Valid from Jan 2011 to Jan 2016

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Version 0.1 Draft

2. Foreword

We live within changing times. Climate change, peak oil and other factors are going to have an inevitable impact on our lives, and these impacts will include greater risks from natural hazards such as flooding. There are two ways we can adapt to meet these challenges. Firstly we can prepare so that impacts are reduced to a minimum; secondly we need contingency plans that allow coordinated responses to and recovery from incidents.

The Major Incident Plan (MIP) provides the contingency framework through which the Council can respond to and recovery from a major incident no matter its source. The framework also ensures the Council meets its responsibilities under the Civil Contingencies Act 2004 as a Category 1 responder. The Council is a complex organisation with many challenging roles and responsibilities. The MIP provides the strategic overview that adds the transparency that the organisation needs in order to allow effective coordination in the time of an emergency.

The MIP must be seen as a living document. It will be subject to a controlled change and adjustment process to ensure the details within the plan remain accurate and relevant. The change and adjustment process incorporates the lessons from incidents and exercises as they occur, together any new changes in legislation or policy that might impact on this area of business.

The MIP will be implemented through service level training to ensure those who are essential to an emergency response are aware of the principles laid down in the plan and their role within the wider response and recovery operation.

3. Distribution:

a) Controlled Copies:

Only one controlled copy of the MIP will be maintained. This copy will be kept in the Business Continuity & Emergency Planning folders within the Council's shared drive. This document is owned by Bath & North East Somerset Council. It is maintained and updated by the Business Continuity & Emergency Planning (BCEP) Team. All users are asked to advise the Team of any changes in circumstances that may materially affect the plan in any way. Details of changes should be sent to:

Risk & Assurance Services
The Guildhall
High Street
Bath
BA1 5AW

b) Uncontrolled Copies:

Uncontrolled copies of the MIP will be distributed as required and will only be valid on the date of issue. All uncontrolled copies will be marked with the date of issue. An uncontrolled copy of this document will be posted on the Council's intranet.

c) Distribution

Available on request.

d) Version Control.

Version Number	Date	Status
Version 0.7	1 Mar 11	DRAFT

e) Protective Marking.

This document is marked NOT PROTECTIVELY MARKED and is not subject to security restrictions.

f) Glossary of Terms

See [Appendix A](#).

g) Review

The MIP will be formally reviewed annually or following organisational change, lessons learnt after an incident or after any test or exercise of the plan [validation].

The review will consist of consultation with key stakeholders (both internal and external to the Council) to ensure the plan remains fit for purpose.

4. Contents

1. Purpose:.....	1
2. Foreword	2
3. Distribution:.....	3
a) Controlled Copies:.....	3
b) Uncontrolled Copies:.....	3
c) Distribution	3
d) Version Control.	3
e) Protective Marking.	3
f) Glossary of Terms.....	3
g) Review	3
4. Contents	4
5. Appendices.....	5
6. Introduction.....	6
a) Scope.....	7
7. Background	8
8. Community Risk Register	9
9. Response & Recovery Phases.....	11
10. Activation	14
11. Command & Control	16
a) Council Large Scale Command & Control Structure	16
b) Council Medium Scale Command & Control Structure.....	18
c) Business Continuity Command & Control	19
d) Alternate Command	21
e) Contact details	21
12. Roles & Responsibilities	22
13. Plan Coordination	22
a) Reporting Procedures	22
b) Key Timings	22
c) Finance/Costs/Expenses	23
d) Administration	23
e) Stakeholders/Liaison.....	23
f) Rotas & Handover/Takeover.....	23
14. Logistics.....	24
15. Exercise & Testing Schedule.....	24
16. Plan Maintenance/Lessons Learned.....	24
17. Training & Qualifications.....	24

5. Appendices

<u>Appendix A</u>	Glossary of Terms
<u>Appendix B</u>	Council Capabilities/Hazards Matrix
<u>Appendix C</u>	Background to Bath & North East Somerset
<u>Appendix D</u>	Multi-Agency Response Phases - Explained
<u>Appendix E</u>	Council Response Phases - Explained
<u>Appendix F</u>	Multi-Agency Emergency Response Flow Diagram
<u>Appendix G</u>	Emergency Service Cordon Procedures & Mass Evacuation.
<u>Appendix H</u>	Response Activation Protocol
<u>Appendix I</u>	Command & Control Protocol & Terms of Reference
<u>Appendix J</u>	Roles of Council Teams/Services during a Major Incident
<u>Appendix K</u>	Action Cards for Council Teams/Services
<u>Appendix L</u>	Implementation Plans
<u>Appendix M</u>	Situation Report Template
<u>Appendix N</u>	Key Timings in the initial response
<u>Appendix O</u>	Emergency Financial Recording
<u>Appendix P</u>	Recovery Protocol

6. Introduction

This document has been written for all those who could respond to, or support a major incident within Bath & North East Somerset.

The Major Incident Plan (MIP) is focused on Bath & North East Somerset; but can be flexed to allow capability and capacity to respond to a wide range of potential emergencies and major incidents in Avon & Somerset and the South West Region.

The MIP defines the capabilities that Bath & North East Somerset Council could deploy to respond to any major incident, significant business continuity event or support mutual aid arrangements within the South West.

The objectives of the plan are to:

- ▶ Provide an overview of the hazards to which the plan could be required to respond.
- ▶ Identify all the capabilities that the Council needs to support the emergency services and community through major incidents and cross related with the potential risks to ensure completeness.
- ▶ Outline a clear phased approach to major incidents so that actions and capabilities can be prioritised.
- ▶ Map an activation process through which all emergency responses can be easily, quickly and efficiently activated.
- ▶ Provide a command & control structure for the Council to coordinate its resources and escalate its response.
- ▶ Identify each organisation/team responsible for maintaining and delivering each capability; and provide actions cards or other guidance to ensure these roles are stated in terms that are specific, measurable, agreed, realistic and fit timescales for response.
- ▶ Ensure all capabilities can be tested or audited to ensure they are fit for purpose, correctly focused and have appropriate capacity.

The document has been broken down to the following main sections:

- ▶ Situation & Risk Assessment
- ▶ Response Phases
- ▶ Activation
- ▶ Command & Control
- ▶ Roles & Responsibilities
- ▶ Plan Coordination
- ▶ Logistics
- ▶ Appendices

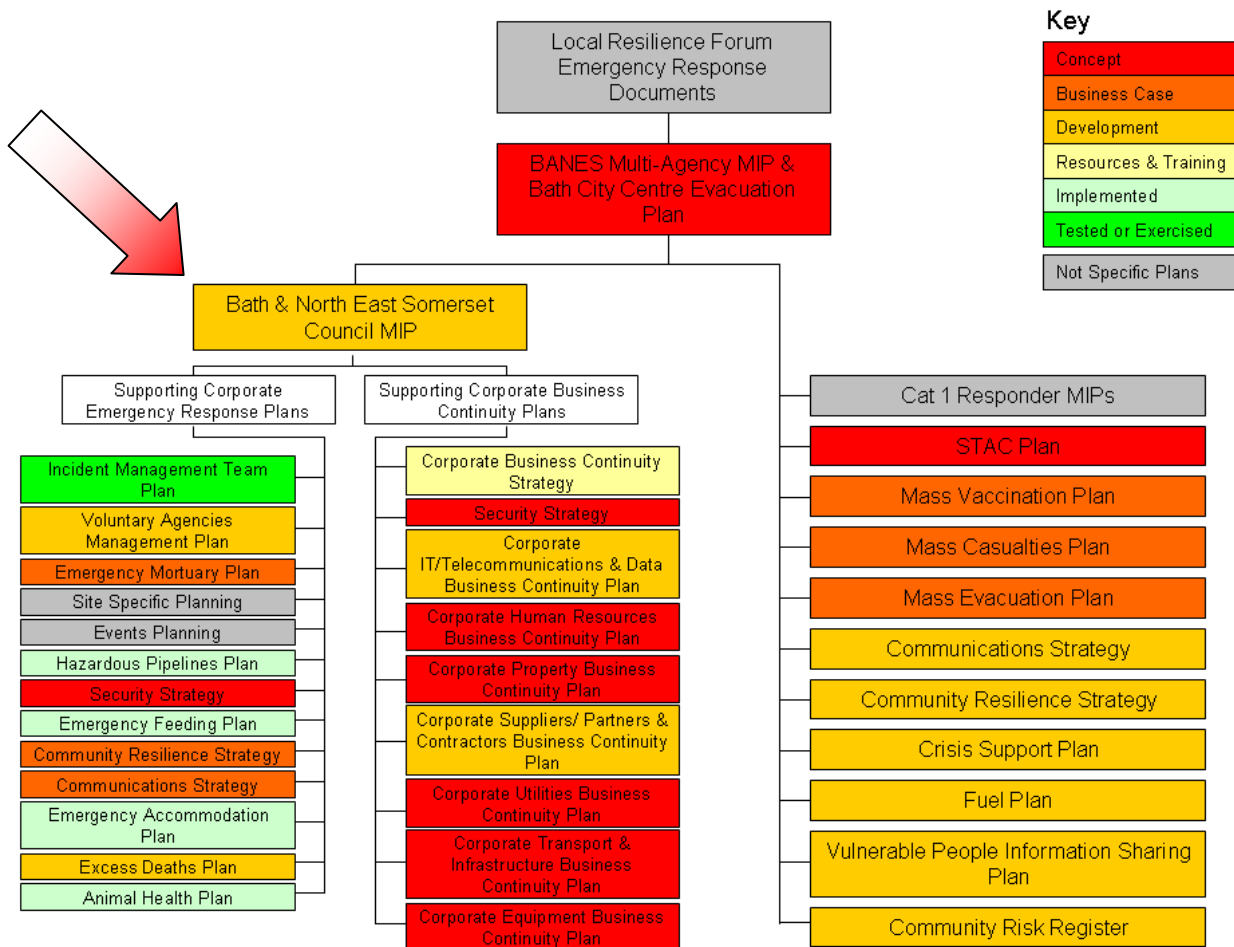
a) Scope

The MIP uses a risk based approach to identify hazards that could necessitate an emergency response and the capabilities that the Council would need to deploy in response. The plan provides advice, guidance and procedures sufficient to allow decision makers to improvise a solution for the majority of incidents that may occur within Bath & North East Somerset. It divides a scenario up into phases and identifies which teams have responsibilities during each phase and what outcomes they should expect to deliver. It is a framework rather than rigid procedure, allowing decision makers the freedom to take control of the incident, but with sufficient advice and guidance to provide a foundation upon which the response can be built.

The MIP is a Council focused document but provides guidance on the activities of other organisations during an emergency response in order to provide context.

The MIP forms part of a suit of documents designed to enable the Council and multi-agency partners' responses to all emergencies to be effective and coordinated. Figure 1. shows how the MIP fits within a hierarchy of documents from those produced by the Local Resilience Forum to specific capability plans such as that for Emergency Accommodation Centres.

Figure 1. The MIP within the Emergency Plans Hierarchy with a key illustrating Plan Readiness Level (Diagram is not exhaustive).



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The MIP replaces hazard specific plans developed by the Local Authority such as those for Flooding, CBRN and Flu Pandemic. Existing plans for the provision of specific capabilities such as Emergency Accommodation Centres and Incident Control Rooms are captured as supporting emergency response plans as shown in Figure 1.

See [Appendix B](#) for the Council Capabilities/Hazards Matrix.

7. Background

See [Appendix C](#).

8. Community Risk Register

There are a large number of hazards affecting the community that require identification, measurement and ultimately, management. The Community Risk Register (CRR) identifies the following hazards as shown in Figure 2:

Figure 2. Community Risk Register Hazards

Natural Hazards	Societal Hazards	Health Hazards	Infrastructure Hazards	Security Hazards
NH01 Flooding	SO01 Fire/ Incendiary incident	HH01 Pandemic influenza	IN01 Electricity stoppage	SH01 Electronic attack
NH02 Gales/storms	SO02 Road incident	HH02 New or emerging infectious disease	IN02 Fuel stoppage	SH02 Fraud
NH03a Low temperature	SO03 Building collapse/ damage	HH03 Zoonotic* animal disease	IN03 Water/sewage stoppage	SH03 Theft
NH03b Heavy snow	SO05 Air attack	HH04 Non-zoonotic* animal disease	IN04 Communications stoppage	SH04 Malicious Actions by (Former) Employee
NH04 Heat wave	SO06 Air accident	HH05 Biological incident or attack	IN05 Dam/canal failure/ inundation	SH05 Malicious Software
NH05 Drought	SO07 Contamination	HH06 Chemical incident or attack	IN06 Gas stoppage	SH06 Human Error
NH06 Land Movement - Earthquake, Landslip & Subsidence	SO08 Malicious Attack – crowded places		IN07 Highways network failure/ bridge collapse	SH07 Physical Security of Employees
NH07 Infestation by foreign fauna and flora	SO09 Malicious Attack on Critical Infrastructure		IN08 Food supply chain failure	SH08 Intellectual Property Theft
	SO10 Rail incident		IN09 Buildings out of use	SH09 Litigation
	SO11 Radiological Incident		IN10 Strike	SH10 Accidental or Deliberate Release of Confidential Information
	SO12 Nuclear Incident		IN11 Financial failure	
	SO13 Maritime Incident		IN12 Supply discontinuation	
	SO14 Gas leakage/explosion		IN13 Depletion of fossil fuel supply	
	SO15 Asphyxia	* Zoonotic means transferable from animals to humans.	IN14 Scarcity of Raw Materials	
			IN15 Information & Communication Technology Failure (Internal)	

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A major incident is any event or circumstance (happening with or without warning) or combination of events that cause or threaten immediate death or injury, disruption to the community, or damage to property or to the environment on such a scale that the effects cannot be dealt with as part of normal, day-to-day activities of the affected community.

In terms of emergency response, hazards can be grouped into:

- 1) **Rising tide incidents** such as a pandemic or depletion of fossil fuel supply;
- 2) **Sudden impact incidents** such as an air crash or bomb attack. Any of the above hazards could necessitate a multi-agency response depending on severity of impact.

Prevention, Protection & Preparation

Within Bath & North East Somerset, hazards are managed by the Council with other key community organisations through the CRR and Hazard Steering Groups. The Hazard Steering Groups (HSG) are coordination groups to identify, prioritise, coordinate and implement actions to mitigate hazards in terms of both impact and probability.

Mitigations take the form of prevention, protection and preparation. Prevention reduces the chance of a hazard impacting, protection is a defence if the hazard does impact and preparation ensures the community and environment is ready to respond should the prevention and protection be insufficient.

Risks during a Major Incident

Major incidents are hazardous by nature. Many of the impacts on the community are common to a number of hazards. These impacts need to be mitigated or need a capability in response. Possible impacts from Major Incidents include the following:

- Loss of life.
- Injury and illness.
- Damage to or loss of property & belongings.
- Evacuation, potentially for some time.
- Failure of utilities & supplies e.g. electricity, water, gas, telephones.
- Damage and disruption to transport networks
- Disruption to or closure of businesses, schools, etc.
- Problems with food supplies.
- Contamination, debris and waste in streets and homes.
- Animal welfare issues.
- Disruption to communities.
- Damage to the local economy.
- Reputational damage to organisations, businesses and tourism.
- Long term changes to public perceptions and behaviours
- Homelessness
- Loss of employment

The MIP provides a framework through which mitigations and responses to these impacts can be coordinated.

9. Response & Recovery Phases.

A multi-agency response to an emergency situation and the corresponding internal business continuity response need to be coordinated through an agreed command & control structure and common understanding of the phases through which the response will proceed. The following phases provide a framework through which responses can be coordinated.

Figure 3. The Phases of Response & Recovery Over Time

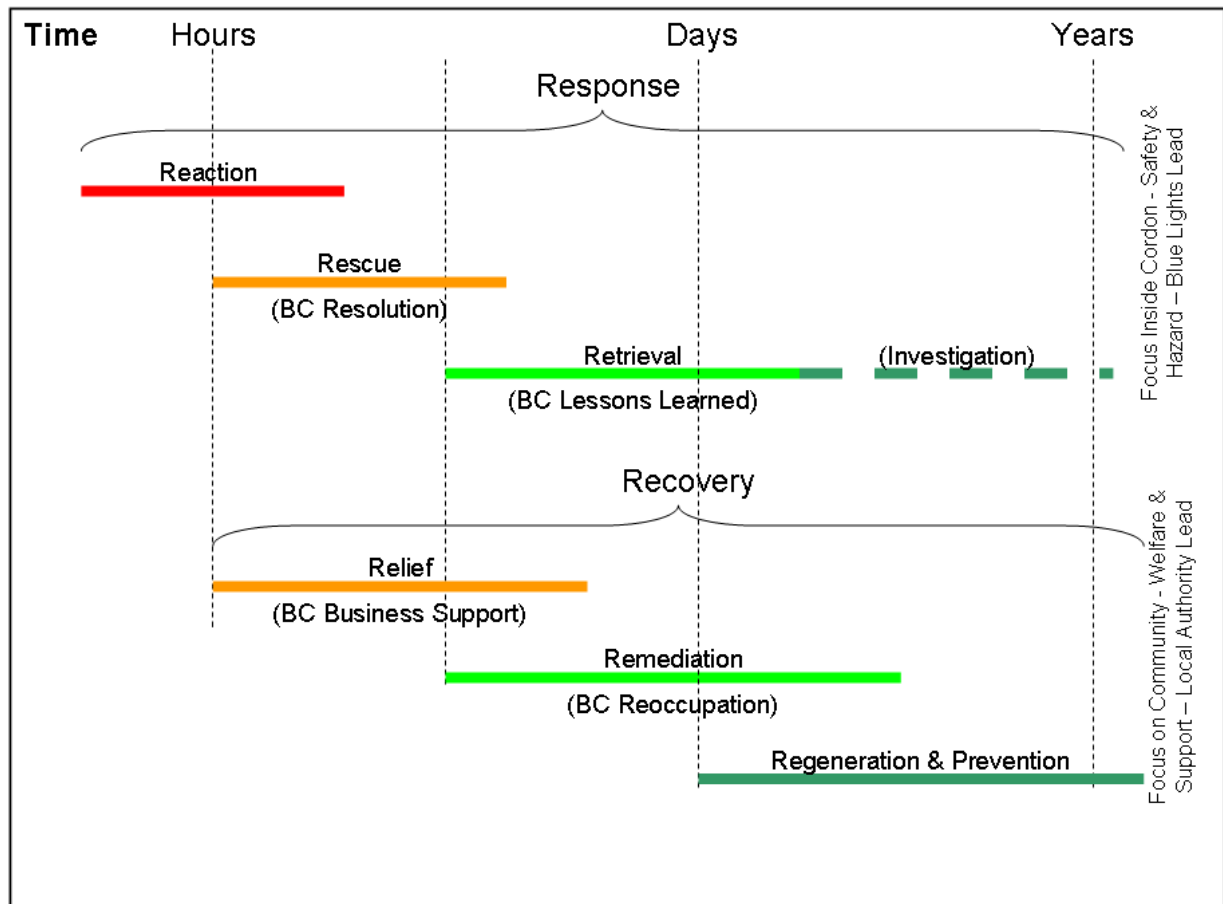


Figure 3 shows how the phases of response overlap to form a framework over time and clearly splits the phases into response and recovery. These phases are based on the National Police Improvement Agency (NPIA) Emergency Procedures document 2009 and show a clear separation of tasks between the blue light services as response and other agencies as recovery. These phases have also been adapted to include logical steps through which a business continuity response can be coordinated.

As a rule, the Police have the lead role in coordinating a multi-agency emergency response and therefore, it is sensible for other agencies to use similar phases to aid coordination and communication. These phases are key to understanding how all category 1 & 2 responders will be coordinated.

Each phase has a specific trigger and outcome(s) that help drive the emergency response forward:

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Reaction – The reaction phase commences with the initial notification that an incident is about to occur, is occurring or has occurred.

Incident Trigger

Within the Council, **if more than one service is required to respond to an incident out side of normal business, then the incident will be escalated to the Incident Management Team.** This principle also applies to business continuity incidents.

The priority of this phase is for the police to assess the scale and nature of the incident and determine the appropriate response. It is essential that an understanding of the situation is rapidly developed and disseminated. The outcomes from the phase are:

- ▶ Sufficient situational awareness gained by senior officers to plan a response.
- ▶ Warning is raised and all appropriate organisations are informed.
- ▶ Clear command structure and reporting routine.
- ▶ Declaration of a Major Incident if appropriate

Rescue –. The rescue can start as soon as it is considered safe to do so and is the remit of the Fire and Rescue services. One or more cordons will be established and evacuated to ensure any rescue operation and resolution of the incident can be completed in a controlled environment without additional risk to the public or emergency services. This phase will happen concurrently with the start of the Relief phase with the Police taking the lead authority role in most cases. The outcomes from the phase are:

- ▶ Rescue of all survivors and casualties from the scene and cordoned areas.
- ▶ All casualties receive medical attention and evacuation in priority order
- ▶ Cordon evacuated and confirmed secure.
- ▶ Penetration and saturation of the public warning messages.
- ▶ The hazard at the source of the incident is rendered safe or reduced to a level so that the residual risk is tolerable.

In a Business Continuity event this phase would be referred to as **Resolution**. This is where the hazard causing the event is managed until brought under control or it recedes to a tolerable level for normal business to continue.

Retrieval & Investigation – Once the threat has passed or been sufficiently reduced the task of retrieving any bodies and completing a thorough investigation of the scene will start. The outcomes from the phase are:

- ▶ Retrieval of all bodies from the scene to a mortuary.
- ▶ Investigation of scene complete
- ▶ Community impact assessment completed by Police
- ▶ Possible prosecutions pursued.

In a Business Continuity event this phase would be **Lessons Learned** which is the Council's investigations into the causes of the event and learning lessons to prevent re-occurrence and improve resilience.

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Relief - This phase runs concurrently with, and in support of the **Rescue** phase. The phase starts when the emergency services request support in providing emergency shelter, emergency transportation, welfare care and medical support. The emergency services may also request support in terms of hard road closures and expert advice. The outcomes from the phase are:

- ▶ The provision of emergency shelter, welfare, transport and medical care for displaced persons
- ▶ Road closures and diversions
- ▶ Public safety advice.

In a Business Continuity event this phase would be **Business Support** which is the Councils arrangements to support the affected services until the situation is resolved.

Remediation – At this point the Local Authority will usually take over the lead of the overall operation. This phase starts once the cordons have been removed and those evacuated from the scene are able to start to return to their homes and businesses. This may be a prolonged process as many properties may still be unfit for habitation and utilities may well be disrupted. The outcomes of this phase are:

- ▶ Reoccupation of properties
- ▶ Establishment of a Emergency Accommodation Centres (if required)
- ▶ Site clearance
- ▶ Coordination of insurers
- ▶ Restoration of public services
- ▶ Public consultation

In a Business Continuity event this phase would be **Reoccupation** which is the Councils arrangements for continued support to affected services and restarting service delivery in priority order if there has been an interruption.

Regeneration & Prevention - Regeneration focuses on correcting the long term impacts of an incident. Regeneration activities should start early in the recovery process and help inform decision makers in both response and recovery. The regeneration process should aim to achieve the following outcomes:

- ▶ Put in place preventative actions to stop a future occurrence
- ▶ Economic and social regeneration
- ▶ Long term health monitoring
- ▶ Memorials, testimonials and awards
- ▶ Rebuilding and redevelopment

See [Appendix D](#) for Multi-Agency Response Phases - Explained.

See [Appendix E](#) for Council Response Phases - Explained

See [Appendix F](#) for Multi-Agency Emergency Response Flow Diagram.

See [Appendix G](#) for Emergency Services Cordon Procedures and Mass Evacuation

10. Activation

To most critical element of an emergency response is at the point of activation. An effective activation process needs to be simple for people to understand and use; it needs to have the minimum number of links between the event and the corporate response; and it needs to be robust so that there is a backup for each link in the chain.

Figure 4. Incident Escalation

Escalation Chart

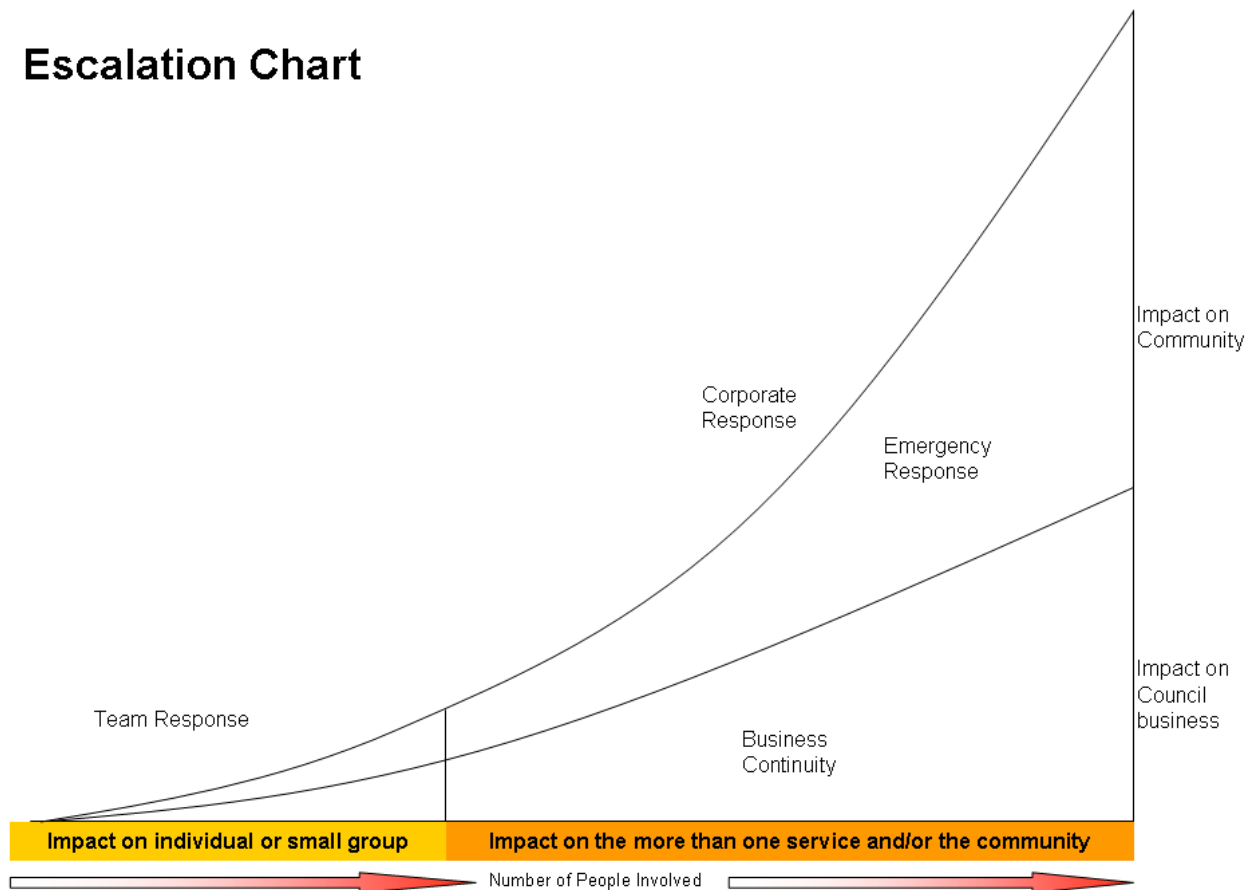


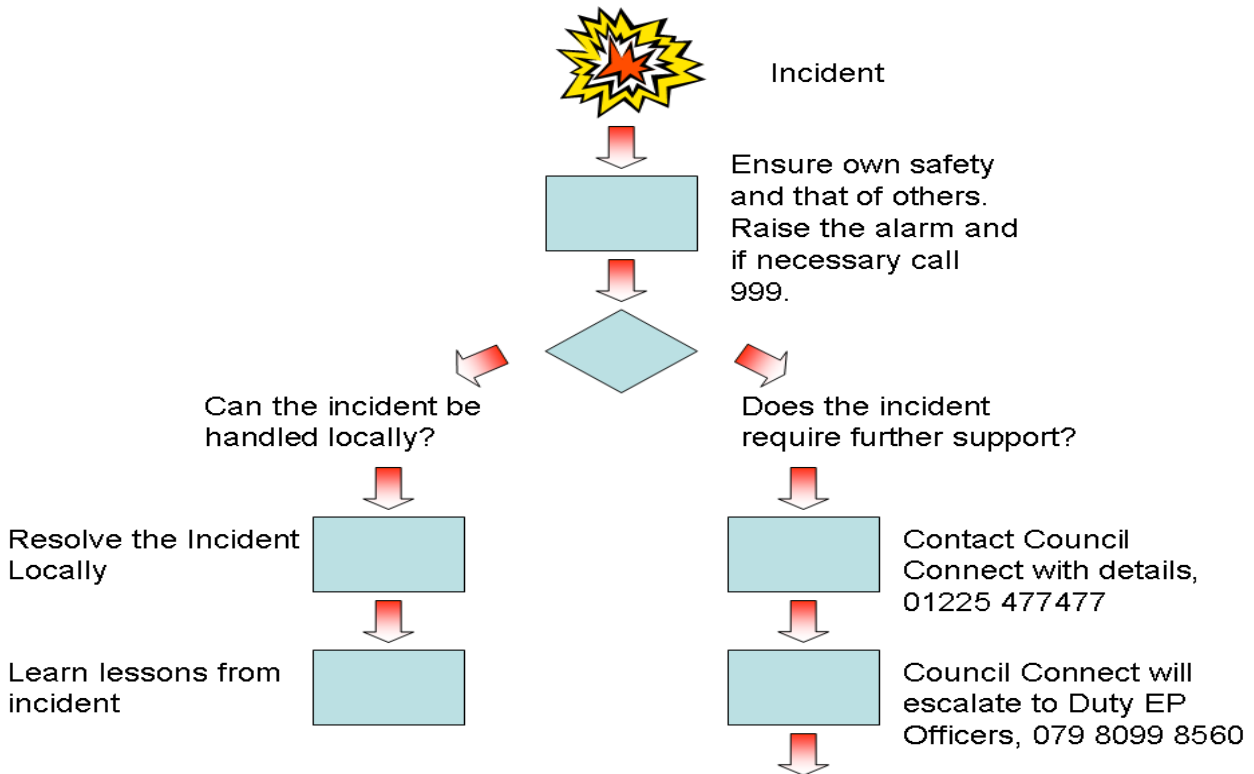
Figure 4 illustrates how individual teams regularly handle emergency incidents both internally and within the community, but there comes a point where the incident moves from a team level response to a corporate response. As stated in section 9, the trigger to move from a team response to a corporate response is as follows:

Incident Trigger

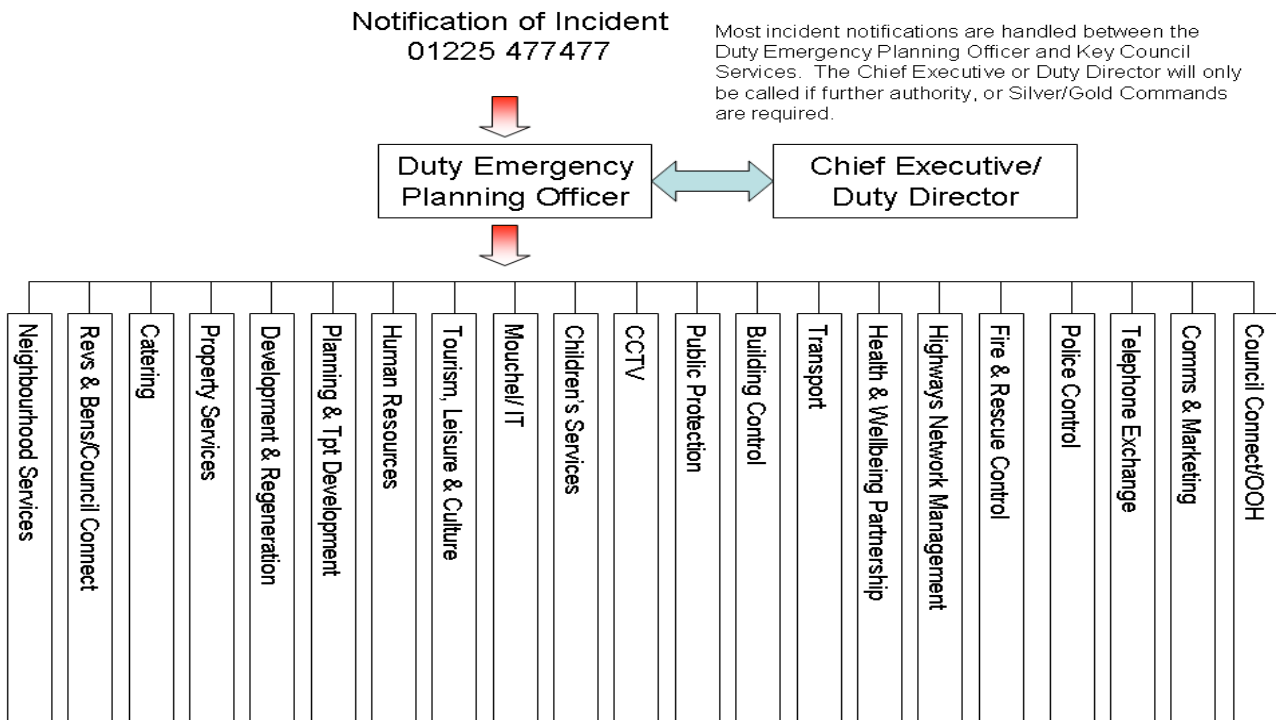
Within the Council, if more than one service is required to respond to an incident out side of normal business, then the incident will be escalated to the Incident Management Team. This principle also applies to business continuity incidents.

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This process can be shown using the following flow chart:



Duty Emergency Planning Officers (EPOs) will be contacted by Council Connect or the Out of Hours services. The EPOs have procedures and contact lists to ensure an emergency response can be activated 24 hrs a day. In general, the initial response will be to gather information and coordinate with the Duty Director and key services as necessary to effect a resolution as below. See Appendix H for further details.

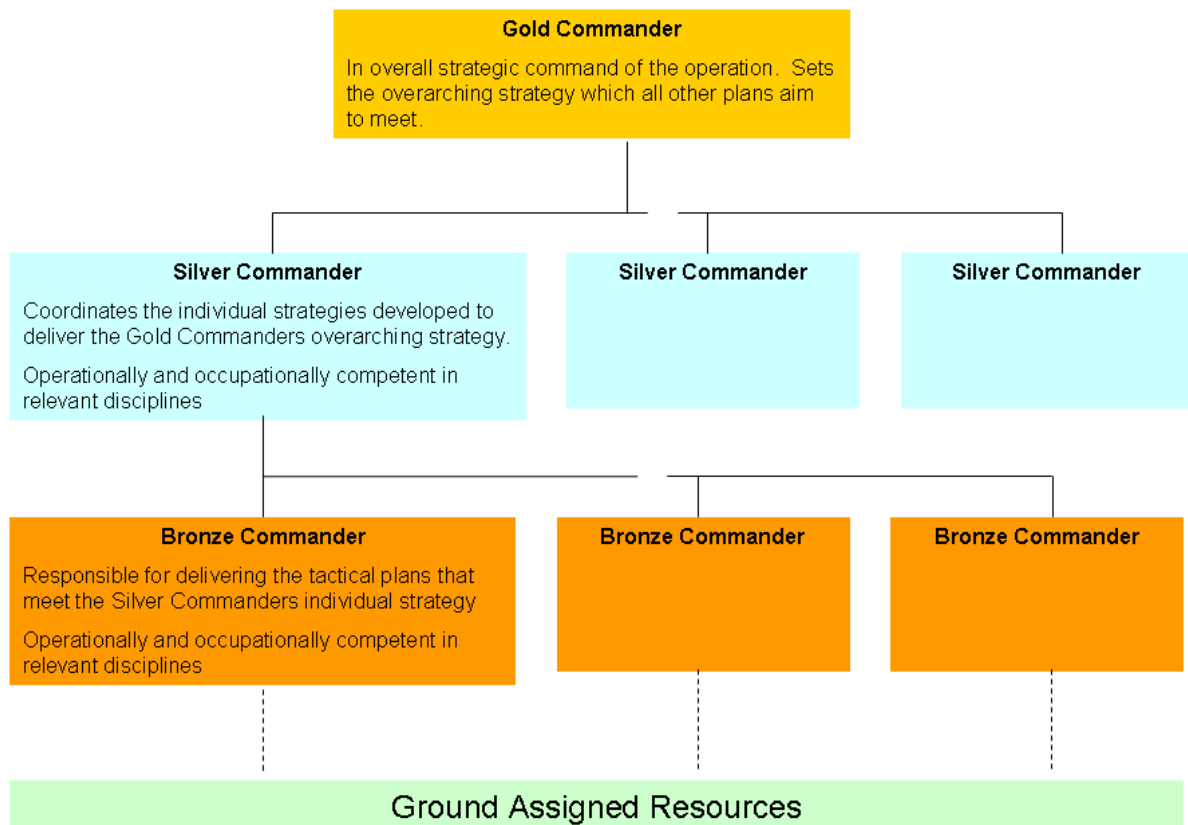


Most incident notifications are handled between the Duty Emergency Planning Officer and Key Council Services. The Chief Executive or Duty Director will only be called if further authority, or Silver/Gold Commands are required.

11. Command & Control

Emergency situations are by definition, high pressure and out of the normal run of business for the Council. It is essential that all those who are required to respond to an incident know their roles and responsibilities and the Council's command & control structure. Figure 5 shows the generic command & control structure used by the Emergency Services to respond to major incidents.

Figure 5. Command & Control Structure used by Emergency Services during Major Incidents



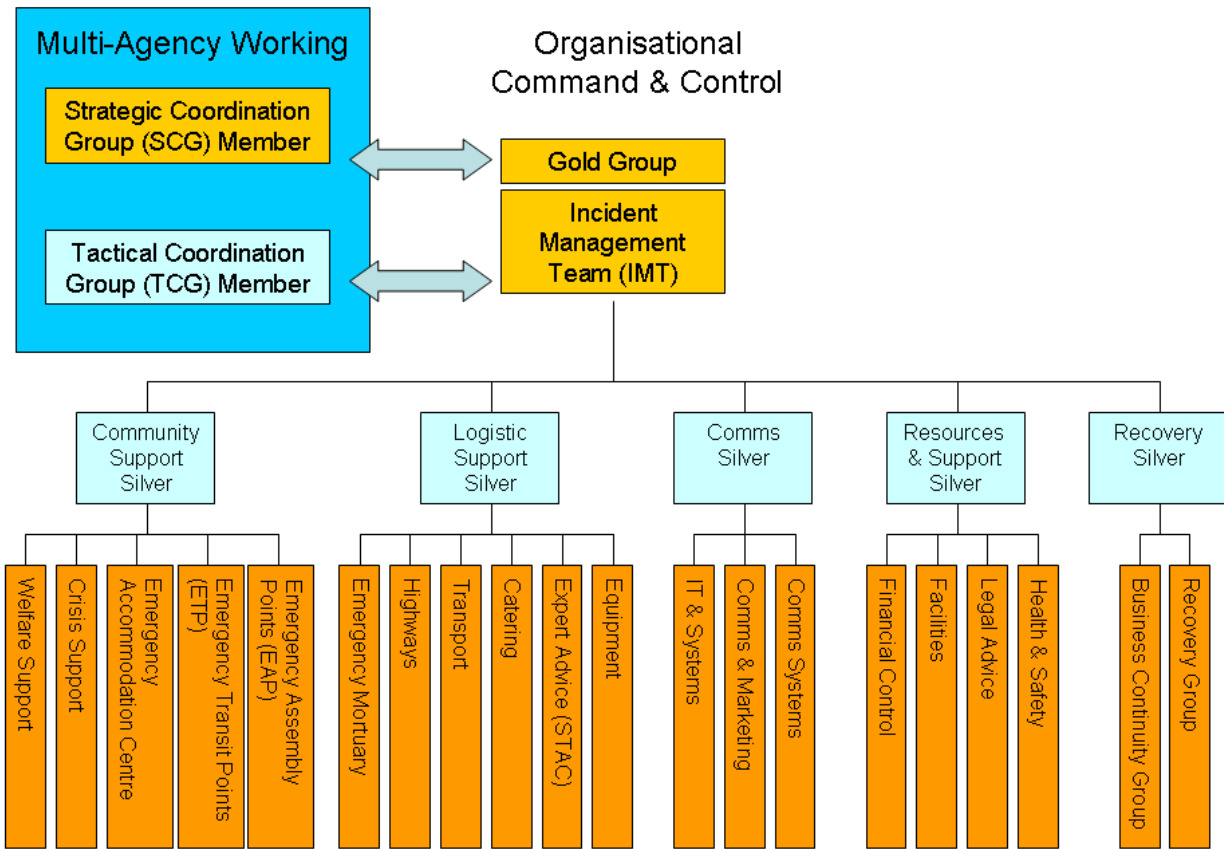
The above command & control structure is flexible and scaleable. The emergency services will establish each level of command depending on size and complexity of the response. Most incidents would be dealt with at bronze level alone.

a) Council Large Scale Command & Control Structure

In a large scale incident the Council will mirror the emergency services with bronze, silver and gold levels being established. The response would be broken down into logical groups to allow management teams to focus on the task in hand knowing that the Council will be working as a cohesive organisation covering all the aspects of the response that they, themselves, can not.

Figure 6. B&NES Council Large Scale Command & Control Structure

Major Incident – Command & Control - Large Scale



NB: In line with Council culture, each level of the Council’s Command & Control structure uses command groups rather than individual commanders. This structure is also more fluid than equivalent structures in the emergency services, with officers being empowered to make decisions and contact organisations as necessary without the need to rigidly send all requests through the chain of command.

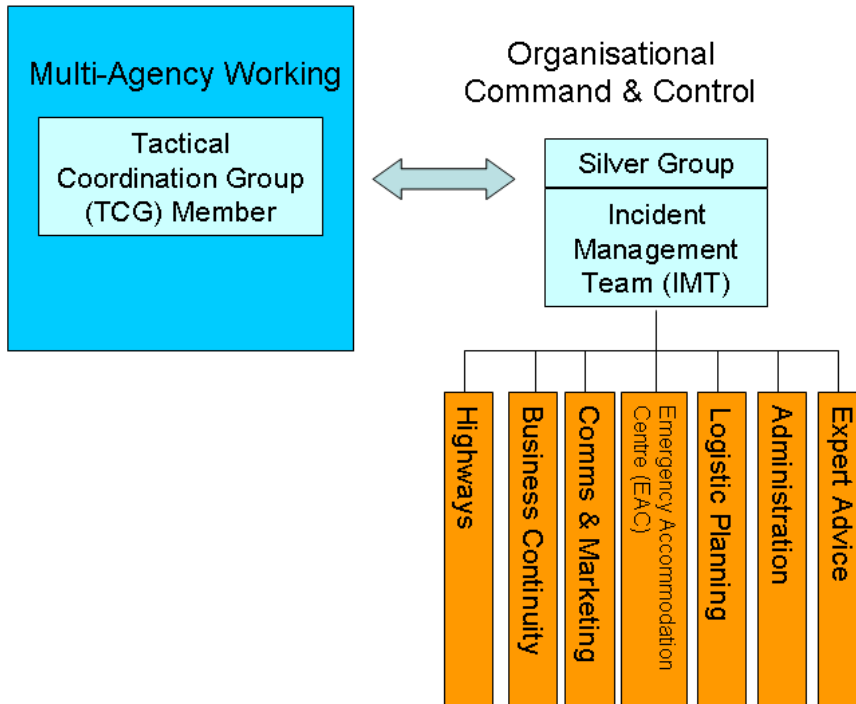
The above structure would only come into fruition for a very large scale incident. For example, this could be a major incident requiring mass evacuation of the area dealing with thousands of displaced people. It is worth noting that Gold, Silver and Bronze only refer to single agency command & control structures. There are also multi-agency groupings that are referred to as Coordination Groups at strategic and tactical levels. The components shown above are only as an example, and would in reality need to be bespoke to the situation.

b) Council Medium Scale Command & Control Structure

In medium scale major incidents a silver level command would be established similar to the following:

Figure 7. B&NES Council Medium Scale Command & Control Structure

Major Incident – Command & Control - Medium Scale



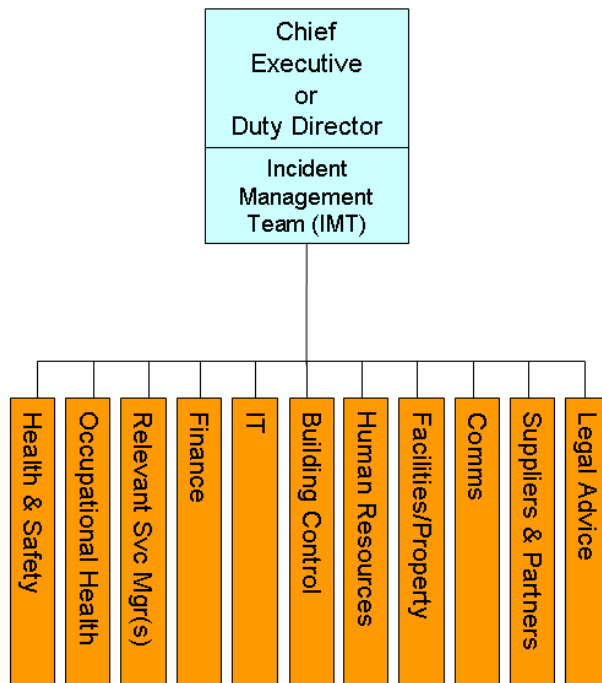
An effective response is driven forward by decisions which in turn need to be based on the best possible information. A clear command & control structure allows information to flow effectively to those who will be required to make decisions and for those decisions to be communicated to the appropriate people to ensure the actions are carried out.

c) Business Continuity Command & Control

There are many cases where the incident faced by the Council would only have an impact on the Council's business. These incidents should trigger individual services to enact their business continuity plans to ensure the impacts are mitigated and normal operations are re-established in the shortest time possible. If more than one service is affected by the incident a corporate command structure should be established even if this is just as a precaution. A major business continuity incident could require a great deal of corporate coordination to ensure resources are focused correctly at critical services. An example of such large scale business continuity command & control structure is shown in Figure 8.

Figure 8. Command & Control Structure – Major Internal Incident.

Business Continuity – Command & Control – Major Internal Incident Only



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During an incident that impacts on both the business and community there will be many elements of the council that will be involved in ensuring their own critical functions are maintained whilst supporting the emergency services and community with an emergency response. In this situation, business continuity needs to be coordinated as part of the wider command & control structure. Figure 9 illustrates how this activity could be incorporated into the wider emergency response. The proposed structure would establish a business continuity group containing the core business continuity functions and would draw on other services as necessary for support.

Figure 9. Business Continuity within a Wider Emergency Response

Business Continuity – Command & Control – As part of a Major Incident Involving the Community

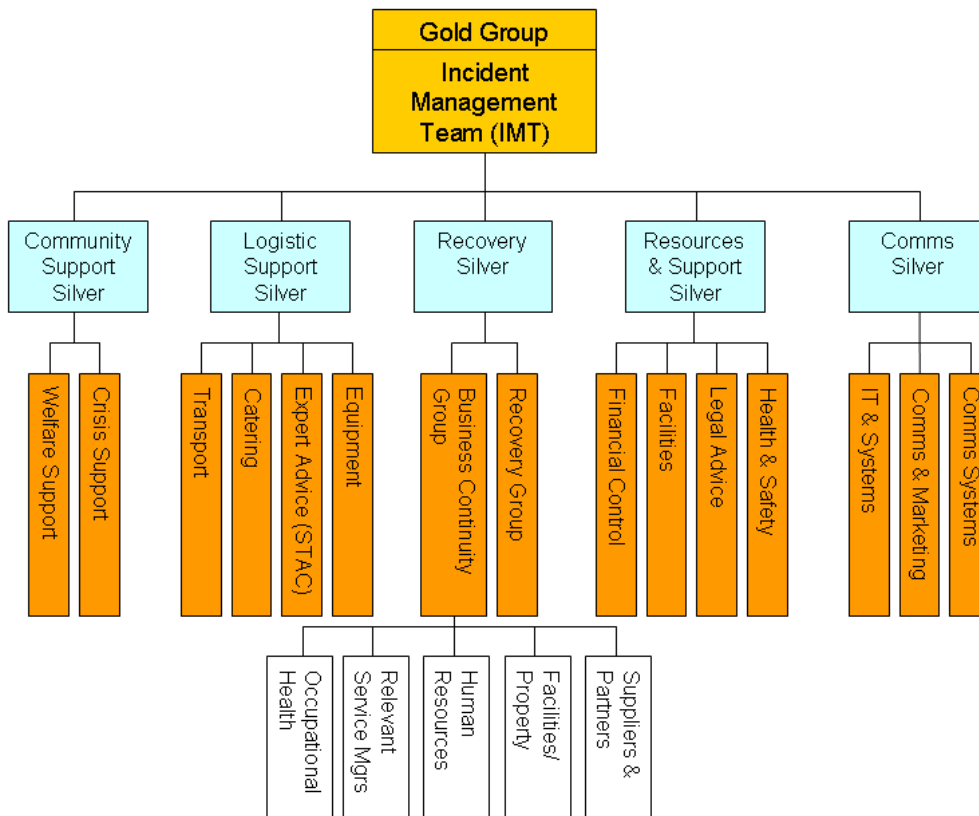
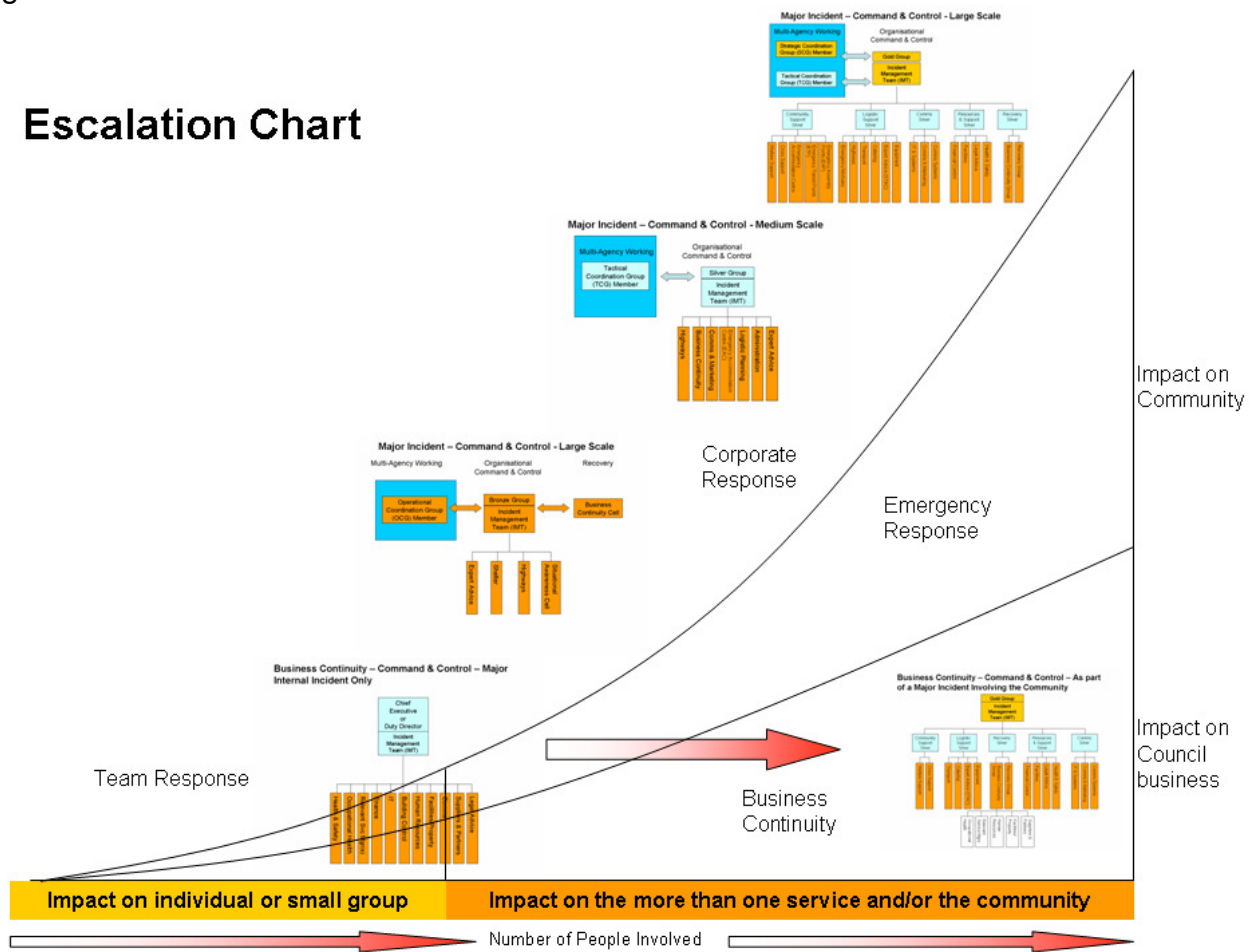


Figure 10 shows how the different command control structures form a logical means of escalation to ensure the council has a template with which it is able to respond to a wide range of incidents from the small to the very large, internally and externally.

Figure 10 Escalation of Command & Control

Escalation Chart



The flow chart at Appendix F has been devised to support decision making in an incident. It is a generic decision making tool that can be applied to any situation. See Appendix I for the full Command & Control Protocol including Terms of Reference (TORs) for key groups.

d) Alternate Command

All teams supporting the above command and control diagram should have business continuity arrangements in place to ensure that someone can always be contacted by the Incident Management Team in order to initiate an emergency response.

e) Contact details

The Council maintains a list of contacts that is published monthly. This list is a restricted document and is only distributed to those who are required to support the Council's emergency response. The BC&EP Team also maintain contacts with external agencies.

12. Roles & Responsibilities

During an emergency there can be a great deal of pressure on leaders to make decisions and coordinate the response. The MIP has been developed to relieve some of this pressure by providing clarity of the organisation's roles and responsibilities in an emergency response. The MIP also provides clarity for those who may be called upon within the organisation to respond, clearly defining their role in relation to the wider response and then specifying their role further, phase by phase within an action card.

The summary of the roles of different teams and functions during a major incident can be found at [Appendix J](#). Action Cards for each team can be found at [Appendix K](#) and Implementation Plans are referred to within [Appendix L](#).

See [Appendix L](#) for links between Capabilities and Emergency Plans

13. Plan Coordination

a) Reporting Procedures

Situational awareness is a fundamental requirement for any decision making. Large multi-agency emergency responses are driven by timely and accurate information enabling senior managers to understand the situation and take necessary action. Effective reporting procedures are the most effective means through which all those involved in an emergency response can maintain a picture of events as they develop. Accurate reporting of the situation is fundamental to enable everyone to have the same situational awareness.

Situation reports need to be tailored to their command level to allow pertinent information to be quickly collected and sent. Situation reports also need to be in set formats so the information they contain can be sent over the telephone if IT fails. This is done by reading out the serial number then the relevant information.

Please see [Appendix M](#) for the Council's internal Situation Report template.

b) Key Timings

Emergency plans and responses should aim to be driven by events rather than arbitrary timings, however, many timings can be tied to events allowing timings to be a useful tool to drive the response forward. Timings are also critical to an effective reporting procedure and form what is known as a "battle rhythm". A "battle rhythm" is simply an agreed list of reports and timings to which they are delivered. These timings are usually dictated by the senior level of command be that COBR, SCG or TCG; and can include meeting cycles and briefings. Once established the "battle rhythm" allows council officers to know when they will receive an updated picture and also understand the pertinence of their current information. [Appendix N](#) is an aspirational list of timings for generic emergency response and can be used as a template for reporting in a major incident. The appendix shows

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some of the key milestones that need to be achieved in the early stages of an emergency response.

c) Finance/Costs/Expenses

There need to be clear arrangements in place for approving significant expenditure in response to an emergency and also for the tracking of costs as they are incurred.

[Appendix O](#) gives simple guidelines on how costs can be recorded in an emergency.

d) Administration

Any emergency response will involve a great deal of logging and reporting in order to maintain a paper trail of decisions, actions and developments. These processes must be well defined and adequately resourced. Adequate processes are in place as part of the Incident Management Team's response procedures, however, in a larger incident it would be necessary to establish a support team to ensure effective record keeping of the incident as the different streams of work develop. A training package for log keeping and watch keeping is available from the Business Continuity & Emergency Planning Team.

e) Stakeholders/Liaison

It is important to consider the various stakeholders involved in the response to a major incident. There will be many audiences requiring specific information on the situation and how the Council is responding. These audiences will be both internal and external to the Council and many will have specific responsibilities to support the overall emergency response. These stakeholders should be identified and considered when receiving and disseminating information and decisions. Early in an incident it is important to warn key stakeholders early and also inform them of the incident's closure. It is good practice to make a note of the contact details of any people or groups used to support the emergency response to ensure they can be contacted again if the situation changes and also to allow them to be thanked for their support following the major incident.

f) Rotas & Handover/Takeover

All plans should build in contingency in terms of staff in the event that a situation becomes prolonged. Outline plans for back up staff rotas and clear handover/takeover procedures should be defined. Business Continuity planning should take place for each role within the MIP to ensure that there is always cover for critical roles. As a guideline, four hour shifts may be the maximum an individual can

14. Logistics

Logistics is the management of the flow of goods, information and other resources, including energy and people, between the point of origin and the point of use in order to meet the requirements of consumers. Logistics involves the integration of information, transportation, inventory, warehousing, material-handling, packaging, and security. Effective logistic planning is essential in supporting a response to a major incident to ensure the right resources are available in the right place at the right time. The following points should be considered when developing a plan to ensure the logistic effort is coordinated.

- ▶ Transportation/Travel/Routes (See Emergency Transportation Plan)
- ▶ Feeding (See Emergency Feeding Plan)
- ▶ Specialist Equipment
- ▶ Specialist Support (See STAC Plan)
- ▶ Comms & IT
- ▶ Buildings/Facilities/Accommodation
- ▶ Supply Lines & Stocks (Including sustainability)
- ▶ Security
- ▶ Voluntary Agency coordination & deployment

15. Exercise & Testing Schedule

The Major Incident Plan should be tested or exercised annually.

This Major Incident Plan should be reviewed as part of the lessons learned from all other exercises undertaken by the BC&EP Team to ensure learning to promote continuous improvement.

16. Plan Maintenance/Lessons Learned

Following an exercise or test/ incident the key lessons should be included in the next review of the plan.

17. Training & Qualifications

All roles and responsibilities within the plan must be fulfilled by appropriately trained and qualified personnel. Training requirements are defined in the actions cards, Appendix K.

NOT PROTECTIVELY MARKED

**APPENDIX A TO
MAJOR INCIDENT PLAN
DATED 30 SEP 10**

GLOSSARY OF TERMS

Term	Description	Abbreviation
Asphyxia	The absence of sufficient oxygen to sustain life.	
Avon	Named after the River Avon, which runs through the area, Avon was formed from parts of the historic counties of Gloucestershire and Somerset, together with the City of Bristol. In 1996, the county was abolished and the area split between the Bath and North East Somerset, City of Bristol, North Somerset and South Gloucestershire unitary local authorities. The Avon name is still used for some purposes and the area has a population of approximately one million people.	
Avon & Somerset Local Resilience Forum	Instituted under the Civil Contingencies Act 2004, the Local Resilience Forum is a grouping of emergency responders within a defined area with the aim of improving multi-agency response planning and working. The Avon & Somerset LRF is coterminous with the Avon & Somerset Police Constabulary.	A&S LRF
Avon & Somerset Constabulary	Police Constabulary covering the Avon & Somerset area.	A&S Pol
Avon Fire & Rescue Service	The Fire & Rescue Service for the area formally known as Avon.	A&S F&R
Battle Rhythm	A regular schedule of meetings, briefings, reports and returns used to coordinate information flows up and down the command & control structure.	
Bereavement Services	Responsible for the Council's bereavement service which includes the administration and operation of Haycombe Cemetery and Crematorium as well as the maintenance of 31 closed cemeteries and churchyards within the Bath and North East Somerset area.	
Biological Incident	An incident involving a biological hazard either through accidental release or malicious attack.	
Bronze Group	The Bronze group is responsible for the control and coordination of a specific component of the Council's response and carry out actions in line with the tactical (silver) plan. It is likely that a medium sized incident would require multiple bronze groups such as EACs, Highways Network Management and Comms.	

NOT PROTECTIVELY MARKED

Term	Description	Abbreviation
Business Continuity	The foundations of Business Continuity are standards, programme development, and supporting policies; guidelines, and procedures needed to ensure an organisation can continue without interruption, irrespective of the adverse circumstances or events. All system design, implementation, support, and maintenance must be based on this foundation in order to have any hope of achieving Business Continuity, Disaster Recovery, or in some cases, system support. Business continuity is sometimes confused with disaster recovery, but they are separate entities. Disaster recovery is a small subset of business continuity.	BC
Business Continuity Group	A team established to assess corporately, the impact of an incident and to ensure services implement business continuity plans in line with the priorities of the emergency response and recovery.	
Cabinet Office Briefing Room (aka Civil Contingencies Committee)	Cabinet Office Briefing Room (COBR) is a term used to describe the formation of a crisis response committee, coordinating the actions of bodies within the government of the United Kingdom in response to instances of national or regional crisis, or during events abroad with major implications for the UK. The constitution of a COBR will depend on the nature of the incident but it is usually chaired by the Prime Minister or another senior minister, with other key ministers as appropriate, and representative of relevant external organizations such as the Association of Chief Police Officers and the Local Government Association	COBR
Category 1 Responders	Category 1 responders are those organisations at the core of emergency response (e.g. emergency services, local authorities). Category 1 responders are subject to the full set of civil protection duties.	Cat 1
Category 2 Responders	Category 2 organisations (e.g. Health and Safety Executive, transport and utility companies) are “co-operating bodies” that while less likely to be involved in the heart of planning work, will be heavily involved in incidents that affect their sector. Category 2 responders have a lesser set of duties – co-operating and sharing relevant information with other Category 1 and 2 responders.	Cat 2
Chemical Incident	An incident involving a hazardous chemical either through accidental release or malicious attack.	
Chemical, Biological, Radiological, Nuclear	A group term used originally by the military to collectively refer to non-conventional weapons banned under the Geneva convention. These weapons are banned as they are indiscriminate, cause undue suffering (are not necessary designed to kill), and can have prolonged, unpredictable affects throughout the population.	CBRN
Civil Contingencies Act 2004	The Civil Contingencies Act, and accompanying non-legislative measures, delivers a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century.	CCA
Civil Contingencies Secretariat	The Civil Contingencies Secretariat, created in July 2001, is the department of the British Cabinet Office responsible for emergency planning in the UK. The role of the secretariat is to ensure the United Kingdom’s resilience against disruptive challenge, and to do this by working with others to anticipate, assess, prevent, prepare, respond and recover. Until its creation in 2001, emergency planning in Britain was the responsibility of the Home Office.	CCS

NOT PROTECTIVELY MARKED

Term	Description	Abbreviation
Command & Control	The authority and capability of an organisation to understand the situation/operation and coordinate/direct the actions of its personnel and equipment.	C2
Comms Silver	A Silver Group established during a major incident to coordinate the communications aspects of the emergency response.	Comms S
Community Risk Register	The Community Risk Register is used to manage risks in terms of Contingency Planning, Emergency Planning and Business Continuity. The management work streams ensure that time, money, and expertise are focused to provide the best resilience, response and recovery capabilities possible, in respect of the hazards and risks faced.	CRR
Community Support Silver	Silver Group established during a major incident to coordinate the community support aspects of the emergency response.	CSS
Coroner	A coroner or forensics examiner is an official chiefly responsible for investigating deaths, particularly some of those happening under unusual circumstances, and determining the cause of death. Depending on the jurisdiction, the coroner may adjudge the cause him/herself, or act as the presiding officer of a special court (a "coroner's jury").	
Crisis Support	Emotional and psychological support provided to those impacted by an incident. Usually in the form of Counselling and support groups	
Divisional Directors' Group	The purpose of the DDG is to provide tactical leadership. The DDG is comprised of the Divisional Directors from each service supported by other key officers depending on agenda.	DDG
Emergency Accommodation Centre	A group term to cover facilities used to provide emergency accommodation for the first 48hrs following a major incident. Following the first 48hrs, more permanent accommodation will need to be found.	EAC
Emergency Assembly Points	Established for mass evacuation only. Assembly points established near the edge of the cordon where people can receive basic humanitarian support, medical triage and transportation to a larger ETP.	EAP
Emergency Management	Emergency management is the discipline of dealing with and avoiding risks. It is a discipline that involves preparing for an incident before it occurs, responding (e.g., emergency evacuation, quarantine, mass decontamination, etc.), supporting, and rebuilding society after natural or human-made incidents have occurred.	EM
Emergency Mortuary	A temporary mortuary facility in support of the coroner required when a major incident has resulted in a greater number of deceased than with which the local mortuary facilities can cope.	EM
Emergency Planning	Emergency Planning is a sub-set of Emergency Management and comprises those planning activities required to enable an effective and efficient response to an emergency situation.	EP

NOT PROTECTIVELY MARKED

Term	Description	Abbreviation
Emergency Response	The response by the community including Category 1 & 2 Responders, to an immediate perceived threat or developing hazardous situation.	
Emergency Services	The Emergency Services are generally perceived to be the Police, Fire & Rescue and Ambulance services; however, under the Civil Contingencies Act 2004 the emergency services include all category 1 and 2 responders.	ES
Emergency Transit Point	Established for mass evacuation only. A marshalling area where those who require support evacuating from a very major incident are registered, needs assessed and held until appropriate care and accommodation can be found and transport arranged.	ETP
Excess Deaths	Death in excess of normal mortality resulting from a wide spread incident such as a Flu Pandemic.	
Geographic Information System	A geographic information system (GIS), is any system that captures, stores, analyzes, manages, and presents data that are linked to location.	GIS
Gold Group	The Gold Group is ultimately responsible for determining the strategy, and any tactical parameters, that Silver or Bronze Groups should follow for the Council's response to an incident. Gold Groups retain strategic oversight and overall command of the Council's response.	
Government Office South West	Government Office for the South West (GOSW) works with regional partners and local people to help deliver the Government's policies in the South West region.	GOSW
Great Western Ambulance Service	The Ambulance Service for Gloucestershire, Wiltshire and the area formally known as Avon.	
Hazard Mitigation Assets	HMAs are usually fixed facilities used to mitigate hazards. An example is sluice gates that can be used to manipulate water levels and thus mitigate floods.	HMA
Hazard Steering Groups	The Hazard Steering Groups (HSGs) are groups established to identify, prioritise, coordinate and implement actions to mitigate hazards in terms of both impact and probability. The group will also oversee the development and maintenance of response capabilities and recovery plans required should a hazard occur.	HSG

NOT PROTECTIVELY MARKED

Term	Description	Abbreviation
Hazards	A hazard is a situation that poses a level of threat to life, health, property, or environment. Most hazards are dormant or potential, with only a theoretical risk of harm; however, once a hazard becomes “active”, it can create an emergency situation.	
Health & Wellbeing Partnership	A partnership between B&NES Local Authority and NHS B&NES tasked with the management of adult health and social care, children’s health and social care and public health in Bath & North East Somerset (including services for those living outside the area where the services are provided by any one of the Partners).	
Highways Network Management	The Service within the Council responsible for reactive responses to inspection, complaints or emergencies; Routine minor works and patching, drainage, verge management, traffic signs, bollards, road markings and studs; Programmed planned schemes, primarily of resurfacings, reconditioning or reconstruction of footways/carriageways, drainage and issuing of licences, skips scaffolds, section 50’s and the inspection of utility works or the activities of others carrying out works on the highway; Response to weather and other emergencies (floods and high winds).	HNM
Incident Management Team	The Incident Management Team is formed during an incident to coordinate information and support the command & control structure. The core of the team is made up from the Risk Management Team.	IMT
Land Movement/Subsidence	A term to group a number of geological hazards including earthquakes, land slides, land slips, subsidence and mines collapse.	
Logistic Support Silver	Silver Group established during a major incident to coordinate the logistic support aspects of the emergency response.	Log S
Major Incident	A major incident is any emergency that requires the implementation of special arrangements by one or more of the emergency services, and generally includes the involvement, either directly or indirectly, of large numbers of people. A major incident can be declared by any agency.	
Major Incident Plan	A strategic framework setting out the Council’s response to Major Incidents within Bath & North East Somerset in coordination with the Emergency Services and other agencies in order to ensure the Council has defined and appropriate responses to significant hazards faced by the community and to ensure the situation returns to normal in a timely, efficient and effective manner.	MIP
Nuclear Incident	An incident involving a nuclear hazard either through accidental release or malicious attack. An “Off Site” nuclear incident is the terminology used by the civil nuclear industry to identify a situation in which there has been a radioactive release of material beyond the boundary of the licensed nuclear site.	
Pandemic	A pandemic disease; a disease that hits a wide geographical area and affects a large proportion of the population.	
Peak Oil	Peak oil is the point in time when the maximum rate of global petroleum extraction is reached, after which the rate of production enters terminal decline. Decline whist demand remains high will cause prices to rise and inflationary pressure on the economy.	

NOT PROTECTIVELY MARKED

Term	Description	Abbreviation
Primary Care Trust	An NHS primary care trust (PCT) is a trust, part of the National Health Service in England, that provides some primary and community services or commissions them from other providers, and are involved in commissioning secondary care. Many PCTs are now calling themselves NHS and then the name of their geographical area to make it easier for local people to understand how the NHS is managed locally. Collectively PCTs are responsible for spending around 80% of the total NHS budget. PCTs have their own budgets and set their own priorities, within the overriding priorities and budgets set by the relevant Strategic Health Authority they belong to, and the Department of Health. They directly provide a range of community health services; they provide funding for general practitioners and medical prescriptions; they also commission hospital and mental health services from appropriate NHS trusts or from the private sector.	PCT
Radiological Incident	An incident involving a radiological hazard either through accidental release or malicious attack.	
Recovery	Recovery is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected	
Recovery Coordination Group	The RCG takes over the strategic lead for an emergency from the SCG once the immediate danger has passed and the operation moves into the recovery phase. Activation of the Recovery Co-ordinating Group will be carried out by the Local Authority, usually following a request by / agreement with the Strategic Co-ordinating Group. It needs to be formed as soon as possible to influence the SCG response, and a discussion about its establishment should take place at the first SCG meeting. An important part of the work of the RCG, in the response phase of the incident, is to develop a recovery strategy and inform the SCG of this to ensure decisions made by the SCG do not compromise medium to long term recovery.	RCG
Recovery Group	A planning team developing and administering the recovery strategy and recovery plans.	
Recovery Silver	Silver Group established during a major incident to coordinate the recovery aspects of the emergency response.	Rec S
Resources & Support Silver	Silver Group established during a major incident to coordinate the resources and support aspects of the emergency response.	RSS
Response Phases	Logical steps with defined outcomes through which all emergency responses will proceed and be coordinated.	

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Term	Description	Abbreviation
Scientific & Technical Advice Cell	The STAC brings together technical experts from those agencies involved in the response and who may provide scientific and technical advice to the Gold or Silver Commander. The purpose of the cell would be to ensure that, as far as possible, scientific or technical debate was contained within the cell so that the SCG (and others involved in the response) received the best possible advice based on the available information in a timely, coordinated and understandable way.	STAC
Significant Business Continuity Event	An event impacting the business causing disruption to two or more services requiring corporate intervention to resolve the situation.	SBCE
Silver Group	The Silver Group controls and coordinates the overall tactical response in line with overall response strategy. Medium sized incidents may only require a Silver Group. Large, high impact incidents may require multiple Silver Groups focusing of distinct aspects of the overall Council response such as a Logistic Support Silver, Community Support Silver and Recovery Silver.	
Situation Report	A report used to assess the current understanding of the emergency situation and through which that understanding can be quickly and accurately communicated.	
South West Regional Resilience Forum	The South West of England Regional Resilience Forum (RRF) was formed to provide multi-agency strategic direction to civil protection planning in the region, and to improve communication within the region, with neighbouring regions, and with central government.	RRF
South West Regional Resilience Team	Regional Resilience Teams were set up in each Government Office to support the civil protection community across the regions in their preparations to handle situations that have a regional or wider impact.	RRT
Strategic Coordination Group	A multi-agency group that sets the policy and strategic framework for emergency response work at a local level. The SCG is a gold level grouping for multi-agency coordination but must not be confused with a single agency gold command or group. The SCG should comprise representatives with an appropriate mix of seniority and authority. Each organisation represented at the SCG retains its own responsibilities and exercises control of its own operations. Therefore the SCG has to rely on a process of discussion and consensus to reach decisions and to ensure the agreed strategy is delivered at the tactical and operational level.	SCG
Strategic Directors' Group	The purpose of the SDG is to provide strategic leadership. The SDG is comprised of the Chief Executive and the Strategic Directors from each service supported by other key officers.	SDG
Tactical Coordination Group	The TCG is a multi-agency tactical coordination group with similar roles and responsibilities as an SCG but for a smaller incident where an SCG would not be appropriate. If an SCG was established there would be no need for a TCG.	TCG
Voluntary Agencies	Voluntary organisations that can be called upon to support an incident. Voluntary Agencies can provide a wide range of capabilities including 4x4 vehicles, first aid and emotional support, rescue, catering and communications.	Vol Ags

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Term	Description	Abbreviation
Welfare Support	Support in terms of life necessities (food, clothing, money, etc.) provided to displaced persons or those stranded/trapped as a result of a major incident.	
Zoonosis (zoonotic)	A zoonosis or zoonose is any infectious disease that can be transmitted from animals, both wild and domestic, to humans or from humans to animals (the latter is sometimes called reverse zoonosis).	

SITUATION/BACKGROUND TO BATH & NORTH EAST SOMERSET

Bath and North East Somerset

— Unitary Authority —

Sovereign State	United Kingdom
Constituent country	England
Region	South West England
Ceremonial county	Somerset
Admin HQ	Bath
Created	1 April 1996
Population (2008 est.)	
- Total	180,300
	94.5% White
	1.4% S. Asian
- Ethnicity	1.0% Black
	1.4% Mixed Race
	1.7% Chinese or other

Description	Risks
<p>Area (see maps attached) Bath and North East Somerset covers an area of 220 square miles (570 km²), of which two thirds is green belt. It stretches from the outskirts of Bristol, south into the Mendip Hills and east to the southern Cotswold Hills and Wiltshire border. The city of Bath is the principal settlement in the authority, but BANES also covers Keynsham, Midsomer Norton, Radstock and the Chew Valley.</p> <p>Topography The area has varied geography including river valleys and rolling hills. The history of human habitation is long but expanded massively during Roman times, and played significant roles in the Saxon era and English civil war. Industry developed from a largely agricultural basis to include coal mining with the coming of canals and railways. Bath developed as a spa resort in Georgian times and remains a major cultural tourism centre having gained World Heritage City status.</p> <p>In the west of the area the Chew Valley consists of the valley of the River Chew and is generally low-lying and undulating. It is bounded by higher ground ranging from Dundry Down to the north, the Lulsgate Plateau to the west, the Mendip Hills to the south and the Hinton Blewett, Marksbury and Newton Saint Loe plateau areas to the east. The River Chew was dammed in the 1950s to create Chew Valley Lake, which provides drinking water for the nearby city of Bristol and surrounding areas.</p> <p>To the north of Bath are Lansdown, Langridge and Solsbury hills. These</p>	<p>Flood Risk Flash Flood Risk Infrastructure susceptible to snow fall. Subsidence Inundation</p> <p>Flood Risk Flash Flood Risk Inundation</p> <p>Terrorist target</p>

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are outliers of the Cotswolds.

Highways Network & Transport

Bath is approximately 15 miles (24 km) south-east of the larger city and port of Bristol, to which it is linked by the A4 road, and is a similar distance south of the M4 motorway. Bath and North East Somerset is also served by the A4, A36, A37, A39, A46, A367 and A368 major roads, and a network of smaller roads. There are four railway stations at Bath, Oldfield Park, Freshford and Keynsham. Bristol Airport is also near to the western boarder of B&NES.

Buildings

There are a total of 72,000 dwellings within the area, 6,408 are listed buildings, 662 Grade 1 and 145 Grade 2 and classified as of historical or architectural importance. These include many buildings and areas of Bath such as Lansdown Crescent, the Royal Crescent, The Circus and Pulteney Bridge. Outside the city there are also several historic manor houses such as St Catherine's Court and Sutton Court.

Tourism

Bath is a major tourist centre and has a range of museums and art galleries including the Victoria Art Gallery the Museum of East Asian Art, and Holburne Museum of Art, numerous commercial art galleries and antique shops, as well as numerous museums, among them Bath Postal Museum, The Assembly Rooms, Bath Spa, Fashion Museum, the Jane Austen Centre, the Herschel Museum of Astronomy and the Roman Baths & Pump Rooms.

Hazards

B&NES:

Flooding - Chew Valley Lake, River Avon, River Chew, Cam Brook and Wellow Brook, Kennet & Avon Canal.

Subsidence - Stone and Coal Mines, minor earthquake.

Societal Hazards - Rail & Road Transport accidents, public unrest, CBRN incident.

Health Hazards – Aging population, otherwise no particular vulnerability.

Infrastructure Hazards – Highways and rail network, water distribution network, power grid, high pressure pipeline.

South West:

Flooding – Coastal flooding, North Somerset and Somerset levels. Rivers.

Societal Hazards - Rail & Road Transport accidents, public unrest, CBRN incident, Bristol Airport (North Somerset), Avonmouth Docks, Nuclear Power Stations at Hinkley Point & Oldbury.

Health Hazards – No particular vulnerability.

Infrastructure Hazards – M4, M5 & M32 motorways, highways and rail network, water distribution network, power grid, high pressure pipeline.

Bath & North East Somerset Council

The Council is one of the largest employers in the area, with almost 6,400 staff working across a diverse range of services. Its structure can be broken down into the following key areas:

► Children's Services

Road network easily disrupted
Rail network easily disrupted

Bristol Airport flight path.

Damage to listed buildings

Subsidence from Stone Mines

International Status means possible terrorist target

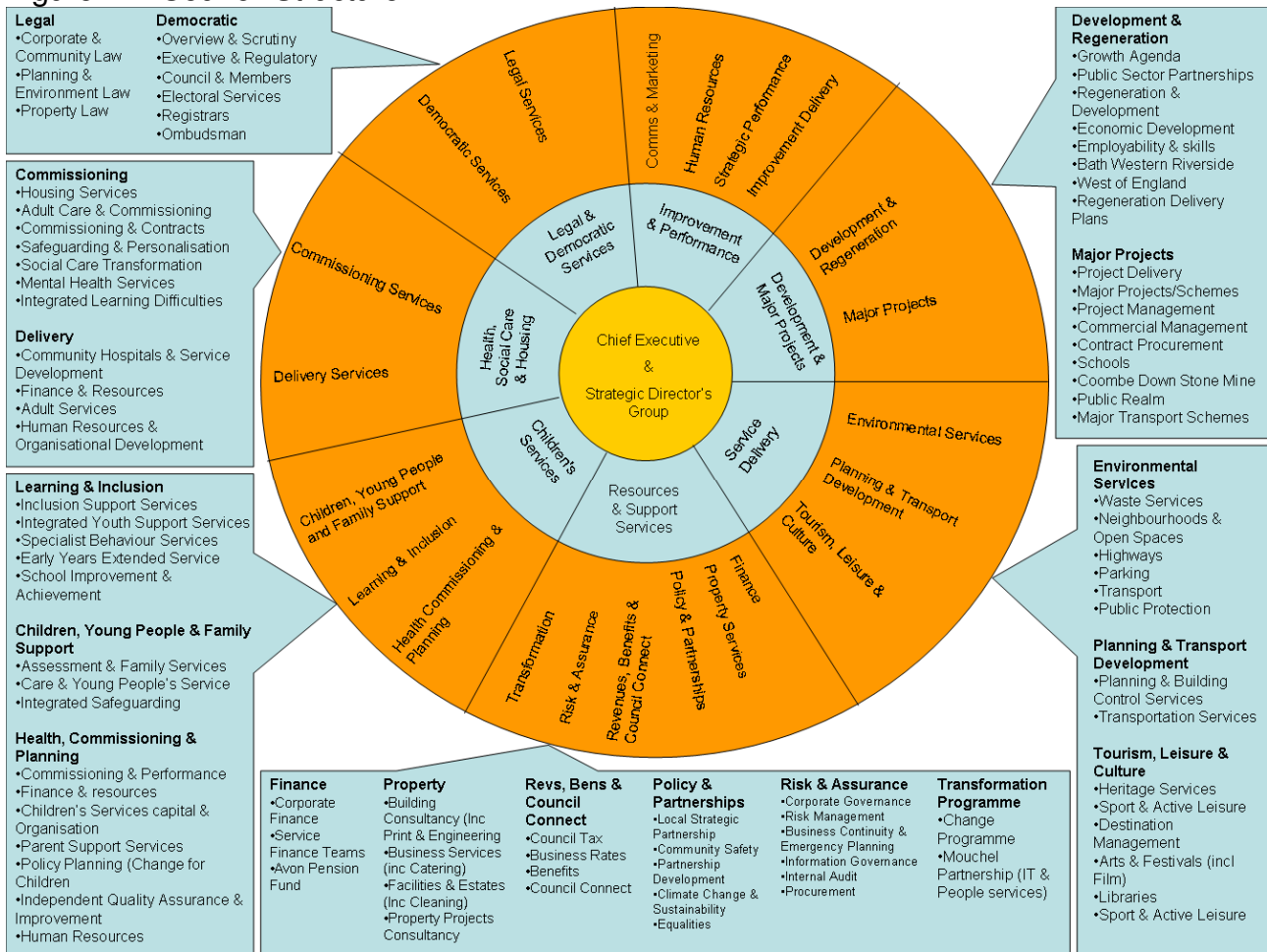
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- ▶ *Health, Social Care & Housing
- ▶ Resources and Support Services
- ▶ Legal and Democratic Services
- ▶ Service Delivery (formerly Customer Services)
- ▶ Development & Major Projects
- ▶ Improvement & Performance

*The Council works in partnership with the local Primary Care Trust to provide joint healthcare services under the Health & Wellbeing Partnership.

Please see structure chart below:

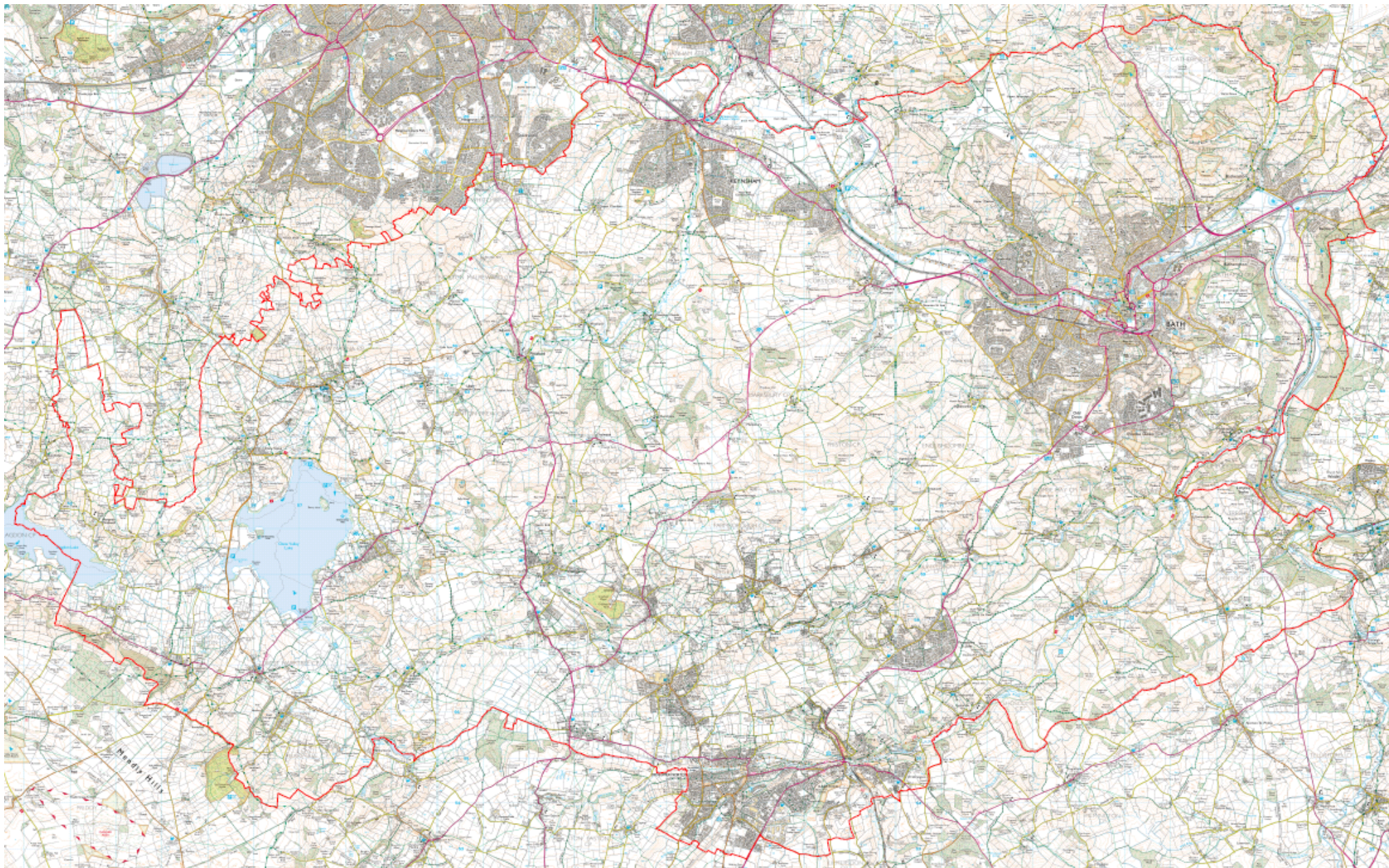
Figure B1. Council Structure.



The Council is led by Elected Members who form a Cabinet with Members responsible for each key business area. The work of the Cabinet is scrutinised by Overview and Scrutiny Committees also made up of elected members. The Council's officer hierarchy is headed by the Chief Executive with 5 Strategic Directors supported by 18 Divisional Directors.

Health, Social Care & Housing, Children's Services, Resources & Support Services, Service Delivery and Development & Major Projects are headed by Strategic Directors. Improvement & Performance and Legal & Democratic Services are led by Divisional Directors answering to the Chief Executive.

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Appendix C 4 of 9
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Appendix C 5 of 9
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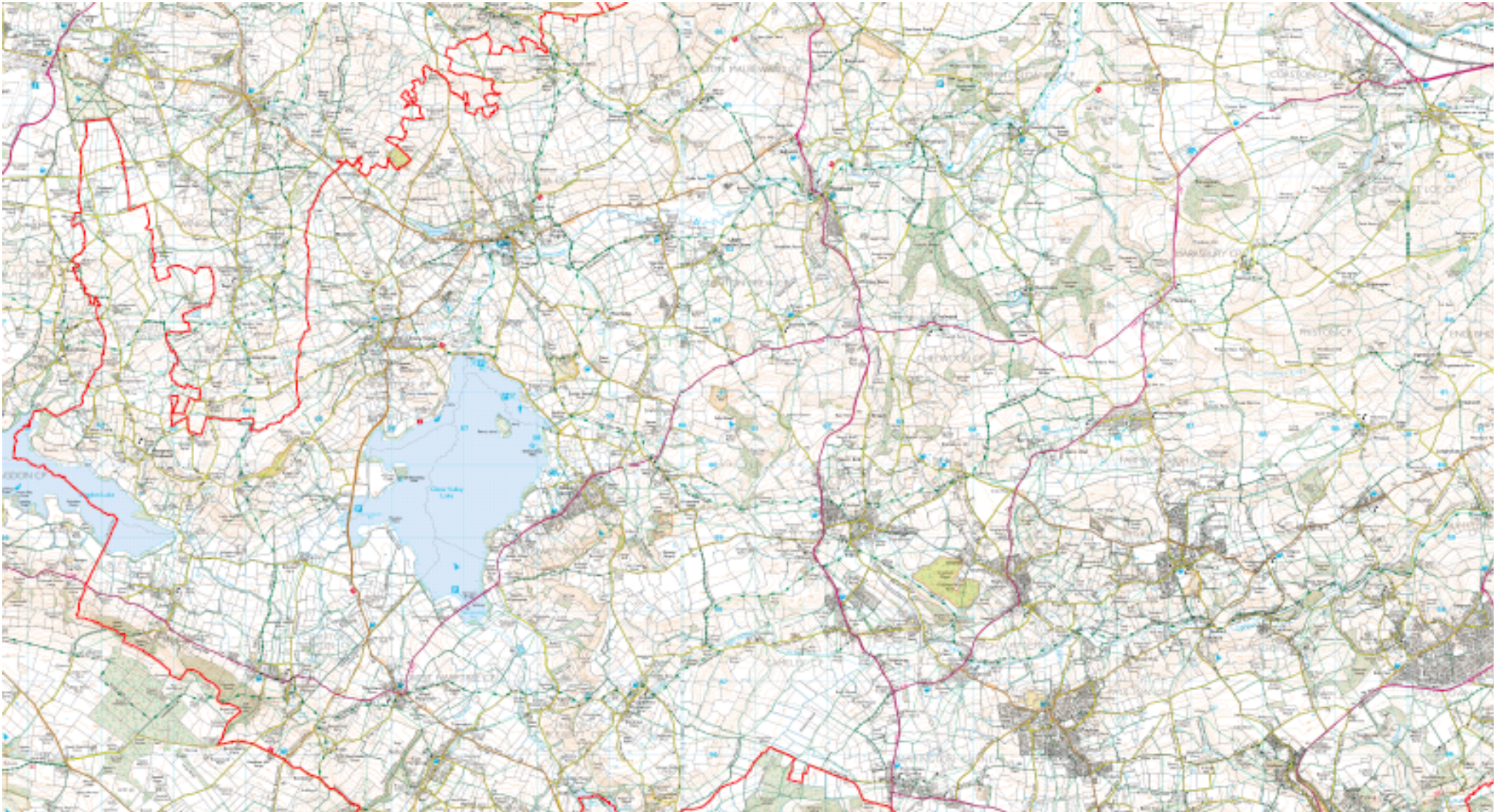
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Appendix C 7 of 9
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Appendix C 8 of 9
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Appendix C 9 of 9
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MULTI-AGENCY RESPONSE PHASES – EXPLAINED

The following series of tables outlines the multi-agency emergency response through the six phases. It helps to understand the phases by considering the focus of each phase. The focus of the **Reaction** phase is on the responding organisations activating their teams and putting mechanisms in place to deal with the incident with the limited information available. The **Rescue** phase is focused on the hazard and associated danger area with the emergency services working to control the hazard and ensure public safety. The **Retrieval** phase is focused on the emergency services retrieving any deceased and evidence from the scene to preserve the dignity of any fatalities and enable an effective prosecution of any guilty parties. **Relief** focuses on the operation to support the community in terms of those displaced and any wider impacts in the community such as transport networks. The **Remediation** phase is focused on returning the community to their homes and businesses and starting the clean up operation. **Regeneration** is focused on the rectifying the longer term impacts of the incident and leaving the affected community in a better and more resilient state than before the incident.

Phase	Key Stages	Lead Organisation	Principles
Reaction Initial reaction to an incident or warning	a) Initial warning Priority: Warn all appropriate organisations	Police	This stage of the reaction phase can be triggered either by a sudden impact incident or a rising tide incident. Sudden impact events are unforeseen and have immediate impact where as rising tide events provide some level of forewarning and preparation time. The warning can come from a number of sources and to a number of organisations. The challenge is to spread that warning as accurately and completely as possible to all those required to respond without creating undue panic, concern or breaching security. On initial warning, the two key tasks are to communicate the warning appropriately and collect information to gain situational awareness. Outcome: The warning is raised and all appropriate organisations are informed.

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Phase	Key Stages	Lead Organisation	Principles
Reaction Continued	b) Establish Command & Control Priority: Establish a Chain of Command	Police	Establishing the Command & Control structure early in the response allows all agencies to coordinate and escalate their response or to stand down resources where possible. Emergency services use the Bronze, Silver, Gold command structure for all major incidents. A Command & Control structure should be put in place before an incident if there is sufficient information to suggest a reasonable probability of a major incident. Situation reports are passed between levels of command to ensure all organisations are fully briefed. The command & control structure and reporting routine will remain in place throughout the response. Outcome: Clear command structure and reporting routine.
	c) Immediate Life Saving and Welfare Priority: Safety and Save Life	All at scene	At the scene, people who are directly affected by the incident should be identified. Immediate measures to save life, alleviate suffering and provide welfare support should be taken at this time. The first principle of first aid applies; responders should not make themselves casualties. Outcome: First Aid and Self Evacuation
	d) Declare Major Incident Priority: Declare a Major Incident to trigger escalation	Police or other best placed agency.	This phase is triggered once there is sufficient information available for a commander to make an accurate assessment, anticipate how the situation will develop and declare a major incident. This information may come from officers on the ground, through emergency calls from the general public, an increase in admission to the hospital, referrals to the doctor, intelligence or from an existing situation that has got steadily worse. Outcome: Declaration of a Major Incident or scale down of response.

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Phase	Key Stages	Lead Organisation	Principles
Rescue Remedy the immediate danger and ensure public safety.	a) Rescue Priority: Rescue all Survivors and Casualties	Fire & Rescue	The rescue can start as soon as it is considered safe to do so and is the remit of the Fire and Rescue services. The key outcome from this stage is the rescue of all survivors and casualties from the scene. This will aid the evacuation of all people from the cordon and allow any ongoing or residual hazards to be resolved safely. This stage is complete when the inner cordon is established and cleared of all casualties and survivors. Outcome: Rescue of all survivors and casualties from the scene
	b) Triage & Treatment of Casualties Priority: Triage Casualties & Treat	Ambulance Service	Evidence has shown that quick administration of first aid following an incident greatly increases a victim's chance of survival and effectiveness of recovery. The triage and treatment of those impacted by the event will be ongoing from those at the scene, however it could take some time for the ambulance services to arrive and start the evacuation to hospital. Outcome: All casualties receive medical attention and evacuation in priority order

NOT PROTECTIVELY MARKED

Phase	Key Stages	Lead Organisation	Principles
<p>Rescue</p> <p>Continued</p>	<p>c) Control of scene</p> <p>Priority: Cordon for Public Safety and Investigation</p>	<p>Police</p>	<p>It is normal for the emergency services to put in place an inner and outer cordon around the scene of any incident to protect the public and preserve evidence. Security services use the four Cs (confirm, clear, cordon, control) to respond to any hazardous scene. The first officer at the scene will confirm there is a hazard or suspected hazard; they will then clear a safe distance around the hazard to ensure public safety. Once the area is clear a cordon will be established to prevent people accidentally entering the danger zone and the cordon will be controlled from a central point to react to any changes in situation.</p> <p>The cordons will usually be established at set distances away from the extent of the hazard and advice will be sought from the Fire & Rescue service and/or Scientific and Technical Advice Cell (STAC) to determine that extent. "Control of the scene" is focused on the activities to assure public safety and welfare through the imposition of an outer cordon. The outer cordon is the extent to which the general public will be evacuated for their safety. The security for the outer cordon is the responsibility of the police.</p> <p>Outcome: The cordon has been evacuated and is confirmed secure. See Appendix E for Cordon Procedures.</p>

NOT PROTECTIVELY MARKED

Phase	Key Stages	Lead Organisation	Principles
Rescue Continued	d) Public Information & Reassurance Priority: Warn & Inform the Public	Police, Fire & Rescue, Local Authority	<p>The impact of a hazard can be greatly reduced through effective warnings and public information announcements. This process starts once there is enough understanding of the situation to give clear direction to the public to allow them to avoid the hazard and prevent themselves from becoming casualties. Initially, this information may be limited and augmented as the situation and response becomes more coherent. The bulk of the communications effort will continue until the end of the rescue phase. Further communication on recovery will also be required, but these can be longer term and involve more consultation.</p> <p>Outcome: The thorough penetration and saturation of the warning messages.</p>
	b) Hazard Mitigation Priority: Make the Scene Safe	Fire & Rescue	<p>The hazard mitigation stage refers to the actions taken to contain, control or remove the hazard in preparation for bringing the situation back to normal or to a tolerable level of safety. The nature of some hazards will mean the situation will not return to normal for some time if at all. This phase starts once the outer cordon has been evacuated and confirmed secure. The phase finishes once the hazard is been made safe or removed. The police will look to the Fire Service to confirm when the hazard has been made safe and the Retrieval & Investigation phase can start.</p> <p>Outcome: The hazard has been mitigated to a tolerable level.</p>

Phase	Key Stages	Lead Organisation	Principles
Retrieval & Investigation Remove any deceased and investigate scene.	Retrieval & Investigation Priority: Retrieve Deceased and Evidence	Police	<p>This phase starts when the inner cordon is handed over to the police. The key outcomes from this phase are:</p> <ul style="list-style-type: none"> Deceased are retrieved from the scene All evidence is collected Community impact assessment is undertaken <p>This phase concludes once the scene is ready to be handed over to the lead recovery organisation.</p> <p>Outcome: Retrieval of the deceased and evidence gathered</p>

NOT PROTECTIVELY MARKED

Phase	Key Stages	Lead Organisation	Principles
Relief Support the affected community and mitigate the wider impacts.	Support Displaced Persons Priority: Shelter & Welfare for Displaced Persons	Local Authority	This phase runs concurrently with response phases and is the first of the recovery phases. The phase starts when the police request support in providing emergency shelter and welfare for evacuees. The police may also request relief in terms of hard road closures and expert advice. The key outcomes from the phase are the provision of emergency shelter & welfare for displaced persons. This phase finishes with the removal of the cordons. Outcome: Displaced persons are given shelter and welfare support

Phase	Key Stages	Lead Organisation	Principles
Remediation Re-establish the community in the affected area and start to return life to normal.	Re-occupation and Restoration of normal activity Priority: Clean Up and Reoccupation	Local Authority	This phase starts once the cordons have been removed and those evacuated from the scene are able to start to return to their homes and businesses. This may be a prolonged process as many properties may still be unfit for habitation and utilities may well be disrupted. Key outcomes of this phase are: Reoccupation of properties Establishment of a Humanitarian Assistance Centre (if required) Site clearance Coordination of insurers Restoration of public services Public consultation This phase finishes once all properties have been re-occupied or sites cleared. Outcome: Reoccupation of properties and the clean up operation is complete.

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Phase	Key Stages	Lead Organisation	Principles
<p>Regeneration</p> <p>Correct the long term effect of the incident, prevent reoccurrence and monitor long term health effects.</p>	<p>Long Term Consequences</p> <p>Priority: Return to Normality</p>	<p>Local Authority</p>	<p>Regeneration focuses on correcting the long term impacts of an incident. Regeneration activities should start early in the recovery process and help inform decision makers in both the response and recovery. The regeneration process should aim to achieve the following outcomes:</p> <ul style="list-style-type: none"> ▶ Put in place preventative actions to stop a future occurrence ▶ Economic and social regeneration ▶ Long term health monitoring ▶ Memorials, testimonials and awards ▶ Rebuilding and redevelopment <p>Regeneration should take place with a view to improving the area affected to beyond the level that existed prior to the incident. The regeneration phase could be open ended with no obvious conclusion as the long term effects of some incidents could last for generations.</p> <p>Outcome: All social and economic activity has returned to normal.</p>

It must be noted that although each organisation may go through the same basic steps, these steps are not harmonised and will happen independently of each other. For example, the situation may be well under way before the Council are notified.

OUTLINES OF THE COUNCIL'S POTENTIAL RESPONSE TO EACH PHASE OF AN EMERGENCY

The following table goes through the Council's main roles and processes in response to a major incident phase by phase.

Phase	Key Stages	Teams & Services Involved	Principles
Reaction	a) Initial warning	Chief Executive SDG DDG Council Connect & OOH BC&EP Team.	Once the Council has been made aware of an incident the Business Continuity & Emergency Planning Team will be informed by Council Connect, the Out of Hours Service or other team. The BC&EP team will then inform the Chief Executive or Duty Director if the emergency is significant and also contact all key teams to ensure they are prepared to respond. Outcome: High priority Council teams have been put on standby and the Chief Executive or Duty Director is aware of the incident if appropriate.
	b) Establish Command & Control	Council Lead Officer CCTV GIS BC&EP Team	Establish the Incident Management Team in the Risk Management Office. Ensure executive authority is achieved. The incident response is escalated as required. Gather information and develop a clear picture of the incident. Open an incident log and record all updates, decisions and actions. Communications are established with all necessary teams and they are made aware of the situation. A system of reporting is established to ensure information is provided to decision makers in a timely manner. Outcome: Command structure and reporting routine is in place.
	c) Declare Major Incident	Council Lead Officer	If necessary the Council Lead Office for the emergency response should escalate the incident by declaring a major incident. This will trigger the formation of bronze, silver or gold command structures and multi-agency command & control structures. Declaration of a major incident will make the resolution of the incident the Council's highest priority. Outcome: A formal command and control structure including recovery team.

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Phase	Key Stages	Teams & Services Involved	Principles
2 Rescue	a) Control of scene Priority: Cordon for Public Safety and Investigation	Parking Services Health & Wellbeing Partnership GIS CCTV	Some Council staff may be called upon of support the police in clearing and establishing a cordon. Information will be required by the emergency services on vulnerable people in the danger area where assistance in evacuation will be required. Accurate mapping of the situation and CCTV of the area to provide situational awareness. Outcome: The cordon has been evacuated and is confirmed secure.
	b) Public Information & Reassurance	Comms & Marketing	Comms & Marketing are included in all information. A Press Officer should be included in all Bronze, Silver or Gold Commands established in an emergency response to ensure media messages are published promptly and distributed for maximise impact. Outcome: The public are avoiding the affected areas and are taking steps to keep themselves safe.
	c) Hazard Mitigation	Environmental Services Highways Network Management Planning & Transport Development	The Council may be called upon to provide the following to support the action of the emergency services: <ul style="list-style-type: none"> ▶ Building Control ▶ Public Protection ▶ Neighbourhood Environment ▶ Trading Standards ▶ Highways Network Management ▶ Planning & Transport Development <p>Some larger scale incidents may require a Scientific & Technical Advice Cell (STAC) to be established with experts from various organisations to provide scientific and technical advice to commanders on how to mitigate the hazard and bring the situation to resolution.</p> Outcome: The hazard has been controlled to a tolerable level.

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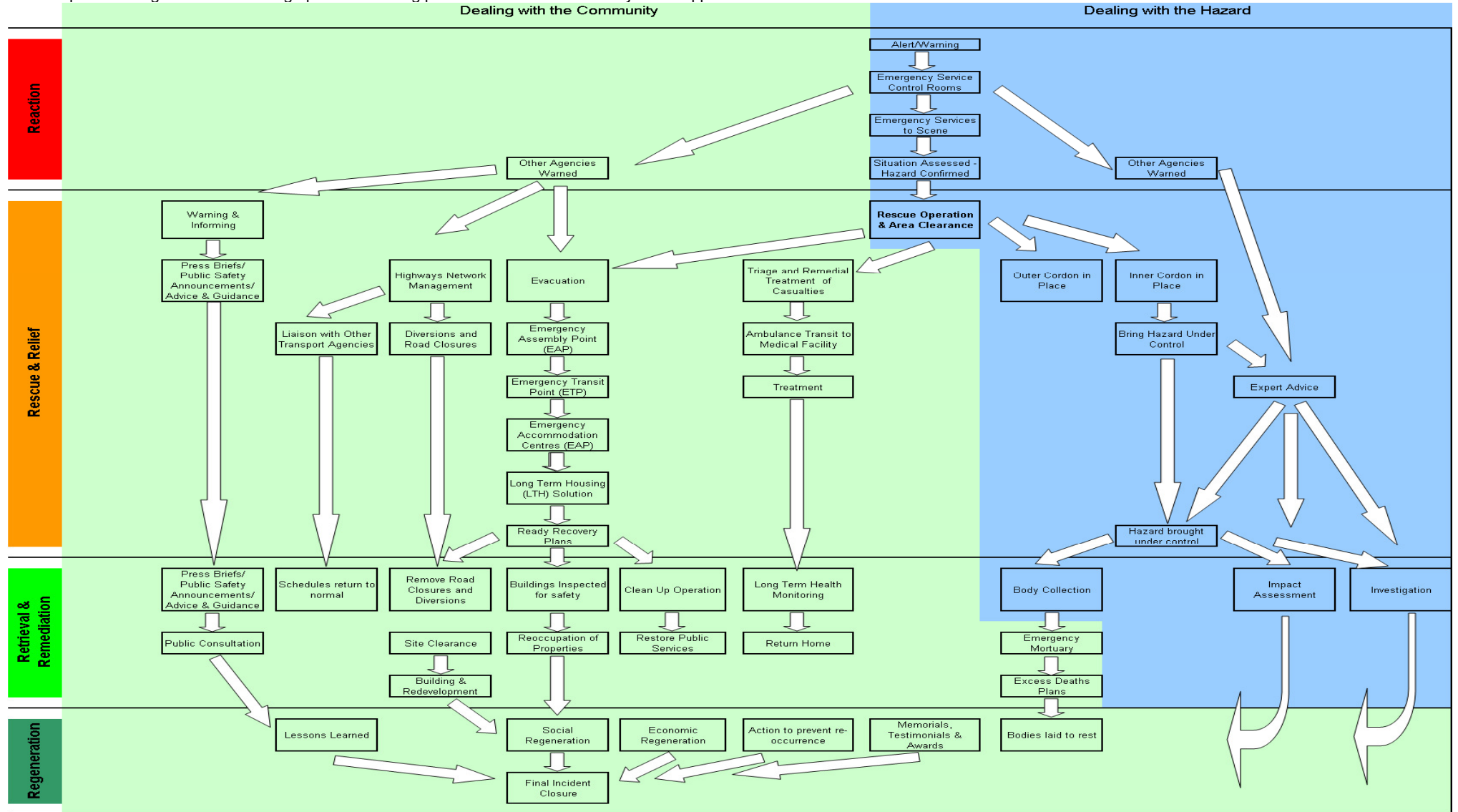
Phase	Key Stages	Teams & Services Involved	Principles
3 Retrieval & Investigation	Retrieval & Investigation	Registrars Bereavement Services Coroner Highways Network Management	<p>Ensure there is sufficient capacity to enable all deaths to be registered. Ensure there is sufficient capacity to enable the deceased to be laid to rest. Assist the Police and other organisations in investigating the scene, collecting evidence, collecting deceased and maintaining cordon until collection complete.</p> <p>Outcome: Retrieval of the deceased and evidence gathered.</p>
4 Relief	Support Displaced Persons Priority: Shelter & Welfare for Displaced Persons	Health & Wellbeing Partnership Highways Network Management Stronger & Safer Communities GIS Transport Planning & Transport Development Comms & Marketing BC&EP Team SDG/DDG Bereavement Services & Registrars Mayor's Office	<p>This phase happens concurrently with phase 2. This is the bulk of the Council's initial response. The Council needs to provide the following:</p> <ul style="list-style-type: none"> ▶ Emergency Shelter ▶ Crisis and welfare support to evacuated people ▶ Transport to aid the evacuation ▶ Highways Network Management to ensure traffic flows, traffic diversions where necessary, road closures and other highways support. ▶ Emergency Feeding ▶ CCTV, GIS and other situational information ▶ Management of hazard mitigation assets (flood) ▶ Coordinate Voluntary Agencies ▶ Warn & Inform the public ▶ Ensure business continuity plans are put in place ▶ Establish a Strategic Recovery Team to develop recovery plans ▶ Where necessary, establish an emergency mortuary (approx 40 dead +) ▶ Where necessary, initiate plans to deal with significant deaths in excess of normal mortality ▶ With voluntary agencies, establish a charitable fund for donations. <p>Outcome: Displaced persons are given shelter and welfare support</p>

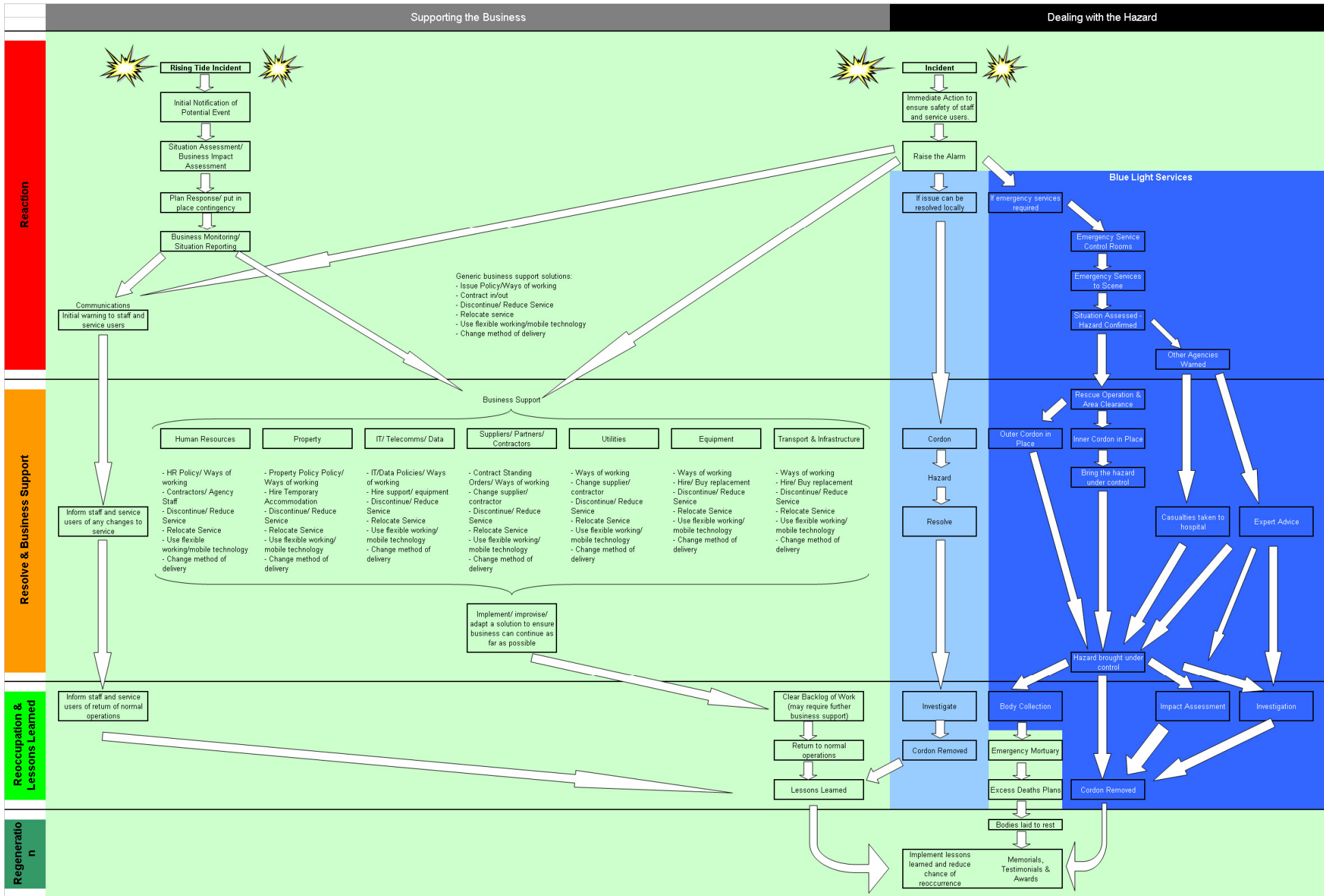
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Phase	Key Stages	Teams & Services Involved	Principles
5 Remediation	<p>Re-occupation and Restoration of normal activity</p> <p>Priority: Clean Up and Reoccupation</p>	<p>Strategic Recovery Team SDG/DDG BC&EP Team Health & Wellbeing Partnership Building Control Waste & Cleansing Services Comms & Marketing Democratic Services Policy & Partnership Development & Regeneration Planning & Transport Development</p>	<p>This phase is lead by the Council. The key tasks are as follows:</p> <ul style="list-style-type: none"> ▶ Hand over/ take over with the Police (or other lead organisation) ▶ Provide more permanent accommodation for those displaced by the incident ▶ Continue to support the community with crisis and welfare support ▶ Reoccupation of properties once they have been confirmed as safe. ▶ Establishment of a Humanitarian Assistance Centre (if required) ▶ Site clearance ▶ Coordination of insurers ▶ Restoration of public services ▶ Public consultation <p>Outcome: Reoccupation of properties and the clean up operation is complete.</p>
6 Regeneration	<p>Long Term Consequences</p> <p>Priority: Return to Normality</p>	<p>Policy & Partnership Development & Regeneration Planning & Transport Development Mayor Office</p>	<p>The regeneration process should aim to achieve the following outcomes:</p> <ul style="list-style-type: none"> ▶ Preventative actions are put in place to stop a future occurrence ▶ Economic and social regeneration ▶ Long term health monitoring ▶ Memorials, testimonials and awards ▶ Rebuilding and redevelopment <p>Regeneration should take place with a view to improving the area affected to beyond the level that existed prior to the incident.</p> <p>Outcome: All social and economic activity has returned to normal.</p>

MULTI-AGENCY EMERGENCY AND BUSINESS CONTINUITY RESPONSE FLOW DIAGRAMS

The flow diagrams start with the alert/warning and have been split into the six phases. The blue area shows activities carried out by the blue light services or internal teams to resolve the issue causing the disruption. The green area showing operations taking place in the wider community or in support of the business.





EMERGENCY SERVICE CORDON PROCEDURES & MASS EVACUATION.

A cordon will be instituted as soon as possible in response to an incident. Emergency services arriving at the scene will:

Confirm the Hazard;
Clear the area;
Cordon the area;
Control the cordon.

This operation will be aided by further emergency service personnel as they arrive at the scene. The clearance of the cordon is likely to create many displaced persons whose welfare needs to be considered.

The cordon's purpose is to assist in protecting the scene of an incident, the public, those working within the scene and control access.

Cordons are established in consultation between emergency services, in particular, the Police and Fire & Rescue Service. The size of the cordon will be dependant on the nature of the hazard.

There are usually two cordons established to control a major incident. The Inner cordon will enclose the scene and contain any area of hazard or contamination. During the rescue phase the inner cordon becomes the responsibility of the Fire & Rescue Service working in coordination with ambulance and health service personnel.

The normal recommended minimum distances for the inner cordon are:

100 metres for a minor explosive risk (i.e. letter bomb or similar device)

200 metres for a moderate explosive risk (i.e. a brief case, large parcel, rucksack)

400 metres for a serious explosive risk (i.e. vehicle borne improvised explosive device VBIED)

There are situations where procedures will determine a much larger cordon size such as CBRN incidents, large military munitions or lorry sized VBIEDs.

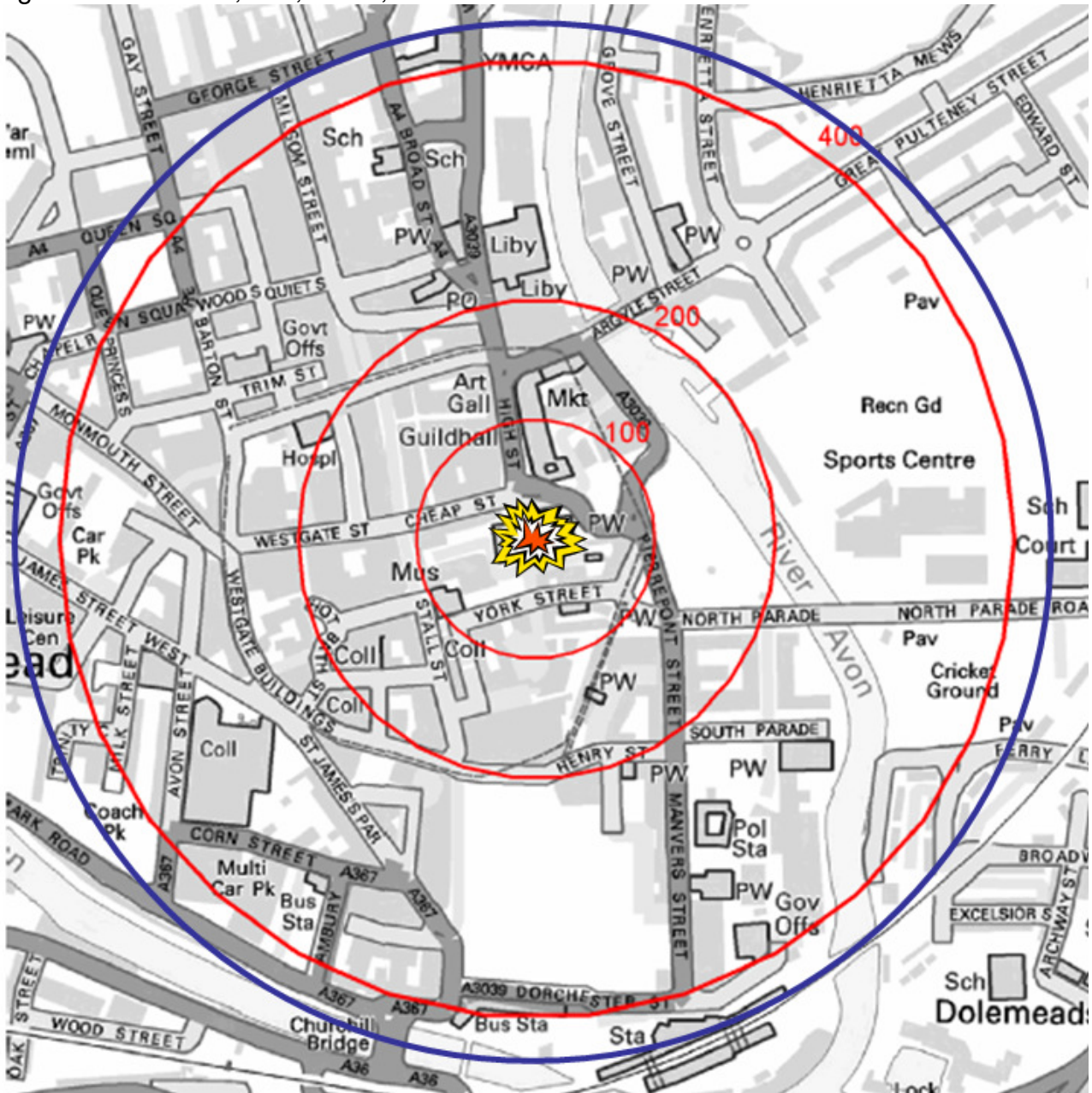
The inner cordon is usually designated by red and white mine/hazard/cordon tape, however, this may take some time to establish on a larger incident.

An outer cordon will also be established to create a safe working area for the emergency services and other responding agencies. The size of the outer cordon will be flexible to the needs of the situation. It will be designated by blue and white tape marked with the word "police".

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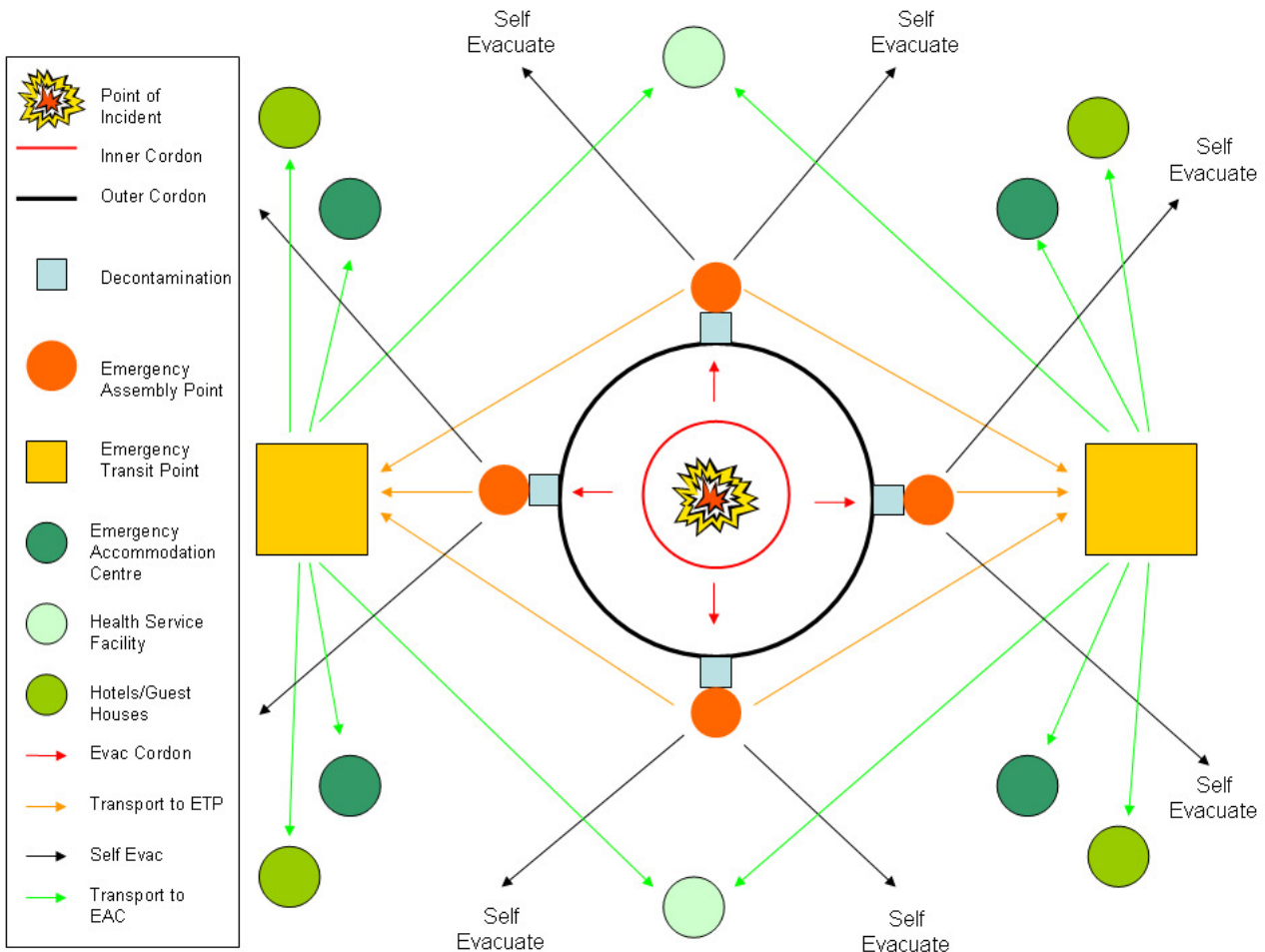
Figure 6 illustrates the size of 100 metre, 200, metre, 400 metre and an outer cordon when placed on Bath.

Figure 6. 100 metre, 200, metre, 400 metre Cordons



The rescue phase occurring within the cordon is supported by the relief phase outside the cordon. A key aspect of the relief phase is dealing with the evacuation. Figure 7 shows how a mass evacuation would be structured.

Figure 7. Mass Evacuation



The above scenario is for a CBRN attack on a large population centre. This type of scenario would necessitate the evacuation of tens of thousands of people, potentially, for a prolonged period.

Sequence

1. Clear cordon of civilians
2. Decontamination
3. Assembly and either self evacuation or transported to Emergency Transit Point
4. Marshalled at Emergency Transit Point & prepared for onward movement.
5. Moved to Emergency Accommodation Centre or longer term accommodation/health care solution
6. Long term management – including logistic support, emotional support, medical support, welfare & provision of services.
7. Reoccupation would be the reverse of the above sequence.

Any people leaving the contaminated area would require decontamination. The fire service with health services would establish decontamination areas on the edge of the contaminated zone and process all people through.

The Council and other agencies would establish Emergency Assembly Points (EAPs) on the back of the decontamination areas to provide transport and other support to those

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being evacuated. All those unable to self evacuate would then move to Emergency Transit Points (ETPs) where a full range of services and support would be available. The ETPs would manage the onward movement of displaced persons to Emergency Accommodation Centres (EACs) or similar, until more permanent accommodation could be found or the area could be reoccupied.

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**APPENDIX H TO
MAJOR INCIDENT PLAN
DATED 30 SEP 10**

RESPONSE ACTIVATION PROTOCOL

To be completed.

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**APPENDIX I TO
MAJOR INCIDENT PLAN
DATED 30 SEP 10**

COMMAND & CONTROL

This appendix provides guidance on the purpose and composition for each part of the command and control structure.

ROLES OF COUNCIL TEAMS/SERVICES IN AN EMERGENCY

Key to Roles & Responsibilities Tables

	= Existing capability		= Coordination group/function formed for major incidents
	= Existing group or coordination function		= Capability/ facility formed to respond to major incidents

NB. At no time are Council employees expected to enter the inner cordon.

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LONG TERM HAZARD MITIGATION PRIOR TO AN INCIDENT

Actions the Council can take prior to an incident to ensure impacts on the business and community are minimised.

Title & Team/Service	Role	Outcomes
Community Resilience Policy & Partnerships – Stronger & Safer Communities	Promote resilience within the community.	Communities are prepared to deal with disasters.
Long Term Hazard Mitigation Planning & Transport Development. Regeneration & Development	Develop long term infrastructure plans to mitigate the long term risk from key hazards.	Where possible, hazards are prevented. The level of protection within communities is increased over time.
Risk Management All 'critical' Council and Health & Wellbeing Partnership Services	Horizon scanning for emerging risks and develop action plans in the short, medium and long term to manage the risks.	Risks are identified, assessed and managed to ensure the probability of them impacting is reduced and if they do impact their severity of reduced.
Local Authority Response Planning Business Continuity & Emergency Planning (BC&EP)	Work with the LRF and local partners to develop response and recovery plans for major incidents.	Multi-agency and organisation specific plans are agreed, tested and exercised in order to cope with all hazards identified on the B&NES Community Risk Register.
Public & Corporate Communications – Warning & Informing Comms & Marketing	Disseminate messages promoting community resilience. Support the Business Continuity Strategy with messages promoting corporate resilience.	The public awareness of advice and guidance regarding community resilience is increased. All staff aware of corporate business continuity plan and practical steps they can take to improve their own resilience.
Maintenance of Response Capabilities All Council and Health & Wellbeing Partnership Services	Plans to meet each services responsibility to the community in an emergency are in place and tested with a defined means of activation. Business continuity plans are in place and tested to ensure critical services are maintained through a major incident. Non critical functions are also encouraged to maintain business continuity plans.	Capabilities required to meet emergency situations are ready to be deployed at all times. Critical services will suffer the absolute minimum disruption in an emergency. Non critical services have plans in place to recovery from significant impacts in their service.

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Title & Team/Service	Role	Outcomes
Business Continuity Strategy Risk Management Team	Promote resilience within the organisation. Critical services have robust, regularly tested / reviewed business continuity plans to enable them to deal with disruptions. Co-ordinate other risk mitigation activity (see Long Term Hazard Mitigation).	Critical services and businesses are able to respond to and recover from disruptions.
Partners and suppliers All 'critical' Council and Health & Wellbeing Partnership Services	Work with suppliers and partners to develop joined-up business continuity response and increase resilience. Business continuity is built into new / reviewed contracts.	Critical partners and suppliers are able to respond to and recover from disruptions.
Management of Vulnerable People Health & Wellbeing Partnership	A strategic framework is developed to coordinate and develop services focused on vulnerable people to ensure the impacts of hazards on vulnerable people are minimised. These include extreme cold and hot weather, pandemics and evacuations.	The impact of hazards on vulnerable groups are managed to minimise distress and the potential for fatalities.
Hazard Management Hazard Steering Groups & Business Continuity Steering Group	Manage the risk posed by long term hazards to the community	Reductions in the probability of a hazard occurring, and if a hazard does occur, the impact is mitigated through community resilience and business continuity.
Multi-Agency Response Planning & Coordination Local Resilience Forum	Use a risk based approach to develop multi-agency response and recovery plans for major incidents.	Multi-agency plans are agreed, tested and exercised to cope with all hazards identified on the Avon & Somerset Community Risk Register

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PHASE – REACTION

The roles required by the council to react to an incident and initiate a response.

Title & Team/Service	Role	Outcomes
Emergency Response Activation Council Connect & OOH	Ensure emergency calls are answered and the appropriate officer is informed when action is required.	Alerts of major incidents are immediately raised to the Duty Emergency Planning Officer with appropriate details.
Initial Response Coordination Duty Emergency Planning Officer	The first point of escalation for major incidents. Screens calls and only escalates major incidents, dealing with minor issues appropriately. Initiates the formation of the Incident Control Room made up of the Risk Management Team and other trained personnel.	All emergencies are appropriately triggered and handled.
Executive Leadership Chief Executive	Act as the Council's primary gold commander in an emergency.	Provides strategic leadership.
Executive Leadership in Lieu of Chief Executive Duty Director	Act as the Council's gold commander in the absence of the Chief Executive. To support the Duty Emergency Planning Officer with advice and decision making during the initiation of an emergency response. The Duty Director may continue the control the incident as the Council Lead Officer.	Strategic leadership is always maintained.
Duty Officer for Response Capabilities Service Duty Officers	Provide 24hr means through which emergency response capabilities can be activated.	Key capabilities can be activated on a 24/7 basis.
Situational Awareness CCTV	Provide ongoing situational awareness during an incident. Trigger an emergency response when first witnessed.	The alert is raised to the emergency services when an incident is witnessed. Situational awareness is provided.
Public & Corporate Communications – Warning & Informing Comms & Marketing	During the initial phase of an emergency, it is essential that a holding message is communicated rapidly to limit the number of people entering the hazardous area. During a purely internal incident, it is essential that a message is communicated to all services and service users as soon as possible, to inform them of the situation and any action they may need to take.	The public are aware that there is an incident developing and that they should avoid the area.

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Title & Team/Service	Role	Outcomes
Communicating with Non-English speakers National Interpreting Line	Provide an interpreting service so that information can be received from and disseminated to non-English speakers in their own language.	Non-English speakers are not exposed to a hazard through poor communication and any useful information they have can be gathered to aid the operation.
Multi-Agency Planning & Coordination Local Resilience Forum (LRF)	The LRF would initiate the establishment of a Strategic Coordinating Group (SCG) to coordinate the multi-agency response across the Avon & Somerset Area.	An SCG is established in a major incident when appropriate.
Gold Group	In overall strategic command of the Council operation. Sets the overarching strategy which all other plans aim to meet. Usually the Chief Executive supported by senior officers.	A clear strategy for dealing with the emergency and parameters within which silver commanders can work.
Silver Group(s)	Coordinates the individual strategies developed to deliver the Gold groups overarching strategy.	A tactical plan for meeting silver commands part of the gold commander's plan. In the absence of a gold command, a clear plan for dealing with the emergency with set limits.
Bronze Group(s)	Responsible for delivering the tactical plans to meet the Silver Commanders individual strategy at an operational level. Takes strategic lead in the absence of a Gold & Silver Command.	The required outcomes of the silver commander's plan are delivered within parameters. In the absence of a silver command, a clear plan for dealing with the emergency within set limits.
Incident Management Team	Act as the coordinating hub of the Council's response. Maintains a log of the event, ensures a consistent situational awareness is maintained, supports the Command Groups and supports the flow of information. In an emergency the BC&EP team becomes the core of the Incident Management team.	Those in command have accurate situational awareness on which to base decisions. Decisions and information are communicated effectively. A log is maintained for tracking actions future reference.
Business Continuity Group (In an Emergency) Or Incident Management Team (In a purely internal disruption)	Establish Business Continuity Group or Incident Management Team. Co-ordinate the cross-service business continuity response. Decision making and instruction to operational staff. Two – way situation reporting with operational staff in critical services.	Business continuity response is co-ordinated. Two way situation reporting with critical services is maintained. Recovery planning commences.

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PHASE – RESCUE / RESOLUTION

Roles to resolve any hazards impacting the Council and/or to support the efforts of the emergency services as the undertake a rescue operation and bring the hazard under control.

Title & Team/Service	Role	Outcomes
Executive Leadership Chief Executive	Act as the Council's primary gold commander in an emergency.	Strategic leadership.
Executive Leadership in Lieu of Chief Executive Duty Director	Act as the Council's gold commander in the absence of the Chief Executive. The Duty Director may continue the control the Council's response to the incident throughout.	Strategic leadership is always maintained.
Situational Awareness CCTV	Provide ongoing situational awareness during an incident.	The situation can be monitored as it develops.
Information & Advice on Vulnerable People Health & Wellbeing Partnership	Provide information to the emergency services identifying the locations of vulnerable people within the danger area and advice on the type of support required to enable safe evacuation	The danger area is evacuated with resources being focused where most needed and with a degree of certainty that people unable to evacuate themselves have not been left within the cordon.
Community Liaison Community Emergency Resource Advisors (CERAs)	Provide local knowledge to the emergency services to aid the emergency response. Access local resources to support the emergency response.	Resources and information local to the incident are brought to bear on the situation to speed resolution.
Resolve IT Issues MBS IT	Recover & support critical ICT systems.	Resolution of ICT issues. Critical ICT systems are restored within specified timescales and supported.
Resolve HR Issues HR/MBS People Services Comms & Marketing	Provide information and resolution to managers / staff and advice on HR related issues during a disruption. Disseminate appropriate policy to managers & staff. Internal bulletins may be delivered via Comms & Marketing. Maintain HR Strategy to enable staff to be quickly reallocated / recruited to critical functions.	Resolution of HR issues. Managers / staff are aware of HR policy and advice. Critical functions are always at / above minimal manning level.

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Title & Team/Service	Role	Outcomes
Resolve Building Issues Property Services	Building managers assist evacuation & where practical and safe to do so, bring the hazard under control. Property maintenance repair / contain the damage where possible and safe to do so. Contact emergency services / utilities providers / other key contractors as required. Display signage / man doors / secure access to any building that is out of use if safe to do so.	Resolution of issues regarding loss of access to corporate premises.
Building Safety Building Control	Provide an on call service to the emergency services to ascertain the structural integrity of a building in an emergency.	Staff, visitors, customers and Fire & Rescue Services do not enter un-safe structures without knowing the risks.
Expert Advice for Senior Management & Action to Mitigate the Hazard Environmental Services	Provide expert advice and guidance to the emergency services when dealing with specific hazards.	The emergency services have all the information they require to safely bring the situation under control.
Public and Corporate Communications – Warning & Informing Comms & Marketing	Work with multi-agency partners and use multiple comms channels to distribute regular press updates and releases to ensure the public are informed of the incident and its development. Particular attention is paid to safety messages.	The public are fully aware of the incident and its progress. The public are aware of how to keep themselves safe and how they can best maintain their normal routine.
Communicating with Non-English speakers National Interpreting Line	Provide an interpreting service so that information can be received from and disseminated to non-English speakers in their own language.	Non-English speakers are not exposed to a hazard through poor communication and any useful information they have can be gathered to aid the operation.
Highways Network Management Highways Network Management	Support the emergency services with: <ul style="list-style-type: none"> ▶ Hard Road closures ▶ Diversions ▶ Emergency works/ Sandbags ▶ Clearance of routes ▶ Traffic management ▶ Specialist equipment ▶ Signage ▶ Specific remedial action (e.g. gritting) 	The emergency services are able to effect their emergency response with minimum disruption from traffic. As far a possible, the community are able to continue with their normal routine. Police cordons are augmented by hard road closures. Routes required to support the evacuation are kept running. Sandbags, plant and equipment are provided to support the emergency services to resolve the incident.

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Title & Team/Service	Role	Outcomes
Gold Group	In overall strategic command of the Council operation. Sets the overarching strategy which all other plans aim to meet. Usually the Chief Executive supported by senior officers.	A clear strategy for how the Council will deal with the emergency and limits within which silver commanders can work.
Silver Group(s)	Coordinates the individual strategies developed to deliver the Gold Commanders overarching strategy.	A tactical plan for meeting silver commands part of the gold commander's plan. In the absence of a gold command, a clear plan for dealing with the emergency with set limits.
Bronze Group(s)	Responsible for delivering the tactical plans to meet the Silver Commanders individual strategy at an operational level. Takes strategic lead in the absence of a Gold & Silver Command.	The required outcomes of the silver commander's plan are delivered within parameters. In the absence of a silver command, a clear plan for dealing with the emergency within set limits.
Incident Management Team	Act as the coordinating hub of the Council's response. Maintains a log of the event, ensures a consistent situational awareness is maintained, supports the Command Groups and supports the flow of information. Progress calls for assistance from multi-agency partners.	Those in command have accurate situational awareness on which to base decisions. Decisions and information are communicated effectively. A log is maintained for tracking actions future reference.
Strategic Coordination Group (SCG)	Establish a multi-agency framework of policies within which the Tactical Commanders (Silver) will work. Considering the provision of resources and prioritisation of demands from the Tactical Commanders. Supported by the LRF secretariat.	A clear multi-agency strategy for dealing with the emergency and limits within which silver commanders can work.
Tactical Coordination Group (TCG)	Establish a multi-agency plan within which the Operational Commanders (Bronze) will work. Considering the provision of resources and prioritisation of demands from the Operational Commanders.	Clear multi-agency plans for delivering the tactical element of the strategic plan with limits within which bronze commanders can work.
Business Continuity Group (In an Emergency) Or Incident Management Team (In a purely internal disruption)	Co-ordinate the cross-service business continuity response. Support operational staff with decision making and drawing upon a wider pool of resources. Two – way situation reporting with operational staff in critical services.	Business continuity response is supported and co-ordinated. Two way situation reporting with critical services is maintained.
Scientific & Technical Advisory Cell (STAC)	Provide expert advice and guidance to the emergency services when dealing with specific hazards including decontamination and public health issues outside the cordon.	The emergency services have all the information they require to safely bring the situation under control.

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PHASE – RETRIEVE / LESSONS LEARNED

Roles needed by the Council to support the Emergency Services as they retrieve any bodies and evidence from the scene before the cordon is removed and to undertake any internal investigation into the causes and response to the incident.

Title & Team/Service	Role	Outcomes
Executive Leadership Chief Executive	Act as the Council's primary gold commander in an emergency.	Provides strategic leadership.
Executive Leadership in Lieu of Chief Executive Duty Director	Act as the Council's gold commander in the absence of the Chief Executive. The Duty Director may continue the control the Council's response to the incident throughout.	Strategic leadership is always maintained.
Expert Advice for Senior Management & Action to Mitigate the Hazard Environmental Services	Provide expert advice and guidance to the emergency services when dealing with specific hazards.	The emergency services have all the information they require to safely retrieve bodies and investigate the scene.
Public and Corporate Communications – Warning & Informing Comms & Marketing	If appropriate, work with multi-agency partners and use multiple comms channels to distribute regular press updates and releases to ensure staff and public are informed of the investigations and lessons learned following the incident.	The community is informed of where to find information about their friends and families. Information on the investigation is readily available. Lessons learned are disseminated to staff.
Communicating with Non-English speakers National Interpreting Line	Provide an interpreting service so that information can be received from and disseminated to non-English speakers in their own language.	Non-English speakers are not exposed to a hazard through poor communication and any useful information they have can be gathered to aid the operation.
Highways Network Management Highways Network Management	Support the emergency services with hard road closures and highways network management until the cordon is lifted.	Diversions and road closures remain in place until the cordon is lifted.
Community Liaison Community Emergency Resource Advisors (CERAs)	Provide local knowledge to the emergency services to aid the emergency response. Access local resources to support the emergency response.	Resources and information local to the incident are brought to bear on the situation to speed resolution.
Management of Deceased Bereavement Services	The cremation or burial of any deceased resulting from the incident whose family wish them to be laid to rest in B&NES. The burial or cremation of those without family or the means to arrange for their own funeral.	All bodies have gone for appropriate disposal.

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Title & Team/Service	Role	Outcomes
Recording Deceased Registrars	Register all deaths resulting from the incident.	All deaths registered.
Lessons Learned All 'critical' Council and Health & Wellbeing Partnership Services	Team debriefs, recording and corporate reporting of lessons learned.	Lessons learned are recorded corporately.
Multi-Agency Planning & Coordination Local Resilience Forum (LRF)	The LRF coordinator will support the Strategic Coordination Group (SCG) whilst in operation and then support the Recovery Coordination Group (RCG) during the recovery phase.	Provide secretariat support to the SCG & RCG.
Single Agency Strategic Coordination Gold Group	During this phase the main focus of the Gold Group should be on the appropriate handling of any deceased and media coverage. Gold command would likely slim down to silver command at this stage.	A clear strategy for how the Council will deal with the emergency and limits within which silver commanders can work.
Single Agency Tactical Coordination Silver Group(s)	If gold scales down at this stage a silver command group may well remain to coordinate many of the closure details. A silver command group may be established to deal with the deceased.	A tactical plan for meeting silver commands part of the gold commander's plan. In the absence of a gold command, a clear plan for dealing with the emergency with set limits.
Single Agency Operational Coordination Bronze Group(s)	Responsible for delivering the tactical plans to meet the Silver Commanders individual strategy at an operational level. Takes strategic lead in the absence of a Gold & Silver Command.	The required outcomes of the silver commander's plan are delivered within parameters. In the absence of a silver command, a clear plan for dealing with the emergency within set limits.
Multi-Agency Strategic Coordination Strategic Coordination Group (SCG)	Establish a multi-agency framework of policies within which the Tactical Commanders (Silver) will work. Considering the provision of resources and prioritisation of demands from the Tactical Commanders. Supported by the LRF Coordinator.	A clear multi-agency strategy for dealing with the emergency and limits within which silver commanders can work.
Multi-Agency Tactical Coordination Tactical Coordination Group (TCG)	Establish a multi-agency plan within which the Operational Commanders (Bronze) will work. Considering the provision of resources and prioritisation of demands from the Operational Commanders.	Clear multi-agency plans for delivering the tactical element of the strategic plan with limits within which bronze commanders can work.

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Title & Team/Service	Role	Outcomes
<p>Business Continuity Group (In an Emergency)</p> <p>Or</p> <p>Incident Management Team (In a purely internal disruption)</p>	<p>Co-ordinate the cross-service business continuity response.</p> <p>Support operational staff with decision making and drawing upon a wider pool of resources.</p> <p>Two – way situation reporting with operational staff in critical services.</p> <p>Central recording of lessons learned.</p>	<p>Business continuity response is co-ordinated.</p> <p>Two way situation reporting with critical services is supported and maintained.</p> <p>Services are recovered in priority order.</p> <p>Lessons learned are recorded centrally.</p>
<p>Scientific & Technical Advisory Cell (STAC)</p>	<p>Provide expert advice and guidance to the emergency services when dealing with specific hazards including decontamination and public health issues outside the cordon.</p>	<p>The emergency services have all the information they require to safely bring the situation under control.</p>
<p>Emergency Mortuary</p>	<p>If a large number of deaths result from the incident the Coroner will require an emergency mortuary to store and autopsy bodies.</p>	<p>All autopsies completed and bodies stored until disposal.</p>
<p>Excess Deaths Plans</p>	<p>If the incident has a significant and long term impact on the overall mortality rate within the population the normal processes for disposing of bodies may not be able to cope. In these circumstances plan for the dealing with bodies in excess of normal mortality will need to be brought into fruition. This could include supporting funeral directors, mass body storage, increasing cremator capacity and increasing burial capacity.</p>	<p>All bodies are appropriately handled and stored before final disposal.</p>

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PHASE – RELIEF / BUSINESS SUPPORT

Roles needed by the Council to support the community affected by the incident in terms of accommodation, feeding, transportation, safety advice, etc.

Title & Team/Service	Role	Outcomes
Executive Leadership Chief Executive	Act as the Council's primary gold commander in an emergency.	Provides strategic leadership.
Executive Leadership in Lieu of Chief Executive Duty Director	Act as the Council's gold commander in the absence of the Chief Executive. The Duty Director may continue the control the Council's response to the incident throughout.	Strategic leadership is always maintained.
Situational Awareness CCTV	Provide ongoing situational awareness during an incident.	Situational awareness is provided.
Information & Advice on Vulnerable People Health & Wellbeing Partnership	Provide information to the emergency services identifying the locations of vulnerable people within the danger area and advice on the type of support required to enable safe evacuation	The danger area is evacuated with resources being focused where most needed and with a degree of certainty that people unable to evacuate themselves have not been left within the cordon.
Community Care Health & Wellbeing Partnership	Open and manage Emergency Accommodation Centres. Provide crisis support to the community. Provide specialist care and medical supplies to those evacuated.	The community is provided with shelter and their welfare needs are supported. Those traumatised by the incident are able to access emotional support.
Emergency Feeding Catering Services	Provide an emergency feeding capability to ensure those who are evacuated are provided with sustenance including staff if necessary.	All evacuated people can access food, water and refreshments including staff.
Emergency Transport Corporate Transport Services	Aid an evacuation by providing transport between the outer cordon, EACs, EAPs and ETPs.	Transport to support the evacuation.
Building Safety Building Control	The Building Control service is responsible for dealing with dangerous structures to ensure the structural integrity and fire resistance of all buildings in the area.	Ensure structural integrity of structures used to support evacuated people.

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Title & Team/Service	Role	Outcomes
Expert Advice for Senior Managers & Action to Mitigate the Hazard	Provide expert advice and guidance to the emergency services when dealing with specific hazards.	The emergency services have all the information they require to safely retrieve bodies and investigate the scene.
Environmental Services		
Public & Corporate Communications – Warning & Informing	Work with multi-agency partners and use multiple comms channels to distribute regular press updates and releases to ensure the public and staff are kept informed of the incident and its development. Particular attention is paid to safety messages.	The public / staff are fully aware of the incident and its progress. The public / staff are aware of how to keep themselves safe and how they can best maintain their normal routine.
Comms & Marketing		
Communicating with Non-English speakers	Provide an interpreting service so that information can be received from and disseminated to non-English speakers in their own language.	Non-English speakers are not exposed to a hazard through poor communication and any useful information they have can be gathered to aid the operation.
National Interpreting Line		
Business Continuity of Office Facilities	Activate business continuity plans to ensure alternative accommodation is found for critical services normally accommodated within the danger area.	Critical services have offices from which to work.
Property Services		
Business Continuity of IT Systems	Activate business continuity plans to ensure IT systems are maintained for critical services.	Critical services have access to IT to ensure their function is maintained.
Mouchel/IT		
Management of Tourism and Venues	Provide facilities that can be used as EACs. Support the evacuation by providing advice and guidance to tourists and tour companies. Liaison with visiting coach companies. For smaller evacuations, support with the booking of alternative accommodation.	Tourists and tour companies are supported through the evacuation. Facilities for EACs are made available.
Tourism, Leisure & Culture		
Business Continuity of Human Resources	Activate business continuity plans to ensure human resources are provided to critical services whose staff are within the danger area or evacuation.	The human resources for critical services are maintained.
Human Resources		

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Title & Team/Service	Role	Outcomes
<p>Highways Network Management</p> <p>Highways Network Management</p>	<p>Support the emergency services with:</p> <ul style="list-style-type: none"> ▶ Hard Road closures ▶ Diversions ▶ Emergency works ▶ Clearance of routes ▶ Traffic management ▶ Specialist equipment ▶ Specific remedial action (e.g. gritting) 	<p>The emergency services are able to effect their emergency response with minimum disruption from traffic.</p> <p>As far a possible, the community of able to continue with their normal routine.</p> <p>Police cordons are augmented by hard road closures.</p> <p>Routes required to support the evacuation are kept running.</p>
<p>Information & Advice on HR Issues</p> <p>HR Comms & Marketing</p>	<p>Provide information and resolution to managers / staff and advice on HR related issues during a disruption.</p> <p>Disseminate appropriate policy to managers & staff.</p> <p>Internal bulletins may be delivered via Comms & Marketing.</p> <p>Maintain HR Strategy to enable staff to be quickly reallocated / recruited to critical functions.</p>	<p>Resolution of HR issues.</p> <p>Managers / staff are aware of HR policy and advice.</p> <p>Critical functions are always at / above minimal manning level.</p>
<p>Information & Assistance re: Building Issues</p> <p>Property Services</p>	<p>Contact emergency services / utilities providers / other key contractors as required.</p> <p>Display signage / man doors / secure access to any building that is out of use if safe to do so.</p> <p>Assist critical services in relocating elsewhere.</p>	<p>Resolution of issues regarding loss of access to corporate premises.</p> <p>Critical functions assisted to relocate elsewhere</p>
<p>Emergency Legal Advice</p> <p>Council Solicitor</p>	<p>Provide legal advice where appropriate to ensure awareness of (potential) legal issues and ensure that the Council is not in breach of legislation.</p>	<p>Early awareness and handling of (potential) legal issues.</p> <p>The Council does not breach legislation.</p>
<p>Emergency Financial Assistance</p> <p>Finance (Treasury, Payments & Exchequer)</p>	<p>Provide emergency BACS / CHAPS payments to assist in an emergency.</p>	<p>Emergency funds are released to assist the corporate response to an internal disruption or larger scale emergency.</p>
<p>Emergency Counselling / Treatment to Staff</p> <p>Occupational Health Health & Wellbeing Partnership</p>	<p>Counselling / treatment of staff with physical and/or psychological trauma resulting from the incident.</p>	<p>Staff's medical and emotional needs are supported.</p>

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Title & Team/Service	Role	Outcomes
<p>Management of School Closures</p> <p>Children's Services</p>	<p>Provide facilities that can be used as EACs. Support the evacuation by providing advice and guidance to schools and parents. Liaison with coach companies. Activate business continuity plans to ensure as far as possible the Council's statutory responsibilities regarding education are delivered.</p>	<p>Schools within the danger area identified and contacted to support the evacuation Parents are kept informed Schools outside the cordon are kept open if safe. Bus companies are contacted to aid the evacuation of effected schools to designated assembly points. Facilities for EACs are made available.</p>
<p>Animal Health Management</p> <p>Environmental Services</p>	<p>Support DEFRA or the emergency services in the resolution of animal health and welfare issues. This could include detection of disease/contamination, protection of the general animal population, segregation and treatment of infected/contaminated animals and culling/disposal if necessary.</p>	<p>The general animal population is protected from disease and contamination.</p>
<p>Neighbourhood Services</p> <p>Neighbourhood Services</p>	<p>Provide key neighbourhood services in support of the emergency response including dog wardens, bereavement services, pest control, abandoned vehicles, parks & open spaces.</p>	<p>These services are stood by to support the emergency response as required.</p>
<p>Gold Group</p>	<p>In overall strategic command of the Council operation. Sets the overarching strategy which all other plans aim to meet. Usually the Chief Executive supported by senior officers.</p>	<p>A clear strategy for how the Council will deal with the emergency and limits within which silver commanders can work.</p>
<p>Strategic Coordination Group (SCG)</p>	<p>Establish a multi-agency framework of policies within which the Tactical Commanders (Silver) will work. Considering the provision of resources and prioritisation of demands from the Tactical Commanders. Supported by the LRF secretariat.</p>	<p>A clear multi-agency strategy for dealing with the emergency and limits within which silver commanders can work.</p>
<p>Silver Group(s)</p>	<p>Coordinates the individual strategies developed to deliver the Gold Commanders overarching strategy.</p>	<p>A tactical plan for meeting silver commands part of the gold commander's plan. In the absence of a gold command, a clear plan for dealing with the emergency with set limits.</p>
<p>Tactical Coordination Group (TCG)</p>	<p>Establish a multi-agency plan within which the Operational Commanders (Bronze) will work. Considering the provision of resources and prioritisation of demands from the Operational Commanders.</p>	<p>Clear multi-agency plans for delivering the tactical element of the strategic plan with limits within which bronze commanders can work.</p>
<p>Community Support Silver</p>	<p>Coordinate the strategy for supporting the affected population with shelter, welfare and emotional wellbeing; both those who have been evacuated and those who wish to remain in their homes.</p>	<p>The community is provided with shelter, welfare and crisis support throughout the incident in line with the requirements of the Gold Group.</p>

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Title & Team/Service	Role	Outcomes
Logistic Support Silver	Coordinate the strategy for providing transport, supplies, catering, specialist equipment (within scope e.g. Portaloo's), highways network management and technical/safety advice in support of the incident.	Transportation, supplies and supply chain, catering, specialist equipment, the highways network and specialist advice in support of the incident, are coordinated in line with the requirements of the Gold Group.
Comms Silver	Coordinate the strategy for communications, communication systems and IT in support of the incident.	Communications, communication systems and IT are coordinated in line with the requirements of the Gold Group.
Resources & Support Silver	Coordinate the strategy for supporting the internal processes and facilities required for the emergency response including financial systems, facilities management/property, legal & democratic advice, health & safety and general administration.	Financial systems, facilities management/property, legal & democratic advice, health & safety and general administration are coordinated in line with the requirements of the Gold Group.
Recovery Coordination Group (RCG)	Multi-Agency strategic planning for the recovery from the incident.	Strategic Recovery Strategy and Implementation. Informs the Strategic Recovery Group of the best way to proceed to minimise the impact and facilitate the most effective recovery.
Recovery Silver	A coordinating group bringing together business continuity and recovery groups and provide advice, guidance and information to the Gold Group and set in motion recovery and business continuity plans coming out of the SCG and RCG.	Recovery and Business Continuity efforts internal to the Council are coordinated to meet the strategic needs of the Council, Community and multi-agency emergency response.
Recovery Group	Establish a group early in the emergency response to assess the impact of the event and develop an organisational recovery plan.	An organisational recovery plan bespoke to the incident.
Bronze Group	Responsible for delivering the tactical plans to meet the Silver Commanders individual strategy at an operational level. Takes strategic lead in the absence of a Gold & Silver Command.	The required outcomes of the silver commander's plan are delivered within parameters. In the absence of a silver command, a clear plan for dealing with the emergency within set limits.
Incident Management Team	Act as the coordinating hub of the Council's response. Maintains a log of the event, ensures a consistent situational awareness if maintained, supports the Command Groups and supports the flow of information. Progress calls for assistance from multi-agency partners.	Those in command have accurate situational awareness on which to base decisions. Decisions and information are communicated effectively. A log is maintained for tracking actions future reference.

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Title & Team/Service	Role	Outcomes
<p>Business Continuity Group (In an Emergency)</p> <p>Or</p> <p>Incident Management Team (In a purely internal disruption)</p>	<p>Co-ordinate the cross-service business continuity response. Support operational staff with decision making and drawing upon a wider pool of resources.</p> <p>Two – way situation reporting with operational staff in critical services.</p>	<p>Business continuity response is supported and co-ordinated. Two way situation reporting with critical services is maintained.</p> <p>Services are recovered in priority order.</p>
<p>Scientific & Technical Advisory Cell (STAC)</p>	<p>Provide expert advice and guidance to the emergency services when dealing with specific hazards including decontamination and public health issues outside the cordon.</p>	<p>Emergency responders have all the information they require to safely effect an evacuation, support the public and protect public health.</p>
<p>Emergency Assembly Points</p>	<p>Points at the edge of a cordon from which evacuees need to assemble to resolve immediate welfare issues and to board transport to move them to safe shelter.</p>	<p>Evacuees are channelled through set points to ensure they are fit for onward transit and from where they can access bulk transport.</p>
<p>Emergency Transit Points</p>	<p>This is a safe area where evacuees can receive support and from which they can be either moved to temporary accommodation, semi-permanent accommodation, permanent accommodation or a health care facility.</p>	<p>Displaced persons have their shelter and welfare needs assessed and are held until appropriate shelter and welfare are found and transport arranged.</p>
<p>Emergency Accommodation Centres</p>	<p>These are structures where displaced persons can receive shelter and welfare support including food, drink, clothing, medical attention and emotional support.</p>	<p>Displaced persons receive basic support to ensure their health, welfare and wellbeing.</p>

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PHASE – REMEDIATION / REOCCUPATION

The roles required by the Council in order to support the community as the site(s) of the incident is/are handed back to the community in a safe and efficient manner and any immediate damage is fixed.

Title & Team/Service	Role	Outcomes
Executive Leadership Chief Executive	Act as the Council's primary gold commander in an emergency.	Provides strategic leadership.
Executive Leadership in Lieu of Chief Executive Duty Director	Act as the Council's gold commander in the absence of the Chief Executive. The Duty Director may continue the control the Council's response to the incident throughout.	Strategic leadership is always maintained.
Community Care Health & Wellbeing Partnership	Arrange for the reoccupation of vulnerable people within the danger area and ensure the required support is provided. Manage the closure of Emergency Accommodation Centres. Provide crisis support to the community. Provide specialist care and medical supplies to those evacuated. Arrange long term shelter solutions for those unable to return to their homes.	The danger area is reoccupied with resources being focused where most needed. The community is provided with shelter and their welfare needs are supported. Those traumatised by the incident are able to access emotional support.
Central Coordination of Council Information and Decisions Risk Management Team	Following the closure of the IMT, the BC&EP team will continue to provide secretariat support for the Recovery Group and support the overall recovery effort.	The recovery effort receives secretariat support. Corporate information / decisions are centrally co-ordinated.
Emergency Transport Corporate Transport Services	Aid the reoccupation by providing transport between the outer cordon, EACs, EAPs and ETPs.	Transport to support the reoccupation.
Building Safety Building Control	The Building Control service is responsible for dealing with dangerous structures to ensure the structural integrity and fire resistance of all buildings in the area. This includes the inspection of buildings prior to reoccupation.	Ensure the integrity of structures prior to reoccupation.
Expert Advice for Commanders & Action to Mitigate the Hazard Environmental Services	Provide expert advice and guidance to the recovery team when arranging for the reoccupation of the affected area.	The recovery team have all the information they require to arrange for the reoccupation of the affected area safely.

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Title & Team/Service	Role	Outcomes
Public & Corporate Communications – Warning & Informing Comms & Marketing	Work with multi-agency partners and use multiple comms channels to distribute regular press updates and releases to ensure the public are informed of the reoccupation effort. Particular attention is paid to safety messages.	The public a fully aware of the recovery effort. The public are aware of how to keep themselves safe and how they can best maintain their normal routine. Lessons learned are disseminated to staff. Post incident ramifications in the media are dealt with.
Communicating with Non-English speakers National Interpreting Line	Provide an interpreting service so that information can be received from and disseminated to non-English speakers in their own language.	Non-English speakers are not exposed to a hazard through poor communication and any useful information they have can be gathered to aid the operation.
Management of Tourism and Venues Tourism, Leisure & Culture	Initiate a marketing campaign to re-establish the tourist industry the effected area.	Tourists and tour companies are supported through the recovery and the tourist industry is re-established in the area.
Business Continuity of Human Resources Human Resources	Activate recovery plans to ensure human resources are provided brought to full capability in priority order.	The human resources return to normal levels of manning.
Recovery Planning and Implementation Planning & Transport Development	Assess the long term impacts of the incident and develop plans and programmes to return the area to its original state and where possible, make improvements.	There are long term plans to restore the impacted area or improve on the pre-incident situation.
Recovery Planning and Implementation Development & Regeneration	Assess the long term impacts of the incident and develop plans and programmes to return the area to its original state and where possible, make improvements.	There are long term plans to restore the impacted area or improve on the pre-incident situation.
Highways Network Management Highways Network Management	Support the recovery through the management and staged removal of: <ul style="list-style-type: none"> ▶ Hard Road closures ▶ Diversions ▶ Emergency works ▶ Clearance of routes ▶ Traffic management ▶ Specialist equipment ▶ Signage ▶ Specific remedial action (e.g. gritting) ▶ Street Cleaning 	The highways network is returned to normal as soon as possible.

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Title & Team/Service	Role	Outcomes
Waste Disposal Waste Services	Support the community recovery effort by collecting damaged furniture and home appliances left for disposal.	Refuse and debris from homes is cleared as soon as possible following an incident.
Management of School Closures and School Venues Children's Services	Support the reoccupation by providing advice and guidance to schools and parents. Liaison with coach companies to re-establish pick up schedules. Activate recovery plans to ensure as far as possible the Council's statutory responsibilities regarding education re-established in priority order.	Educations and other Children's services are re-established as soon as possible.
Recovery of Services All Council and Health & Wellbeing Partnership Services	Services 'stand down' business continuity plans and return to business as usual. Backlogs are dealt with. Staff are supported.	Business returns to 'normal' and backlogs cleared.
Business Continuity of IT Systems MBS IT	Recover & support all IT systems back to 'business as usual'.	All IT systems are restored to business as usual & fully supported.
Information & Advice on HR Issues HR Comms & Marketing	Provide information, including wider messages via Comms & Marketing, to managers & staff and guidance / advice on getting back to business as usual with HR related issues. Ensure human resources are provided brought to full capability in priority order	Managers / staff are aware of HR policy and advice. The human resources return to normal levels of manning.
Information & Assistance re: Building Issues Property Services Building Control	Provide assistance and guidance regarding relocation back into corporate buildings. Inspection of building structure to ensure safety prior to reoccupation.	All services able to relocate back into corporate premises. Premises declared safe to re-occupy.
Legal Advice Council Solicitor	Provide ongoing legal advice as appropriate.	Legal claims and other legal issues resulting from the incident / disruption are dealt with.
Financial Assistance Finance (Treasury, Payments & Exchequer)	Deal with backlogs / administration required from emergency BACS / CHAPS payments.	Administration backlogs relating to emergency payments are cleared.

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Title & Team/Service	Role	Outcomes
Ongoing Counselling for Staff Occupational Health Health & Wellbeing Partnership	Counselling / treatment of staff with ongoing psychological trauma resulting from the incident.	Staff's emotional needs continue to be supported.
Neighbourhood Services Neighbourhood Services	Assist the clean up operation to remove the debris and waste caused by the incident. Ensure bereavement services are supported in their role. Ensure parks and open spaces are returned to normal as soon as possible.	Neighbourhood services are re-established as soon as possible.
Recovery Coordination Group (RCG)	Multi-Agency strategic planning for the recovery from the incident.	Strategic Recovery Strategy and Implementation. Informs the Strategic Recovery Group of the best way to proceed to minimise impact and facilitate the most effective recovery.
Recovery Silver	A coordinating group bringing together business continuity and recovery groups and provide advice, guidance and information to the Gold Group and set in motion recovery and business continuity plans coming out of the SCG and RCG.	Recovery and Business Continuity efforts internal to the Council are coordinated to meet the strategic needs of the Council, Community and multi-agency emergency response.
Recovery Group	Establish a group early in the emergency response to assess the impact of the event and develop an organisational recovery plan.	An organisational recovery plan bespoke to the incident.
Business Continuity Group (In an Emergency) Or Incident Management Team (In a purely internal disruption)	Co-ordinate the cross-service business continuity response. Support operational staff with decision making and drawing upon a wider pool of resources. Two – way situation reporting with operational staff in critical services. Central recording of lessons learned.	Business continuity response is co-ordinated. Two way situation reporting with critical services is supported and maintained. Services are recovered in priority order. Lessons learned are recorded centrally.

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PHASE 6 – REGENERATION & PREVENTION

Roles needed by the Council to support the community through the regeneration of the impacted area(s) with the ultimate aim of returning the situation to a state better than that existed prior to the major incident and with a more resilient community.

Title & Team/Service	Role	Outcomes
Executive Leadership Chief Executive	Act as the Council's primary gold commander in an emergency.	Provides strategic leadership.
Central Coordination of Council Information and Decisions Risk Management Team	Following the closure of the IMT, the Risk Management team will continue to provide secretariat support for the Recovery Group and support the longer term recovery effort.	The longer term recovery effort receives secretariat support and central co-ordination. Lessons learned are recorded centrally.
Public & Corporate Communications – Warning & Informing Comms & Marketing	Work with multi-agency partners and use multiple comms channels to distribute press updates and releases to ensure the public/staff informed of the longer term recovery effort and its development. Particular attention is paid to 'post incident ramifications' and any 'lessons learned'.	The public / staff are fully aware of the recovery effort. Lessons learned are disseminated to staff. Post incident ramifications in the media are dealt with and mitigated.
Communicating with Non-English speakers National Interpreting Line	Provide an interpreting service so that information can be received from and disseminated to non-English speakers in their own language.	Non-English speakers are not exposed to a hazard through poor communication and any useful information they have can be gathered to aid the operation.
Management of Tourism and Venues Tourism, Leisure & Culture	Deliver a marketing campaign to re-establish the tourist industry to the effected area.	Tourists return to the area in equal or greater numbers
Recovery Planning and Implementation Planning & Transport Development	Deliver plans and programmes to return the area to its original state and where possible, take the opportunity to make improvements.	The impacts of the incident have been corrected and opportunities for improvements have been taken.
Recovery Planning and Implementation Development & Regeneration	Deliver plans and programmes to return the area to its original state and where possible, take the opportunity to make improvements.	The impacts of the incident have been corrected and opportunities for improvements have been taken.
Highways Network Management Highways Network Management	Deliver plans and programmes to return the highways network to its original state and where possible, take the opportunity to make improvements.	The highways network is fully functioning and opportunities for improvements have been taken.

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Title & Team/Service	Role	Outcomes
Recovery Plan Implementation All Services	Deliver plans and programmes to return services to their original state and where possible, take the opportunity to make improvements.	All Council services are returned to full productivity and opportunities for improvements have been taken.
Community Resilience Policy & Partnerships – Stronger & Safer Communities	Develop and deliver a programme of public education and community building to improve community resilience and promote stronger and safer communities.	Cohesive communities that are prepared for, and able to support themselves through, major incidents.
Review of Business Continuity Arrangements All 'critical' Council and Health & Wellbeing Partnership Services	Summarise what worked well / not so well in a corporate report so that lessons can be learned to improve future resilience. Report findings to Risk Management Team for central recording. Business Continuity Plans updated to reflect lessons learned & increase resilience.	Lessons are learned & recorded centrally. Business continuity arrangements become more resilient.
Memorials, Awards and Anniversaries HR/ Mayor's Office SDG	To organise any memorials or events to commemorate the incident and nominate for awards to staff who showed particular bravery or dedication during the emergency.	Significant events are commemorated; events which in turn can be used to underpin organisational resilience Those who are deserving of particular praise are acknowledged. Staff morale is boosted.
Recovery Coordination Group (RCG)	Multi-Agency strategic planning for the recovery from the incident.	Strategic Recovery Strategy and Implementation. Informs the Strategic Recovery Group of the best way to proceed to minimise the impact and facilitate the most effective recovery.
Recovery Silver	A coordinating group bringing together business continuity and recovery groups and provide advice, guidance and information to the Gold Group and set in motion recovery and business continuity plans coming out of the SCG and RCG.	Recovery and Business Continuity efforts internal to the Council are coordinated to meet the strategic needs of the Council, Community and multi-agency emergency response.
Recovery Group	Establish a group early in the emergency response to assess the impact of the event and develop an organisational recovery plan.	An organisational recovery plan bespoke to the incident.
Business Continuity Group (In an Emergency) Or Incident Management Team (In a purely internal disruption)	Co-ordinate the longer term cross-service recovery effort to meet corporate priorities. Stand down the Business Continuity Group and return to normal operations.	Return to normal operations.

ACTION CARDS FOR COUNCIL TEAMS/SERVICES

An Action Card had been developed for each team/service involved in an emergency response. The Action Cards are as follows:

- 001 – Community Resilience
- 002 – Response Planning
- 003 – Public Communications
- 004 – Public Protection
- 005 – Highways Network Management

Further to be completed.

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Major Incident Action Card

Ser No.	001	Title	Community Resilience
1	Responsible Authority	Stronger & Safer Communities – Policy & Partnerships	
2	Purpose	To coordinate messages promoting community resilience and self help to the community ensuring that residents and businesses within Bath & North East Somerset are prepared should a major incident occur.	
3	Outcomes and Tasks by Phase	Pre Incident	Develop a Coordinated Strategy to promote community resilience across the Local Strategic Partnership. Coordinate the delivery of the Community Resilience Strategy
4	Reaction	In the initial reaction phase	broadcast resilience messages
5	Rescue	In support of Emergency services rescue operation	broadcast resilience messages
6	Relief	In support of the community	broadcast resilience messages
9	Regeneration	In support of Regeneration of the affected area	Coordinate the delivery of the Community Resilience Strategy using recent incident as an aid.
10	Resources	Information	Central Government Community Resilience materials. EA Home owners preparation, response and recovery information
17		Finance	Determine budget allocation if any.
18	Command & Control	Natural Hazards Steering Group & LSP	
19	Reporting	Coordinate activities though Natural Hazards Steering Group and report progress to the LSP.	
20	Liaison	Police, Fire & Rescue, NHS BANES, Parish Councils, Media.	
21	Constraints	Must agree approach and coordinate messages	
22	User Expectations	Simple, concise advice on how to prepare to major incidents such as flood, snow and fire.	
23	Risks	Accusation of nannyism	
24	Reference Documents	UK Resilience website EA Website	

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Major Incident Action Card

Ser No.	002	Title	Local Authority Response Planning & Coordination
1	Responsible Authority	Business Continuity & Emergency Planning Team	
2	Purpose	<p>To strategically plan and coordinate the Local Authorities preparedness to respond to emergency situations identified in the community risk register.</p> <p>Activate the Council's emergency response and support the command & control structure through to the conclusion of the incident.</p>	
3	Outcomes and Tasks by Phase	Pre Incident	<ul style="list-style-type: none"> • Develop & Publish a Community Risk Register. • Support activities to promote community resilience. • Develop and implement a strategic plan outlining the Council's response to major incidents including business continuity. • Develop and implement plans where necessary to ensure the Council meets its statutory duties in an emergency. • Train, test and exercise the Council to ensure staff know how to respond to emergencies and to provide assurance that plans are fit for purpose. • Maintain procedures to activate a Council emergency response.
4	Reaction	In the initial reaction phase	<ul style="list-style-type: none"> • Activate the Council's emergency response • Warn off all appropriate teams • Establish an Incident Management Team (IMT) drawing on support as necessary. • Support the command & control structure with communications, administrative support, reporting, advice and guidance. • Ensure decisions are effectively communicated. • Ensure links with SCG and TCGs are established • Ensure situational awareness is maintained. • Ensure an emergency log is maintained of decisions and situational developments
5	Rescue	In support of Emergency services rescue operation	<ul style="list-style-type: none"> • Support the command & control structure with communications, administrative support, reporting, advice and guidance. • Ensure decisions are effectively communicated. • Ensure links with SCG and TCG(s) are established • Ensure situational awareness is maintained. • Ensure an emergency log is maintained of decisions and situational developments.
6	Relief	In support of the community	<p>As above +</p> <ul style="list-style-type: none"> • Ensure a Recovery Coordination Group (RCG) is established. • Ensure options are reviewed for expanding the command & control structure to meet the operational need.
7	Retrieval & Investigate	In support of the Police investigation	As per Phase 2
8	Remediation	In support of the	<ul style="list-style-type: none"> • Close down the IMT and ensure effective

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		community reoccupation	<p>handover from emergency command to RCG.</p> <ul style="list-style-type: none"> • Support the RCG with communications, administrative support, reporting, advice and guidance. • Ensure situational awareness is maintained. • Ensure an emergency log is maintained of decisions and situational developments. • Once the reoccupation phase is complete, close down the emergency log.
9	Regeneration	In support of Regeneration of the affected area	<ul style="list-style-type: none"> • Support the RCG with communications, administrative support, reporting, advice and guidance until disbanded or it has alternative resource allocated.
10	Resources	Staff	<p>2 x Duty Emergency Planning Officers (24hr 365 cover)</p> <p>3 x IMT (minimum for each 8 hours of the incident)</p> <p>Log Keeper Watch Keeper Coordinator</p> <p>1 x Representative at incident location (minimum for each 8 hours of the incident)</p> <p>Require a pool of trained staff to ensure the IMT can be expanded to meet the needs of the incident and can operate on a 24/7 basis.</p>
11		Equipment	<p>CCTV Access</p> <p>Emergency Equipment e.g. camp beds, etc.</p>
12		Buildings/Facilities	<p>Office with Conference facilities</p> <p>Refreshments</p>
13		Information	<p>Accurate situational information</p> <p>Status reports from critical council services</p> <p>Expert advice and guidance</p> <p>Emergency contact information</p>
14		IT	<p>GIS</p> <p>M Science SMS messaging</p> <p>Contacts Database</p> <p>Usual Hardware & Software provision</p> <p>CCTV hardware and software</p>
15		Supplies	<p>Usual stationery consumables</p> <p>Emergency consumable supplied</p> <p>Refreshments</p>
16		Communications	<p>All figures are minimums</p> <p>8 x Telephone lines</p> <p>7 x Telephones</p> <p>1 x Conference Telephone</p> <p>8 x Radios (secure)</p> <p>2 x Blackberrys</p> <p>4 x Mobile Telephones</p>
17		Finance	<p>Facility to make emergency purchases (e.g. accommodation)</p>
18	Command & Control	<p>The IMT acts as the central hub for the flow of information and decisions during an incident. The IMT supports the Council's command and control at bronze, silver and gold level and provides the link to the SCG and TCGs when established.</p>	
19	Reporting	<p>The IMT receives status reports from Council services and teams and sends situational reports to the SGC/TCGs.</p>	
20	Liaison	<p>The IMT needs to liaise with all Council services and partners necessary to effect an emergency response</p>	
21	Constraints	<p>Trained staff</p> <p>Budget</p> <p>Back up facilities</p>	

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22	User Expectations	The critical user of the IMT and BC&EP team is the Senior Council Officer coordinating the Council's emergency response. This Officer should expect to have their information requests met quickly and efficiently, any questions answered in a prompt and concise manner, their decisions and actions should be passes with complete information and as quickly as possible to the right people and any advice should be accurate and concise.
23	Risks	Telecommunications Failure Security breaches Offices out of use due to incident Unable to establish IMT out of hours.
24	Reference Documents	Major Incident Plan IMT Plan Community Resilience Strategy

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Major Incident Action Card

Ser No.	003	Title	Public Communications/ Warning & Informing
1	Responsible Authority	Communications & marketing	
2	Purpose	<ul style="list-style-type: none"> To assist in the promotion of community resilience To ensure the public receive warnings of major incidents as quickly as possible and further information is communicated in an effective manner as the situation develops to ensure the number of public exposed to the hazard is minimised and people have sufficient information to mitigate their own risks. 	
3	Outcomes and Tasks by Phase	Pre Incident	<ul style="list-style-type: none"> Support the Community Resilience Strategy in promoting basic messages around community resilience and self help. If warning are provided of a potential incident, issues key community resilience messages along with Local Authority
4	Reaction	In the initial reaction phase	<ul style="list-style-type: none"> Put out a holding message to all news outlets informing them that there is an ongoing incident with key locations and any other pertinent information. Allocate a communications officer to the Silver Group or Tactical Coordination Group to start coordinating communications messages and obtain situational awareness. Publish incident information on the Council intranet to keep members, councillors and staff informed and send circular e-mail if necessary. Despatch Press Officer to location if necessary to deal with media at scene Monitor and respond to social media. Key messages for Council Connect
5	Rescue	In support of Emergency services rescue operation	<ul style="list-style-type: none"> Support the responding services and agencies by working jointly with other services' communications teams. Despatch Press Officer to location if necessary to deal with media at scene Update web pages with story and links to other responding agencies. Monitor and respond to social media. Key messages for Council Connect Publish incident information on the Council intranet to keep members, councillors and staff informed and send circular e-mail if necessary.
6	Relief	In support of the community	<ul style="list-style-type: none"> Comms support to rest centres if required. Potentially request mutual aid comms support from other Local Authorities. Coordinate comms messages across organisations in particular, PCT, RUH and transport companies. Provide leadership and reassurance to the community. Despatch Press Officer to location if necessary to deal with media at scene Monitor and respond to social media. Take the lead in press conferences for issues regarding relief and recovery. Update web pages with story and links to other responding agencies. Key messages for Council Connect Publish impact on schools and other services

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			<ul style="list-style-type: none"> Publish incident information on the Council intranet to keep members, councillors and staff informed and send circular e-mail if necessary.
7	Retrieval & Investigate	In support of the Police investigation	<p>As per Relief phase +</p> <ul style="list-style-type: none"> Limit media access to facilities dealing with fatalities
8	Remediation	In support of the community reoccupation	<p>As per Retrieval Phase +</p> <ul style="list-style-type: none"> Ensure inaccurate reporting is corrected Scope out the long term impact to the Heritage Site State the impact on schools State action to help people back into their own homes and any restrictions on this process Review performance through previous phases Support a dedicated telephone line for those effected by the incident.
9	Regeneration	In support of Regeneration of the affected area	<ul style="list-style-type: none"> Deal with outcomes of investigations and inquiries. State actions Council is taking to regenerate the impacted areas.
10	Resources	Staff	1 x Press Manager 3 x Press Officers
11		Equipment	Cameras IT Mobile Technology TBC
12		Buildings/Facilities	Office in Guildhall
13		Information	<ul style="list-style-type: none"> Full situational awareness of events as they develop including how the incident is impacting on the community and Council. Full understanding of Council action to respond. All requests by media for information or interviews must go through this team.
14		IT	TBC
15		Supplies	TBC
16		Communications	Mobile Telephone Land Line Full Internet access TV and Radio Coverage Access to news papers
17		Finance	TBC
18	Command & Control	The Media team would link directly into the IMT to ensure they are provided with full situational awareness. If the situation develops and becomes larger in scale, a multi-agency media cell could be established bringing together media teams from across the emergency services.	
19	Reporting		
20	Constraints		
21	User Expectations		
22	Risks		
23	Reference Documents		

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Major Incident Action Card

Ser No.	004	Title	Public Protection
1	Responsible Authority	Public Protection Team	
2	Purpose	To provide expert advice and guidance to Senior Council Officers and Incident Commanders to ensure: <ul style="list-style-type: none"> • the public are kept as safe a possible from the adverse affects of significant hazards; • to bring the hazard under control as soon as possible; • to aid the clean up operation minimising the adverse impacts and timescales. • be prepared to work with other agencies within a Scientific & Technical Advice Cell (STAC). 	
3	Outcomes and Tasks by Phase	Pre Incident	<ul style="list-style-type: none"> • Maintain a plan(s) to respond to a major incident meeting the requirements of the Major Incident Response Framework (MIRF) and the Community Risk Register (CRR). • Maintain a team of appropriately qualified and trained staff to be able to provide appropriate expert advice & guidance • Maintain 24/7 duty cover. • Ensure staff have been trained in their role within a STAC. • Provide advice and guidance to other council teams as to the appropriateness of their plans.
4	Reaction	In the initial reaction phase	<ul style="list-style-type: none"> • Provide initial assessment of situation and recommendations based on initial information • Mobilise to gather more information and link in with emergency services • Join STAC if one is to be established.
5	Rescue	In support of Emergency services rescue operation	Gather information and provide advice to those dealing with the hazard to aid the quick, efficient and risk ALARP resolution.
6	Relief	In support of the community	Gather information and provide advice to those supporting the community to aid the quick, efficient and risk ALARP support.
7	Retrieval & Investigation	In support of the Police investigation	Gather information and provide advice to those retrieving bodies and investigating the scene to aid a quick, efficient and risk ALARP operation.
8	Remediation	In support of the community reoccupation	Gather information and provide advice to the reoccupation and clean up effort to aid a quick, efficient and risk ALARP recovery.
9	Regeneration	In support of Regeneration of the affected area	Gather information and provide advice to the regeneration to aid a quick, efficient and risk ALARP recovery.
10	Resources	Staff	TBC
11		Equipment	TBC
12		Buildings/Facilities	TBC
13		Information	TBC
14		IT	TBC
15		Supplies	TBC
16		Communications	TBC
17		Finance	TBC
18	Command & Control	Reporting to the STAC or Council Silver group (depending in size of incident)	
19	Reporting	A daily situational report needs to be completed. Format TBC	
20	Constraints		
21	User Expectations	Advice should ensure that all those involved in a major incident at put a minimum risk.	
22	Risks	Depending on severity, expert public protection advice and	

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		guidance could be sought for the following, flooding, pandemics, CBRN, Severe cold weather, gas leaks and explosions, Zoonotic & Non-Zoonotic notifiable animal disease, all major accidents, gales & storms, heat waves, malicious attacks, contamination, land movement/ subsidence, etc.
23	Reference Documents	

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Major Incident Action Card

Ser No.	005	Title	Highways Network Management
1	Responsible Authority	Highways Network Management	
2	Purpose	<p>Manage the highway to provide a safe and effective highways network and maintain the flow of traffic.</p> <p>Respond to the highways network needs of the emergency services when required.</p>	
3	Outcomes and Tasks by Phase	Pre Incident	<ul style="list-style-type: none"> • Have plans in place to ensure the continuity of the highways network during adverse weather conditions. • Where sufficient warnings are available, take pre-emptive action to mitigate adverse impacts on the highways network through severe weather events (e.g. salt spreading, drain clearance). • Maintain a plan(s) to respond to a major incident meeting the requirements of the Major Incident Response Framework (MIRF) and the Community Risk Register (CRR). • Maintain a team of appropriately qualified and trained staff to be able to response to emergency situations • Maintain 24/7 duty cover.
4	Reaction	In the initial reaction phase	<ul style="list-style-type: none"> • Gather information on situation. • Provide initial assessment of situation and recommendations based on initial information • Warn off teams that could be required to respond. • Mobilise to gather more information and link in with emergency services. • Maintain contact with Silver/Gold group. • Prioritise actions in response to the incident.
5	Rescue	In support of Emergency services rescue operation	<p>Liaise with the emergency services and provide the following on request:</p> <ul style="list-style-type: none"> • Hard Road closures • Diversions • Emergency works • Clearance of routes • Traffic management • Specialist equipment • Specific remedial action (e.g. gritting) • Sandbags <p>Manage the highways network to ensure as much of the highways network as possible is kept open and traffic is managed to minimise disruption.</p>
6	Relief	In support of the community	As per Rescue phase
7	Retrieval & Investigate	In support of the Police investigation	As per Rescue phase + Call in resources once they are no longer required.
8	Remediation	In support of the community reoccupation	As per Rescue phase + Call in resources once they are no longer required.
9	Regeneration	In support of Regeneration of the affected area	As per Rescue phase + Call in resources once they are no longer required.
10	Resources	Staff	TBC
11		Equipment	TBC
12		Buildings/Facilities	TBC

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13		Information	TBC
14		IT	TBC
15		Supplies	TBC
16		Communications	TBC
17		Finance	TBC
18	Command & Control		Reporting to the Logistic Support Silver or Silver/bronze Group depending on the scale of the incident. As soon as it becomes clear that requests for support exceed capacity, either resolve the issue through usual contacts or request further support through the Council's Command & Control structure.
19	Reporting		A daily situational report needs to be completed. Format TBC
20	Constraints		TBC
21	User Expectations		
22	Risks		Highways Network Management could have a role to play in all incidents resulting from natural or societal hazards on the CRR.
23	Reference Documents		TBC (Winter Weather Plan etc.)

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IMPLEMENTATION PLANS

The following table identifies the plans and procedures the Local Authority needs to have in place in support of the MIP. The plans have been ordered according to the phase of the response in which they would be required. The team responsible for the delivery of each plan has been identified along with the readiness level.

Preparation	React	Rescue	Retrieve	Relief	Remediate	Regenerate	Capability	Team	Readiness	Remarks
							Community Resilience	Policy & Partnerships - Stronger & Safer Communities	Red	Concept only
							Long Term Hazard Mitigation	Planning & Transport Development	Yellow	Under development
							Local Authority Response Planning	Business Continuity & Emergency Planning (BC&EP)	Yellow	Under development
							Public Communications - Warning & Informing	Comms & Marketing	Yellow	Under development
							Maintenance of Response Capabilities	All Council and Health & Wellbeing Partnership Services	Yellow	Under development
							Hazard Management	Hazard Steering Groups	Light Green	In place and tested
							Multi-Agency Response Planning & Coordination	Local Resilience Forum	Light Green	In place and tested
							Emergency Response Activation	Council Connect & OOH	Yellow	Under development
							Initial Response Coordination	Duty Emergency Planning Officer	Light Green	In place and tested
							Executive Leadership	Chief Executive	Light Green	In place and tested
							Executive Leadership in Lou of Chief Executive	Duty Director	Light Green	In place and tested
							Duty Officer for Response Capabilities	Service Duty Officers	Light Green	In place and tested
							Situational Awareness	CCTV	Light Green	In place and tested
							Communicating with Non-English speakers	National Interpreting Line	Light Green	In place but overdue a review
							Gold Group		Yellow	Under development
							Silver Group(s)		Yellow	Under development
							Bronze Group(s)		Yellow	Under development
							Incident Management Team		Light Green	In place and tested
							Information & Advice on Vulnerable People	Health & Wellbeing Partnership	Light Green	Under development
							Community Liaison	Community Emergency Resource Advisors (CERAs)	Red	Concept only
							Building Safety	Building Control	Light Green	In place and tested
							Expert Advice for Commanders & Action to Mitigate the Hazard	Environmental Services	Light Green	In place but overdue a review
							Highways Network Management	Highways Network Management	Light Green	In place and tested
							Strategic Coordination Group (SCG)		Yellow	In place but overdue a review
							Tactical Coordination Group (TCG)		Yellow	Under development
							Scientific & Technical Advisory Cell (STAC)		Yellow	In place but overdue a review
							Management of Deceased	Bereavement Services	Light Green	In place and tested
							Recording Deceased	Registrars	Light Green	In place and tested
							Emergency Mortuary		Red	Concept only
							Excess Deaths Plans		Yellow	Under development
							Community Care	Health & Wellbeing Partnership	Yellow	Under development
							Emergency Feeding	Catering Services	Light Green	In place but overdue a review
							Emergency Transport	Corporate Transport Services	Light Green	In place but overdue a review
							Business Continuity of Office Facilities	Property Services	Red	Concept only
							Business Continuity of IT Systems	Mouchel/IT	Light Green	In place and tested
							Management of Tourism and Venues	Tourism, Leisure & Culture	Red	Concept only
							Business Continuity of Human Resources	Human Resources	Red	Concept only
							Management of School Closures	Children's Services	Red	Concept only
							Neighbourhood Services	Neighbourhood Services	Red	Concept only
							Community Support Silver		Yellow	Under development
							Logistic Support Silver		Yellow	Under development
							Comms Silver		Yellow	Under development
							Resources & Support Silver		Yellow	Under development
							Recovery Coordination Group (RCG)		Yellow	Under development
							Recovery Silver		Yellow	Under development
							Recovery Group		Yellow	Under development
							Business Continuity Group		Yellow	Under development
							Emergency Assembly Points		Yellow	Under development
							Emergency Transit Points		Red	Concept only
							Emergency Accommodation Centres		Red	Concept only
							Central Coordination of Council Information and Decisions	BC&EP	Light Green	In place and tested
							Recovery Planning and Implementation	Planning & Transport Development	Yellow	Under development
							Recovery Planning and Implementation	Development & Regeneration	Yellow	Under development
							Recovery Plan Implementation	All Services	Red	Concept only

Existing Team
Existing groups
Groups formed for an emergency
Capabilities formed to respond to emergency

Concept
Business Case
Development
Resources & Training
Implemented
Tested or Exercised

Capabilities belonging to existing teams should have Action Cards within Appendix J. Capabilities provided by groups, both existing and formed during an incident should have Terms of Reference within Appendix H. Capabilities formed to respond to an emergency should have specific emergency plans in place.

The readiness column shows which stage of the development process each capability has reached as of 28 Sept 2010. Red indicates the plan is merely a concept and no business case for further work has yet been produced. Orange shows that a business case has been written but not yet agreed. Gold indicates that the capability has been approved and is development. Light yellow means that the plan has been developed but resources are still to be fully allocated and/or training has not yet been completed. Light green indicates that a fully functioning capability is ready but not tested or up to date. Bright green means the capability is tried, tested and up to date.

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**APPENDIX M TO
MAJOR INCIDENT PLAN
DATED 30 SEP 10**

SITUATION REPORT TEMPLATE

Please see Situation Report below.

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SITUATION REPORT
(Sitrep)

Sit Rep Tracking

From:	To:
Time:	
Date:	
Service / Team:	
Description of situation: External / Internal Incident: Casualties, Hazards, Access routes, Location(s), Emergency Services, Type of Incident. Business Continuity Impacts: Staff, Premises, IT / Telephones, Data, Suppliers, Equipment, Transport, Utilities	
Other Considerations: Please see notes overleaf.	
Action being taken:	
By you/your team	
By the Emergency Services	
By other Welfare & Support Agencies	
By the Community	
Support Required by you/your service:	
When will your next situation report be provided?	

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Please consider the following when completing your situation report:		
Business Continuity ▶ Staff ▶ Premises ▶ IT / Telephones ▶ Data ▶ Suppliers ▶ Equipment ▶ Transport ▶ Utilities In terms of affected & needed	Police & Fire use CHALET C – Casualties H – Hazards A – Access routes L – Location(s) E – Emergency Services T – Type of Incident	Health Svcs use METHANE M – Major Incident E – Exact Location T – Type of Incident H – Hazard A – Access Routes N – Number of Casualties E – Emergency Services
Other consideration:		
Are you in danger? Are you a target? What resources have already been deployed? How many people have been displaced? Road closures? What are you trying to achieve? Is there a media presence? Do you need further supplies?	Are there any secondary hazards? What is the best way to communicate? What are the factors that will limit the response? What critical infrastructure is affected?	

This Situation report is **RESTRICTED** when complete.

KEY TIMINGS FOR INITIAL RESPONSE

The following table provides a useful guide for the sequence through which an emergency response is activated and the rough timescales within which key steps should be completed.

Timescale	Action	Responsibility
Zero + 5 mins	Warn Duty Emergency Planning Officer	Council Connect/OOH Service
Zero + 5 mins	Establish contact with Emergency Services and ascertain requirements	Duty Emergency Planning Officer
Zero + 8 mins	Contact Duty Director	Duty Emergency Planning Officer
Zero + 10 mins	Open initial log	Duty Emergency Planning Officer
Zero + 15 mins	Obtain expert advice	Duty Emergency Planning Officer
Zero + 20 mins	Issue holding press statement	Comms & Marketing
Zero + 25 mins	Contact Duty Officers to initiate response	Duty Emergency Planning Officer
Zero + 30 mins	Establish Silver Group	Duty Director/Incident Management Team
Zero + 35 mins	Establish Incident Log	Incident Management Team (IMT) Log Keeper
Zero + 35 mins	Open GIS & plot incident	IMT Watch Keeper
Zero + 40 mins	Open CCTV	IMT Watch Keeper
Zero + 40 mins	Officer sent to scene	BC&EP Team member or other
Zero + 40 mins	First full press statement	Comms & Marketing
Zero + 45 mins	Complete Situation Report	IMT Coordinator
Zero + 1 hour	Key officers warned & Partner Organisations/Agencies	IMT Watch Keeper
Zero + 1 hour	Attend Tactical Coordination Group (TCG) (Possible conference call)	Duty Director
Zero + 1 hour	Sitrep sent to SCG/TCG	IMT Coordinator
Zero + 1 hour 10	Update press statement	Comms & Marketing
Zero + 1 hour 40	Update press statement	Comms & Marketing
Zero + 2 hours	Establish Gold Group	Duty Director/Incident Management Team
Zero + 2 hours	Establish Community Support Silver	Health & Wellbeing Partnership
Zero + 2 hours	Establish Logistic Support Silver	Environmental Services
Zero + 2 hours	Establish Comms Silver	Comms & Marketing
Zero + 2 hours	Establish Resources & Support Silver	Resources & Support Services
Zero + 2 hours	Establish Recovery Silver	Regeneration & Development
Zero + 2 hours	Sitrep sent to SCG/TCG	IMT Coordinator
Zero + 2 hours	Attend Strategic Coordination Group (SCG) (possible conference call)	Duty Director

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**APPENDIX O TO
MAJOR INCIDENT PLAN
DATED 30 SEP 10**

EMERGENCY FINANCIAL RECORDING

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**APPENDIX P TO
MAJOR INCIDENT PLAN
DATED 30 SEP 10**

RECOVERY PROTOCOL

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