



City of

NOTTINGHAM

EMERGENCY RESPONSE GUIDE – NO 1

MANAGING AN EMERGENCY

DECEMBER 2005

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PREFACE

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

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Nottingham City Transport

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1. INTRODUCTION

The purpose of *Managing an Emergency* is to enable Nottingham City Council to mount a fast, effective and co-ordinated response to prevent or mitigate the effects of a major incident or emergency affecting Nottingham City area. Such response should meet both humanitarian and legal obligations, in particular the Civil Contingencies Act 2004, take account of the needs and expectations of the local community and contribute to the strategic aims of the Nottingham and Nottinghamshire Local Resilience Forum (LRF).

The document forms part of the main core of the City Council's emergency plans and sets out policies, principles, requirements, procedures, roles and resources. It explains the special arrangements that may be necessary and the likely involvement of outside agencies.

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

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

The key activities fundamental to an integrated approach are:

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

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

- save life
- prevent escalation of an incident
- relieve suffering and alleviate hardship
- protect public health, property and the environment
- alleviate damage to essential services and infrastructure
- facilitate investigation and enquiries
- inform the public

1. INTRODUCTION

- promote self-help and recovery
- restore normality as soon as possible

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

- support the emergency services
- support and care for the local and wider community
- alleviate the effects of the emergency
- co-ordinate the multi-agency response
- lead the rehabilitation of the community and restoration of the environment

The City Council's plans provide a broad framework for incident management. Arrangements should be reviewed, tested and updated regularly and staff should receive appropriate training. As it is however impossible to plan for every scenario, managers should be prepared to adopt a flexible, creative and resourceful approach.

The Local Resilience Forum's website www.nottsprepared.co.uk provides information and guidance on emergency planning, training, exercises and other events, and links to related websites.

The City Council's website www.nottinghamcity.gov.uk/emergency_planning offers information and advice to Nottingham's residents, visitors and businesses on City Council preparation for and response to major incidents and emergencies.

2. SCOPE OF EMERGENCY RESPONSE

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

Government guidance distinguishes between 'threats' (malicious) and 'risks' (non-malicious). Section 7 of the Local Resilience Forum's *Tactical Document* and the website www.nottsprepared.co.uk give details of local risks. Regional and local risk assessments will be kept under continuous review and updated.

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

The Civil Contingencies Act defines 'emergency' as:

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

The term 'major emergency' is often used to describe the above events. The emergency and health services use the term 'major incident', which is defined as follows:

'Any emergency that requires the implementation of special arrangements by one or more of the emergency services, the NHS or local authority for:

- *the initial treatment, rescue and transport of a large number of casualties;*
- *the involvement either directly or indirectly of large numbers of people;*
- *the handling of a large number of enquiries likely to be generated both from the public and the news media usually to the police;*
- *the provision of large scale combined resources;*
- *the mobilisation and organisation of the emergency services and supporting organisations, e.g. local authority, to cater for the threat of death, serious injury or homelessness to a large number of people.'*

Individual organisations are responsible for deciding whether to declare a major emergency / major incident in respect of their own services. The circumstances that trigger such a declaration vary depending on the service involved, for instance what may be a major incident for the police would not necessarily be so for the hospitals or local authority.

2. SCOPE OF EMERGENCY RESPONSE

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

3. INCIDENT RESPONSE – THE KEY ELEMENTS

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

Section 3 summarises the key elements of emergency response as follows.

- Inter-Agency management structure
- City Council role
- City Council emergency procedures including:
 - Activation
 - Alerting, trigger, mobilisation and stand-down
 - Emergency management teams
 - Support staff
 - Emergency Centre
 - Communication systems
 - Resources
 - Information gathering
 - Cross-service management briefing
 - Post-incident operational debriefing
 - Long-term recovery

Further guidance is contained in Section 4 (General Guidance) and Section 7 (Guidance on Specific Functions and Specific Risks). In addition, Sections 8 and 9 of the LRF *Tactical Document* contain an overview of multi-agency plans relating to specific sites and topics, and generic multi-agency plans.

3.1 INTER-AGENCY MANAGEMENT STRUCTURE

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

The emergency services will normally set up forward control points near the scene of a major incident and the Police will appoint an Incident Control Officer. A nationally recognised three-tier system of Bronze (operational), Silver (tactical) and Gold (strategic) command operates for the control and co-ordination of any major incident. Response to such an incident is likely to involve numerous organisations and this system ensures that inter-service liaison takes place. It may be advisable / necessary for the local authority to be represented at one or more of the control locations.

Section 4.5 of the LRF *Strategy Document* and Section 3.5 of the LRF *Tactical Document* describe the 3-tier inter-agency emergency management structure. Section 6 of the *Tactical Document* sets out roles, responsibilities and resources of partner agencies.

3. INCIDENT RESPONSE – THE KEY ELEMENTS

Depending on the nature, duration and stage of the incident, one or more of the following co-ordinating teams may be established, to operate on a continuous basis or by means of frequent meetings. The structures relates in part to the liaison groups described in Section 6.2.

- Inter-Agency Strategic 'Gold' Group (led by the Police, at least in early stages, and based on Local Resilience Forum)
- Inter-Agency 'Silver' Emergency Management Team(s) (City Council team would be led by City Council senior manager and based on City of Nottingham Inter-Agency Emergency Response Network)
- Joint Health Advisory Group (JHAG) - for emergencies with major public health implications (led by Director of Public Health)
- Public Health Information and Liaison Panel - for emergencies with major public health implications (led by Director of Public Health or Consultant for Communicable Disease Control)
- Inter-Agency 'Bronze' Operations Teams (based on specific operation, e.g. incident site management, emergency accommodation centre etc.)
- City Council Emergency Management Team (based on Strategic Management Team and supported by central and departmental Emergency Planning staff)
- City Council Emergency Planning Steering Group (drawn from Departmental Liaison Officers)
- City Council Forward Control Team
- City Council Departmental Management Teams

In the event of a national emergency or catastrophic / wide ranging incident affecting large parts of the East Midlands Region, a Regional Civil Contingencies Committee (RCCC) may be established and a Regional Nominated Co-ordinator (RNC) appointed.

If national direction and co-ordination is required this will be via the Cabinet Office Briefing Room A (COBRA)

3.2 CITY COUNCIL ROLE

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

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

3. INCIDENT RESPONSE – THE KEY ELEMENTS

Disaster response work may simply be an extension of routine council services, or it may involve setting up new services. A major incident is likely to make heavy demands in terms of personnel, expertise, premises, communications, transport, plant, equipment and other resources. Section 5 sets out the roles of the various Council departments in meeting such requirements.

The aftermath of a major disaster involving injury or loss of life may last for months and years and will impact on the whole community. Section 7.1.3 deals with this in more detail. Anniversaries and other reminders place particular pressures on those involved, while ongoing litigation issues and media interest ensure that people, places and events keep a high profile.

3.3 CITY COUNCIL MAJOR EMERGENCY PROCEDURES

3.3.1 Activation

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

The City Council may sometimes be alerted to an incident by another source, for instance a neighbouring local authority, the media, or calls directly from the public. The Council also receives flood warning, severe weather warning and radiation alert messages from national sources. Any of these alerts may trigger activation of emergency procedures.

The City Council has a dedicated 24-hour emergency telephone contact point based at Nottingham on Call service, at Woodlands, Radford. The number is reserved for use by the emergency services. A separate number is provided for council departments and external partner agencies who may need to contact an Emergency Planning Officer or Corporate Director outside normal office hours.

The Housing Repairs call centre, also based at Woodlands, may sometimes receive calls from the emergency services relating to an urgent need for resources. Such calls will be transferred to Nottingham on Call. The Housing Repairs Call Centre will also alert Nottingham on Call in the event of information from the public or the media indicating a major incident.

A separate guidance document 'Red Phone Procedures and Out of Hours Procedures for Dealing with Other Emergency Alerts' sets out call handling arrangements for call centre staff. Procedures allow for simple requests (for instance traffic cones, sandbags) to be dealt with directly by call centre staff without reference to other city council officers. Messages relating to major incidents are referred to an emergency planning officer and/or appropriate senior council officer.

3. INCIDENT RESPONSE – THE KEY ELEMENTS

3.3.2 Alerting, Trigger, Mobilisation and Stand-down

Section 4.2 of the LRF *Tactical Document* describes the various stages of incident alert, mobilisation and stand-down. For Nottingham City Council these translate as follows:

Message type	Action
INFORMATION ONLY	<ul style="list-style-type: none">• Be aware that an incident has occurred• Consider possible future involvement• Remain available to receive further calls
STAND-BY	<ul style="list-style-type: none">• Remain available to receive further calls• Prepare to act immediately• Alert other personnel as appropriate
ACTIVATION	<ul style="list-style-type: none">• Implement actions detailed in relevant plans• Establish contact with an Emergency Planning Officer• Attend Emergency Centre or other location if requested
STAND-DOWN	<ul style="list-style-type: none">• Cease emergency response preparations or actions• Alert other personnel as appropriate• Retain all log sheets and other records

Council officers receiving calls under these arrangements are required to initiate appropriate action as soon as possible. The officer who receives the initial call should carry out an incident assessment. Unless the incident relates to a minor matter that can be dealt with promptly and directly, the officer should relay the message to the most appropriate senior manager; the latter should determine whether the situation constitutes an emergency requiring activation of plans, take prompt decisive action to deal with the situation, and trigger the appropriate level of response, as necessary. Appendix 1 contains Action Checklists.

Contact information for key internal and external staff is contained in the *Emergency Contact List*. This document is held by Nottingham on Call, the Repairs Call Centre, emergency planning staff, senior managers and departmental emergency planning liaison officers.

It is essential for any staff involved in emergency operations to carry identification, to ensure access to key locations. Such staff should also have regard to their own health and safety and that of their colleagues; further guidance on this is contained in Section 4.6. Operational staff should keep in close touch with their co-ordinating centres at all times.

For critical incidents that are not classed as 'emergencies' in terms of the Civil Contingencies Act, but may still require the involvement of senior managers, a Critical Incident Management Plan (CIMP) is in place. This forms part of the Council's overall emergency response arrangements, together with *Managing an Emergency* (the Corporate Major Emergency Plan), Departmental Emergency and

3. INCIDENT RESPONSE – THE KEY ELEMENTS

Service Continuity Plans. The Strategic Management Team (SMT) operates a rota system, whereby a senior manager is always available outside normal office hours to deal with emergency incidents. Nottingham on Call staff hold contact details.

3.3.3 Emergency Management Teams

The City Council's Emergency Management Team will be based on the Strategic Management Team, advised by Emergency Planning and other key officers as required.

Departmental Emergency Management Teams, composed of key departmental staff and advised by departmental Emergency Planning officers will be convened, according to individual departmental emergency plans and procedures.

3.3.4 Support Staff

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

3.3.5 Emergency Centre

Arrangements are in place for emergency management teams and support staff to operate from the following location, which can be equipped with communications and other necessary equipment at short notice.

Sandfield Centre

3.3.6 Communication Systems

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

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

- Arrangements with IT Services for installation of extra telephone lines at short notice at any location.
- 2-way mobile radio systems, including the corporate network (Neighbourhood Services hold details of all systems).
- Vocal alert system (relates to Nottingham City Centre Emergency Plan)
- Satellite phone held by Emergency Planning team

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

3. INCIDENT RESPONSE – THE KEY ELEMENTS

Government Telephone Preference Scheme (GPTS)

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

Access Overload Control (ACCOLC)

This is a system whereby key emergency response personnel can be registered as essential users of mobile telephones and given priority over other users. The Police would take the decision to invoke ACCOLC.

3.3.7 Resources

Volunteer Staff Scheme

The City Council has an Emergency Volunteers scheme, whereby staff from a range of departments have volunteered their services in the event of a major incident and received appropriate training. Access to these staff is via the Emergency Planning team in the first instance.

Other resources

The Emergency Planning team has access to a wide range of additional resources that might be needed in an emergency.

Section 4.3.3 refers to informal mutual aid agreements with neighbouring local authorities.

3.3.8 Information Gathering

In the event of widespread failure of communications systems, the City Council would request the public, via the local media, to report damage, danger, local needs and initiatives etc, to designated points such as leisure centres, community centres, libraries and housing offices. This information would then be collated and passed to the appropriate management teams. In any major incident, the local media would provide a valuable source of information, particularly in a widespread emergency.

3.3.9 Cross-Service Management Briefing

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

3.3.10 Post-Incident Operational Debriefing

Following an incident operational debriefing of internal and inter-agency

3. INCIDENT RESPONSE – THE KEY ELEMENTS

response teams should be undertaken, to help resolve any problems which may have arisen and to enable response organisations to share experience, build on good practice and learn for the future. Where necessary plans should be revised in the light of lessons learnt. The Emergency Planning team have access to people trained in nationally recognised debriefing protocols.

3.3.11 Long-term recovery

Managing an Emergency does not address long-term recovery plans in any detail.

In the event that long-term recovery operations became necessary, disaster recovery teams would be convened, drawn from key internal and external agencies. The composition of such teams would depend on the nature and extent of the emergency or disaster.

4. GENERAL GUIDANCE

Section 4 sets out policy and general guidance, and highlights issues to be considered regardless of the nature, cause and consequences of the event . It covers the following:

- City Council policy
- Legal requirements
- Finance
 - Power to incur expenditure
 - Bellwin scheme
 - Mutual aid
 - Disaster appeals
- Preservation of records
- Insurance
- Health and safety
- News media
- VIPs and dignitaries
- Service continuity

4.1 CITY COUNCIL POLICY

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

4.2 LEGAL REQUIREMENTS

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

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

The Cabinet Office publication *Civil Contingencies Act 2004: a short guide* provides a summary of the new requirements. With regard to timing of implementation, Cabinet Office expectations are that local authorities should put implementation plans in place to meet the new requirements without delay, and be in position to meet the new requirements by November 2005. An exception is made with regard to the requirement relating to provision of business continuity advice to external organisations; a further 6 months is allowed to implement this.

4. GENERAL GUIDANCE

In support of the Civil Contingencies Act and taking into account new planning assumptions, which include planning for catastrophic events, Central Government has put in place a 'Resilience' programme, linked to findings on national 'capabilities'. A range of 9 'Capability workstreams' have been established (for instance Mass Fatalities, Mass Evacuation) and local authorities are expected to play a full part in contributing to this work at local and regional level.

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

Such an event will frequently lead to a Public Inquiry and all personnel involved in managing the response should be aware of the possible consequences of decisions and actions taken during the course of the incident. Careful record-keeping is essential (see Section 4.4).

4.3 FINANCE

4.3.1 Power of a Local Authority to Incur Expenditure

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

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

Officers wishing to procure goods or services in a major emergency should use the emergency expenditure code in the first instance and inform the Chief Finance Officer. The code is available from corporate directors.

4.3.2 Bellwin Scheme

This is a Government scheme whereby in certain circumstances it may be possible to reclaim part of the expenditure incurred during an emergency from central funds. It is essential to keep careful records of any such expenditure.

4. GENERAL GUIDANCE

4.3.3 Mutual Aid

There is an informal agreement with neighbouring local authorities that each will, as far as practicable, provide mutual aid to the other. No formal rule exists with regard to accounting for such expenditure but the generally accepted principle is that responsibility for expenditure falls on the authority requesting assistance.

4.3.4 Disaster Appeals

Public appeals for finance and other help are frequently made following major disasters. With regard to financial appeals, the early involvement of the Chief Finance Officer is vital. The British Red Cross publication *Disaster Appeal Scheme – United Kingdom* contains advice on the subject. There is evidence that there are advantages in setting up trusts with discretionary, as opposed to charitable status. Appeals for items such as clothing frequently result in an unmanageable response and should not be made unless adequate staffing and storage arrangements are in place.

4.4 PRESERVATION OF RECORDS

Accurate information about what has happened, where and when, will be vital when picking up the pieces after the emergency is over, and for use in any future enquiry. Appendix 2 contains a sample incident log sheet that may be used to record conversations, actions, decisions and costs. If log sheets are unavailable, appropriate notes should be kept. It is also important to document financial transactions.

4.5 INSURANCE FOR VOLUNTEERS AND EXTERNAL ORGANISATIONS

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

4.5.1 Individual Volunteers

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

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

The Council's insurance arrangements do not extend to cover vehicles or equipment belonging to the volunteers. Payments would only be made to volunteers in respect of damage caused to vehicles and equipment where the damage had arisen through the Council's negligence.

4. GENERAL GUIDANCE

4.5.2 External organisations

The City Council will provide an undertaking to organisations assisting in an emergency to indemnify them against death or personal injury to an employee or damage to their property caused by the negligence of the City Council in co-ordinating the emergency.

Outside organisations may be asked to provide equipment and vehicles to assist in the response to an emergency situation; the insurance of the equipment or vehicles remains the responsibility of the owner and will not be covered by Nottingham City Council.

4.6 HEALTH AND SAFETY

The City Council has a duty to provide a safe environment and system of working, both for its own employees and for volunteers acting under its direction. Clearly, a disaster situation may present risks, but every possible precaution should be taken to minimise these. Line managers have responsibility for the health, safety and welfare of their staff and teams.

With regard to requests for individual City Council staff or teams to attend on the ground, safety of employees must be paramount at all times. Emergency response teams should only be sent in if the police have indicated that it is safe to do so, and if they can guarantee the continuing safety of any local authority personnel at the scene. If, at any stage, City Council managers have reason to believe that the situation presents an unacceptable risk to staff, they should immediately withdraw response teams until such time as safety considerations can be met.

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

Health and Safety legislation also covers mental health. Employers should avoid placing staff under unreasonable and unnecessary stress, taking into account individual circumstances. Dealing with a major crisis is inevitably stressful. Employees may be required to work long hours, under intense pressure and in unfamiliar conditions. They may face problems with no apparent solutions. They may have to cope with particularly unpleasant or harrowing situations. Working rotas and shift arrangements should take account of these factors.

As a result of the stress of disaster work, some people may find it difficult to adjust to normal work again and in some cases long-term psychological damage may ensue. Every effort should be made to minimise stress and trauma by: ensuring that all staff are individually suited, prepared and trained for their roles in an

4. GENERAL GUIDANCE

emergency; allowing enough time for rest and refreshments within work rotas; offering encouragement and appreciation of effort; providing appropriate staff welfare and support systems during and after the event.

The City Council's Corporate HR team operates a critical incident debriefing service, to assist staff at all levels in dealing with the psychological and emotional effects of working in the context of a major emergency. The service is available to individuals and teams. It is not a counselling service, however the free staff counselling service, Counsel Line, will be available to individuals or groups of staff who feel they need longer-term support. Counsel Line is offered in partnership with Relate Nottingham and a team of independent, qualified and experienced counsellors.

4.7 NEWS MEDIA

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

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

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

Plans are in place for both internal and inter-agency co-ordination of media arrangements through the City Council's Press Office. In the event of a major incident these arrangements may include provision of a media briefing centre. Organising media arrangements on behalf of the various response agencies will form part of the wider incident co-ordination. Initially the lead role is likely to fall to the Police, who will nominate a liaison officer, spokesperson and suitable liaison point. At a later stage the City Council will probably take over. The City and County Councils' *Emergency Media Plan* sets out the arrangements that have been agreed between the key emergency response agencies (see Section 7.1.4).

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

In addition to local arrangements, the Government News Network, which provides a comprehensive press, information and public relations service for Central

4. GENERAL GUIDANCE

Government, will provide staff and expertise to assist local authorities in dealing with the media following any incident which attracts large-scale attention.

4.8 VIPS AND DIGNITARIES

After a major incident it is likely that members of the Royal Family, Government Ministers, Members of Parliament, foreign diplomats and other dignitaries may wish to visit the scene, hospitals in which casualties are being treated or other locations. Their representatives will notify the Police in advance, and the latter will, in liaison with the appropriate Chief Executive or manager, make the necessary arrangements. The Police will also escort the visitor.

The Police will normally handle media arrangements, unless Royalty or senior Members of Parliament are visiting, in which case the Government News Network will normally be responsible. Co-ordination between Government and local press officers will be necessary.

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

4.9 SERVICE CONTINUITY

All emergency plans and arrangements should be able to operate in the event of damage to City Council office premises, systems, equipment, or staff shortages. It is therefore essential that critical elements are safeguarded and suitable alternative / backup arrangements are identified.

Each department is required to produce and maintain continuity plans for the services it provides; these plans should be exercised, and staff should be aware of them and trained to operate them.

Guidance on service continuity planning is available from the Emergency Planning team, who will also co-ordinate plans across the City Council.

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

This section summarises the broad roles, responsibilities and resources of the various parts of the City Council, in terms of emergency response at corporate and service level. Functions are grouped within the main departments and listed in alphabetical order.

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

Corporate Directors have a dual function; they have a key part to play in the corporate response and at the same time they are responsible for preparing and implementing emergency plans and call-out procedures in respect of the services for which they are responsible, and for managing the overall service response. Guidance on actions to be carried out or considered by key personnel upon initial alert is contained in Appendix 1 (corporate level response) and individual departmental / service emergency plans (specific functions and services).

Emergency Planning Liaison Officers are appointed to represent key service areas and provide a link with the central Emergency Planning team. Their responsibilities include leading and developing emergency and service continuity planning, training and awareness within specific service areas, and advising senior managers on incident response. Section 5.12 gives details.

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.1 ELECTED MEMBERS

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

5.1.1 Role of Elected Members:

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

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.2 CHIEF EXECUTIVE

5.2.1 Role / Responsibilities of Chief Executive

- Leading the City Council's response to a major incident and ensuring all obligations are met.
- Participating in emergency call-out system for corporate directors.
- Establishing and chairing City Council / Inter-Agency Emergency Management Team(s), as required (see Section 3).
- In liaison with senior officers of relevant organisations, determining short and longer-term response strategy.
- Representing the Authority on strategic level inter-agency team(s) (see Section 3).
- Authorising commitment of resources and expenditure.
- Briefing Elected Members.

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.3 PERFORMANCE AND STRATEGY

5.3.1 Role / Responsibilities of Deputy Chief Executive

- Assisting and / or acting for Chief Executive (see Section 5.2).
- Participating in emergency call-out system for corporate directors.
- Leading / participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental emergency response.

5.3.2 Role / Responsibilities of Communication, Promotion and Marketing

- Preparing, maintaining and implementing media and public information plans, in liaison with relevant external agencies and Emergency Planning team.
- Ensuring co-ordinated City Council response to media requests.
- Representation at Media Briefing Centre, as required.
- Establishing and running City Council Media Briefing Centre, as required.
- Providing advice to City Council officers on dealing with media requests and facilitating media releases, interviews and conferences.
- Providing information service to Elected Members.
- In conjunction with relevant departments and services, and the Emergency Planning team, preparing public advice and information.
- Providing public information facility through Council House staff and premises.
- Maintaining close liaison with public relations officers of other agencies.
- Monitoring media output and ensuring that significant reporting inaccuracies are rectified.
- Providing copying and reprographic services.

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.4 CORPORATE SERVICES

5.4.1 Role / Responsibilities of Acting Corporate Director of Corporate Services

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental emergency response.

5.4.2 Role / Responsibilities of Committee Services

- Arrangements for and administration of committees.

5.4.3 Role / Responsibilities of HM Coroner

- Advising emergency services that the deceased can be removed from the scene.
- Arrangements for temporary mortuary, as required.
- Authorising post-mortems to take place as necessary.
- Releasing the deceased to relatives for burial as appropriate.
- Convening Coroner's Court to investigate and establish causes of death according to evidence supplied.
- Providing evidence and attending Public Inquiries as necessary.

5.4.4 Role / Responsibilities of Corporate Purchasing

- Procurement of goods and services to meet emergency requirements.
- Corporate purchasing system.

5.4.5 Role / Responsibilities of Emergency Planning

- Advising on legal requirements and Government expectations as indicated at Section 4.2, and ensuring corporate compliance.
- Assessing local risks and using this to inform emergency planning.
- Preparing, maintaining and co-ordinating plans and providing advice on plan preparation.
- Co-ordinating business continuity arrangements throughout the Council.
- Assisting in identifying and meeting training needs of external and internal partners.
- Providing operational advice and information to Chief Executive, Emergency Management team(s) and other response personnel.
- Implementing call-out procedures and co-ordinating City Council's response.
- Liasing, sharing information and co-operating with other local responders

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

including City Council departments, external response agencies and neighbouring local authorities.

- Supporting the Regional Resilience team through contribution to the national 'capabilities' programme.
- Activating and maintaining operation of Emergency Co-ordination Centre.
- Gathering, collating and distributing operational information.
- Establishing and maintaining public information arrangements, including warning and informing the public in the event of an emergency.
- Locating resources.

5.4.6 Role / Responsibilities of Facilities Management

- Providing premises, equipment and supplies to meet emergency requirements.
- Providing clerical and administrative support.
- Providing despatch and messenger service.
- Providing and maintaining generator protecting Burton Street premises.

5.4.7 Role / Responsibilities of Finance

- Making available supplementary funds and emergency expenditure codes.
- Collating and monitoring financial information and advising on financial implications of relief effort.
- Debt and credit management
- Reclaiming expenditure, where possible (Bellwin rules, if applicable).
- Insurance.
- Management of appeal funds.
- Providing advice on planning, investments, loans and budget control.
- Providing personnel / expertise including:
 - accountants
 - cashiers
 - clerical and administrative staff

5.4.8 Role / Responsibilities of Human Resources

- Ensuring appropriate staff welfare and support systems are in place.
- Providing guidance to departments on staff welfare and support.

5.4.9 Role / Responsibilities of IT Services

- Providing and maintaining effective voice and data communication systems including switchboard operation.
- Arranging temporary redistribution of communication facilities and / or providing additional facilities, as required.

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.4.10 Role / Responsibilities of Legal Services

- Monitoring legal implications.
- Providing legal advice to Chief Executive and Emergency Management Team(s).
- Dealing with claims and litigation.
- Preparation for and representation at legal enquiries.

5.4.11 Role / Responsibilities of Property Services

- Assessing and organising the repair of structural damage.
- Managing, supporting and maintaining council premises (excluding housing).
- Providing advice on condition and safety of buildings.
- Providing geographical information, land survey and property records.
- Providing personnel and expertise in respect of the above functions including:
 - architects
 - land and quantity surveyors
 - structural, electrical, mechanical and heating engineers
- Providing premises including:
 - Lenton Business Centre
 - Nottingham Fashion Centre

5.4.12 Role / Responsibilities of Registration Service

- Registration of deaths in liaison with Coroner.

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.5 CITY DEVELOPMENT

5.5.1 Role / Responsibilities of Corporate Director of City Development

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental emergency response.

5.5.2 Role / Responsibilities of City Development

- Liaising with and providing information and advice to business / private sector.
 - Providing temporary / emergency accommodation, storage and business relocation service.
 - Providing advice on condition and safety of buildings, and escape and fire precaution issues.
 - Providing land, building and property information including mapping services.
 - Providing personnel and expertise in respect of above functions including:
 - building control officers
 - building and land surveyors
 - Providing equipment including:
 - Shop Mobility - wheelchairs, scooters etc
 - Providing engineering and technical services in connection with:
 - drainage
 - flood relief
 - street lighting
 - highways maintenance
 - stocks of sand
 - Providing emergency traffic management measures.
 - Urban Traffic Control Centre and CCTV systems.
 - Advising emergency and other services on underground systems, including drainage.
 - Providing emergency measures against snow, flood and other extremes of weather.
-
- Providing advice on staff related Health and Safety issues.
 - Preparing and maintaining plans relating to public health, ensuring staff are aware of and trained for their roles.
 - Liasing with Health services, the Environment Agency, DEFRA and other agencies as appropriate.
 - Assisting in provision of public health measures to deal with chemical or biological contamination of food and water (including the effects of radiation).
 - Assisting in provision of public health measures to deal with outbreaks of

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

infectious disease in humans.

- Advising on public health matters relating to temporary accommodation and catering.
- Providing services relating to cemeteries and crematoria and advising on public health matters in respect of temporary mortuaries.
- Co-ordinating the City Council's response to rabies and other diseases of animals, and pest control.
- Undertaking investigative / enforcement duties as necessary.
- Advising on longer-term rehabilitation of the community and environmental recovery.
- Provide information and advice with respect to incidents involving petroleum at Petrol Filling Stations.
- Providing professional and technical staff as appropriate to the above functions.
- Providing systems, equipment and transport when appropriate and applicable:
 - Small fleet of vans, some equipped with animal cages
 - Limited gas detection equipment

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.6 EDUCATION DEPARTMENT (Integrated Children's Services from 04/06)

5.6.1 Role / Responsibilities of Corporate Director of Education & Children's Strategy

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental emergency response.

5.6.2 Roles / Responsibilities of Departmental Sections

- Establishing effective emergency plans and procedures for individual schools.
- In conjunction with other agencies, providing welfare support and assistance to children and staff affected directly or indirectly by a major incident including provision of school psychologists to support longer-term recovery from exposure to traumatic events.
- Providing and maintaining premises for use as emergency accommodation:
 - Sandfield Centre - conference room suitable for use as Emergency Co-ordination Centre.
 - Secondary schools suitable for use as Emergency Accommodation or Reception Centres

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.7 LEISURE AND COMMUNITY SERVICES

5.7.1 Role / Responsibilities of Corporate Director of Leisure and Community Services

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental response.

5.7.2 Roles / Responsibilities of Departmental Sections

- In conjunction with emergency services and key external agencies establishing emergency plans for public events.
- Providing and maintaining library premises for use as Public Information Centres.
- Providing and maintaining premises with catering facilities for use as Emergency Accommodation Centres, Reception Centres and/or Vaccination Centres (Leisure and Community Centres).
- Providing information and expertise relating to parks and open spaces.
- Providing engineering and technical services in connection with grounds maintenance.
- Advising on longer-term rehabilitation of the community, supporting and assisting community recovery.
- Providing personnel and expertise in respect of the above functions:
 - staff to support public information function
 - premises support staff at emergency accommodation and vaccination centres
 - catering staff
 - community development staff
 - expertise in public events and crowd management
- Providing and maintaining resources, systems and operators as listed in Departmental Emergency Plan including:
 - vehicles
 - communication systems
 - outdoor and camping equipment
 - catering equipment

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.8 NEIGHBOURHOOD SERVICES

5.8.1 Role / Responsibilities of Corporate Director of Neighbourhood Services

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental emergency response.

5.8.2 Roles / Responsibilities of Departmental Sections

- Providing technical services in connection with:
 - street cleansing
 - refuse collection
 - drying and cleaning of buildings
 - vehicles maintenance.
- Providing vehicles adapted for transporting elderly people and those with physical disabilities.
- Providing catering services.
- Providing security, buildings maintenance and caretaking services.
- Emergency removal and disposal of debris and non-toxic waste, and cleansing.
- Advising on longer-term rehabilitation of the community and environmental recovery.
- Providing assistance to the emergency services in support of Nottingham City Centre Emergency Plan, including communication links to City Centre networks.
- Providing professional and technical staff and expertise in respect of the above functions:
 - catering staff
 - community development staff
 - street wardens
 - community safety staff
- Providing and maintaining resources, systems and operators in respect of the above functions;
 - plant and equipment
 - specialised transport including boats, outboard engines and life jackets
 - radio communications including mobile systems
 - stocks of tabards, torches etc
 - portable generators
- Providing premises including:
 - surface and multi-storey car parks

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.9 SOCIAL SERVICES

5.9.1 Role / Responsibilities of Corporate Director of Social Services and Health

- Participating in emergency call-out system for corporate directors.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Departmental Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Managing departmental emergency response.

5.9.2 Roles / Responsibilities of Departmental Sections

- Overseeing and managing arrangements for emergency / temporary accommodation and catering for people made temporarily homeless or otherwise in urgent need of shelter. (See also Section 5.10 Nottingham City Homes)
- Overseeing, managing and assisting with welfare requirements (short and long-term) of individuals, families and the community.
- Providing for the needs of those in the care of Social Services.
- Providing managers and operational staff at emergency accommodation, reception and information centres.
- Providing information and support services for relatives of the injured and bereaved at hospitals, hotels or other locations.
- Providing transport and escort services for relatives of the injured and bereaved.
- Assisting in special needs transport including transport to and from vaccination centres.
- Providing Emergency Helpline telephone service.
- Advising and helping in such matters as welfare rights and benefits, insurance, financial and legal assistance, housing, clothing, general practical and emotional welfare and special needs.
- Supporting self-help initiatives.
- Providing staff / expertise in respect of the above functions.
- Providing premises for shelter and accommodation:
 - Day centres

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.10 NOTTINGHAM CITY HOMES

Nottingham City Homes undertakes a range of services formerly provided by the Housing Department

5.10.1 Role / Responsibilities of Chief Executive of Nottingham City Homes (via Management Agreement)

(Housing services)

- Providing 24-hour emergency contact facility via Nottingham on Call service.
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- On request of Nottingham City Council senior manager or Emergency Planning officer, providing emergency / temporary accommodation for those made temporarily homeless or otherwise in urgent need of shelter.
- Providing information, advice and assistance to people made temporarily homeless.
- Providing professional and technical staff to the above functions including staff trained in handling public advice / information and emergency call-out procedures.
- Providing premises and equipment
 - Nottingham on Call 24 hour call centre, telephone systems and equipment
 - Back-up call centre and telephone system

(Repairs Services)

- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Providing public contact point via the Repairs call centre
- Providing for emergency building repairs.
- Providing electrical and gas maintenance services.
- Providing for cleansing, repair and restoration of damaged premises.
- Providing for demolition works, where necessary.
- Providing personnel / expertise in respect of the above functions including:
 - brick laying
 - building maintenance and repairs
 - electrical work
 - fitting and joining
 - plumbing and heating
- Providing and maintaining plant, transport, equipment in respect of the above functions including:
 - transport - lorries, vans, fork-lift trucks etc

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.11 NOTTINGHAM CITY TRANSPORT LTD

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

- Participating in emergency call-out system.
- Participating in City Council / Inter-Agency Emergency Management Team(s).
- Assisting generally in City Council's relief effort.
- Ensuring preparation, maintenance and appropriate implementation of Emergency Plan(s).
- Ensuring that staff are aware of, and trained, equipped and competent to undertake their emergency planning roles.
- Ensuring that effective business continuity arrangements are in place for critical services.
- Overall management of emergency response.
- Providing personnel / expertise in respect of the above functions
 - public service vehicle drivers
 - repair and maintenance staff
- Providing and maintaining emergency transport.
 - large fleet of public service vehicles - buses and coaches
 - recovery vehicles

5. ROLES RESPONSIBILITIES AND RESOURCES - INTERNAL

5.12 DEPARTMENTAL EMERGENCY PLANNING LIAISON OFFICERS

Emergency Planning Liaison Officers are appointed to represent key service areas and provide a link with the central Emergency Planning team. They meet quarterly as a group.

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

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

5.12.2 Role and responsibilities of Departmental Emergency Planning Liaison Officers

- Implement corporate policy on emergency planning throughout relevant service areas
- Act as link between service areas and corporate emergency planning team in respect of planning, training and incident response
- Ensure that major emergency plans for relevant service areas are developed and maintained, in line with responsibilities set out in *Managing an Emergency* and in conjunction with corporate Emergency Planning team
- Ensure availability of and access to key resources at all times
- Ensure that service continuity plans for relevant service areas are developed and maintained
- Ensure that key staff are aware of and prepared to undertake emergency planning roles and responsibilities
- Identify training needs and arrange appropriate training / exercises, in conjunction with corporate Emergency Planning team
- Take part in corporate and inter-agency training / exercises, as appropriate
- Raise awareness of emergency planning with management teams and other key staff throughout service areas
- Attend meetings of Emergency Planning Liaison Officers and follow through issues arising within service areas
- Advise senior managers on incident response
- Ensure that incident debriefs take place and that lessons learned are followed up

6. EXTERNAL PARTNERS

Under the Civil Contingencies Act, many outside organisations have statutory duties in respect of emergency planning and response. Emergency services, government agencies and NHS bodies are classed as Category 1 responders and have the same duties as local authorities. Utilities, transport organisations and the Health and Safety Executive are classed as Category 2 organisations and are placed under lesser duties of co-operating with Category 1 responders and sharing information. All these organisations have emergency response plans, trained staff, and formal contact / liaison arrangements with the City Council. Many other organisations have the potential and are willing to contribute to emergency response but have no statutory duty to do so.

Section 3 of the LRF *Strategy Document* lists Category 1 and 2 responders and other partners.

6.1 KEY EMERGENCY RESPONSE ORGANISATIONS

The Local Resilience Forum *Tactical Document* sets out the roles and responsibilities of partner agencies. The following list is not exhaustive and many other organisations, for example local voluntary sector groups, have the potential to contribute to emergency response. Further information and advice about external services and resources is available from the Emergency Planning Team.

Age Concern
Armed Forces
Ashfield District Council
Bassetlaw District Council
Benefits Agency
British Red Cross
British Telecommunications (BT)
British Transport Police
British Waterways
Broxtowe Borough Council
Cable and Wireless
Central Networks (Electricity)
Chamber of Commerce
CRUSE Bereavement Care
Department for Environment Food and Rural Affairs (DEFRA)
Department for Work and Pensions
East Midlands Ambulance Service
Environment Agency
Foods Standards Agency
Gedling Borough Council
Girl Guide Association
Government News Network
Government Office for the East Midlands
Health and Safety Executive
Health Protection Agency
Highways Agency
HM Coroner
Language Line
Mainline Pipelines
Mansfield District Council
National Association Citizens Advice Bureau
National Radiological Protection Board
Network Rail

6. EXTERNAL PARTNERS

Newark and Sherwood District Council
 Nottingham City Hospital NHS Acute Trust
 Nottingham Express Transit
 Nottingham City Primary Care Trust
 Nottinghamshire County Council
 Nottinghamshire Fire and Rescue Service
 Nottinghamshire Healthcare NHS Trust
 Nottinghamshire Police
 NTL Midlands
 Powergen
 Religious Organisations
 Royal Society for the Prevention of Cruelty to Animals
 Rushcliffe Borough Council
 Train Operating Companies
 Salvation Army
 Samaritans
 Scout Association
 Severn Trent Water
 St John Ambulance
 Transco
 Trent Strategic Health Authority
 University Hospital NHS Trust / Queens Medical Centre
 Victim Support
 Womens Royal Voluntary Service

6.2 LIAISON ARRANGMENTS

A network of strategic, tactical and operational level groups exists to lead or support: risk assessment; planning; training and exercises; information sharing; and developing best practice. In some cases they mirror the emergency response structures described in Section 3.1. Section 4 of the LRF *Strategy Document* and Section 3 of the LRF *Tactical Document* describe the structure role and composition of these groups. Section 6 of the LRF *Tactical Document* contains terms of reference.

City Council officers are represented on the following groups:

Tier	Group	Representation
National	Core Cities Group	Local Authority Emergency Planning leads
East Midlands Region	Regional Resilience Forum	Chief Executives / senior managers from Category 1 & 2 responders
	Chief Emergency Planning Officers	Local Authority Emergency Planning leads
Nottingham and Nottinghamshire	Local Resilience Forum	Chief Executives / senior managers from Category 1 & 2 responders
	Emergency Planning Liaison Group	Emergency Planning leads from Category 1 and 2 responders

6. EXTERNAL PARTNERS

	Risk Assessment Working Group (RAWG)	Emergency Planning leads from Category 1 responders
	Critical Infrastructure Group	Emergency Planning leads from Utilities, local authorities and emergency services
	Local Authorities Group	Emergency Planning leads from local authorities and emergency services
	Nottinghamshire Environmental Liaison Committee	Emergency Planning leads from organisations with public health remit
	Public Health Information and Liaison Panel (PHILiP)	Emergency Planning leads from organisations with remit for providing public health information
	Flood Planning Group	Emergency Planning leads from organisations with flood planning remit
	Nottinghamshire Communication Specialists Group	Public Relations Officers and local authority Emergency Planning leads
	Voluntary Agencies Steering Group	Emergency Planning leads from voluntary agencies, local authorities and emergency services
	Capability Working Groups <ul style="list-style-type: none"> • Animal Diseases • CBRN • Mass Evacuation • Mass Fatalities • Search and Rescue • Site Clearance • Warning and Informing the Public 	Emergency Planning leads from key agencies
Nottingham City	Inter-Agency Group	Emergency Planning leads from local responders
	City Centre Group	Emergency Planning leads from local responders
	Events Group	Emergency Planning leads in planning for public events
	Departmental Liaison Group	Emergency Planning leads from Council departments

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

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

In addition, Sections 8 and 9 of the LRF *Tactical Document* contain an overview of multi-agency plans relating to specific sites and topics, and generic multi-agency plans.

The topics covered in this section include the following:

Section 7.1 Major Incidents (General)

- Accommodation and catering
- Business relocation
- Care and welfare
- Public information
- Technical works

Section 7.2 Arrangements to deal with specific risks and specific locations

- Animal diseases
- Flooding
- Mass fatalities
- Nottingham City Centre incidents
- Nottingham Ice Centre incidents
- Pipeline incidents
- Public disorder
- Public events, entertainment venues and sports grounds
- Public health emergencies and environmental contamination, including Chemical, Biological, Radiological and Nuclear (CBRN) incidents
- Severe weather

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

7.1 MAJOR INCIDENTS – GENERAL

7.1.1 Accommodation and Catering

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

If an incident involves a large number of casualties, the injured will be taken to a 'Casualty Clearing Station' where they will be the responsibility of the Ambulance Service. The Police will take uninjured survivors to a 'Survivor Reception Centre', where a Police documentation team will take details and forward the information to the Casualty Enquiry Bureau.

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

Nottingham City Homes may be able to provide temporary hostel accommodation for small numbers of people (up to around 12), depending on availability on any given day. Larger numbers would need to be accommodated in emergency accommodation centres. Emergency accommodation centres would probably not be suitable for more than 48 hours; after that time it would be necessary to consider other options such as hotels. Accommodation without sleeping facilities is usually referred to as a Reception Centre.

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

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

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

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

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

Services would be delivered via inter-agency partnerships. Roles and responsibilities are set out in the guidance documents referred to above, Section 5 of this document (City Council) and Section 6 of the LRF *Tactical Document* (external agencies).

7.1.2 Business Relocation

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

7.1.3 Care and Welfare

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

In meeting the above requirements, special arrangements are likely to be necessary for vulnerable people. The Civil Contingencies Act defines 'vulnerable' people as those who are:

- a) under the age of 16
- b) inhibited in physical movement
- c) deaf, blind, visually impaired or hearing impaired.

Other special needs may arise including religious / ethnic requirements, language difficulties etc. All emergency response plans and arrangements should anticipate and include provision for addressing such individual needs.

Service provision for disaster victims and their families should take into account the potentially devastating impact of incidents involving large-scale injury, loss of life, damage and destruction. The effect on individuals, families and the wider community may last for years and can be compounded by the way people are treated by officials. Every attempt should be made to minimise stress and trauma by sensitive handling of individual and community needs in the aftermath of a serious incident, and by offering as much help and support as possible in whatever form may be most appropriate and acceptable. Social Services have a lead role in welfare provision but all departments and agencies involved in disaster response, including those delivering technical services, need to be aware of the sensitive nature of disaster work.

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

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

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

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

Assistance from outside 'experts', however well meaning, may well be less helpful than support from people who are trusted and familiar. Support should be geared towards helping people to build on their own resources. In this respect, self-help and other community-based initiatives can have a useful role. Public recognition in the form of memorials, religious services, trust funds etc. are helpful in the healing process.

7.1.4 Public Information and Advice

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

Separate legislation deals with incidents involving release of radiation; Section 7.2.9 refers to this requirement.

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

Where an incident involves a large number of casualties, the Police will open the Casualty Bureau, which provides a central information point for all data relating to casualties. Registers of people staying in emergency accommodation centres will also be forward to the Casualty Bureau. As soon as the public telephone number is broadcast, it is likely to generate a huge volume of calls, which will probably mean that many people will not succeed in getting through. If people are unable to

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

make contact they are likely to try other available channels, such as hospitals and local authorities. They may arrive in person.

Public information and advice would be delivered via inter-agency partnerships. The City and County Councils' *Emergency Media Plan* sets out the arrangements that have been agreed between the key emergency response agencies. These are based on a flexible range of options including:

- Press conferences
- Media releases, in particular use of local press and radio including BBC 'Communicating in a Crisis' service
- LRF website www.nottsprepared.co.uk
- City Council website www.nottinghamcity.gov.uk/emergency_planning
- Telephone helplines
- 'Drop-In' information centres
- Leaflets
- Public meetings

Nottingham City Centre Emergency Plan, referred to in Section 7.2.4, deals specifically with warning and informing the public within the area designated by the plan.

Following any incident that produced a heavy demand for public information relating to Nottingham City Council services, provision may be based on any of the following:

- Existing call centres (Nottingham on Call and Building Repairs)
- Public information points set up at libraries, City Information Office, community centres or other council offices
- School initiatives
- Other methods referred to above

7.1.5 Technical Works

Damage limitation, repairs to property, amenities, roads and infrastructure, clean-up, restoration work and any other technical services required will be undertaken by relevant City Council and/or external services as appropriate. Urgent work that needs to be undertaken to protect public health and safety will be carried out as soon as is practical. Priorities for other work will be decided according to prevailing circumstances. Charges may be levied according to ownership. Sections 5 of this document and Section 6 of the LRF *Tactical Document* set out responsibilities for service and resource provision.

The City Council will also provide, as far as possible, resources that may be needed by neighbouring Authorities, including personnel, expertise, transport, plant, equipment and materials.

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

7.2 ARRANGEMENTS TO DEAL WITH SPECIFIC RISKS AND SPECIFIC LOCATIONS

Many of these arrangements are currently under review and development, in the light of new statutory duties, new responsibilities on emergency responders and new Government guidance. In some cases there are City and County plans covering the same hazards; this is likely to change in the near future and all such plans will be jointly developed and integrated across the City and County areas. In some cases regional plans will replace local plans.

7.2.1 Animal Diseases

City Council Environmental Services hold emergency plans relating to certain animal diseases, such as Rabies. These plans are drawn up in conjunction with external agencies including DEFRA, the Department of Health and the Environment Agency.

Further information is available from Environmental Services.

7.2.2 Flooding

The main reference documents are:

Nottinghamshire Flood Plan produced by the Environment Agency
Nottingham City Council Flood Plan

The river Trent and several smaller water courses pose a potential flood risk to certain areas of the City. Serious flooding of residential properties, whether it results from river water or another source, may constitute a major incident. The extent of City Council involvement would depend on the circumstances. If warnings indicate flooding of residential areas, the Council would implement major incident procedures.

The City Council receives Flood warnings from the Environment Agency. During normal office hours the Emergency Planning team deals with these warnings. Outside office hours Nottingham on Call service informs a member of the Emergency Planning team and certain departments, according to agreed procedures.

The Environment Agency operates a web based flood information service and a telephone advice service that gives recorded updates about the local situation. Use of this service is strongly recommended.

FLOODLINE - telephone 0845 988 1188
(QUICKDIAL CODE FOR NOTTINGHAM CITY AREA – 052212)

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

Emergency response services would be delivered via inter-agency partnerships.

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Roles and responsibilities are set out in the guidance documents referred to above, Section 5 of this document (City Council) and Section 6 of the *LRF Tactical Document* (external agencies).

7.2.2.1 Environment Agency Flood Warning Scheme





The Environment Agency scheme applies to flooding of main rivers and related sources (for instance water courses and sewers unable to discharge into swollen rivers). It does not apply to unrelated sources. The reach of the river Trent within the City boundaries is known as TR10.

The system is staged, to progressively warn people of the degree of danger to life and property. The warnings include a statement of the possible impact of any flooding, and suggested advice at every stage.

The warning codes are:

FLOOD WATCH
FLOOD WARNING
SEVERE FLOOD WARNING
ALL CLEAR

The City Council's response to a flooding incident would be based on *Nottingham City Council Flood Plan* and in line with the functions and services described elsewhere in this document.

Warning Code	Definition
	Flooding of low-lying land and roads is expected. Be aware! Be prepared! Watch out!
	Flooding of homes and businesses is expected. Act now!
	Severe flooding is expected. There is extreme danger to life and property. Act now!
	Flood Watches or Warnings are no longer in force in this area.

7.2.3 Mass Fatalities

An incident resulting in multiple fatalities is likely to require provision of a temporary mortuary. HM Coroner is responsible for the overall control and management of the mortuary. The Police have lead responsibility for setting up and running the facility. *Nottinghamshire and City of Nottingham Major Incident Mortuary Activation Plan* sets out regionally agreed arrangements.

The principles referred to in Section 7.1.3 are particularly important in dealing with the bereaved.

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

7.2.4 Nottingham City Centre Incidents

Nottingham City Centre Emergency Plan sets out arrangements to deal with incidents occurring within the area defined by the plan. It strengthens normal incident response plans by establishing special arrangements covering the central area where there may be a greater risk of incidents occurring and where the concentrations of people and traffic are greatest.

The key elements of the plan are:

- Direct engagement of city centre businesses and other organisations
- Wide public distribution of a poster containing a map of the plan area and emergency planning information and advice
- A public alerting system based at Police HQ
- Co-operation of a wide range of services to warn, inform and assist the public

City Council involvement will include traffic control and management services, and front line uniformed services with a visible presence on the streets.

7.2.5 Nottingham Ice Centre Incidents

The *Nottingham Ice Centre Plan* sets out arrangements for dealing with incidents occurring in and around the Ice Centre.

7.2.6 Pipeline Incidents

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

7.2.7 Public Disorder

The City Council document *Guidance on Major Incidents involving Public Disorder* sets out the City Council's response to situations that pose a threat to public order, and/or actual public disorder incidents. Public disorder is primarily a Police matter, but Council services may be able to provide a range of interventions to prevent problems occurring, and Council emergency response services may be required to deal with the aftermath of an incident. Managers required to implement such arrangements should refer to Section 4.6 dealing with Health and Safety.

7.2.8 Public Events, Entertainment Venues and Sports Grounds

The City Council Events Team maintains plans for major annual public events including Goose Fair and the Riverside Festival.

Planning for other events is via an inter-agency team led by the Events Manager. A guidance document on planning public events is available from the Events Manager.

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

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

7.2.9 Public Health Emergencies and Environmental Contamination including Chemical, Biological, Radiological and Nuclear (CBRN) Incidents

7.2.9.1 General arrangements

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

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

Multi-Agency Management Protocol for Chemical, Biological, Radiological and Nuclear Incidents

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

Emergency response services would be delivered via inter-agency partnerships. Roles and responsibilities are set out in the guidance document referred to above, Section 5 of this document (City Council) and Section 6 of the LRF *Tactical Document* (external agencies). In the event of a widespread event, Central Government would provide guidance and direction.

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

Where an incident poses a risk to public health, the Ambulance Service (if in attendance) or the Emergency Planning team will inform Nottingham City Primary Care Trust, who will in turn inform relevant officers from the local Health community.

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

7.2.9.2 Outbreak of Communicable Disease / Biological Contamination of Food or Drinking Water

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

There are specific plans in place to deal with outbreak of communicable disease such as influenza or smallpox. Under these arrangements local authorities may be required to provide centres where Health teams can operate to provide mass

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

vaccination or treatment. City Council leisure centres are identified as potential premises for this purpose. Further information on disease control is available from the Health Protection Agency.

7.2.9.3 Release of Radiation

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

Radiation incidents outside the area

The *National Response Plan and Radiation Incident Monitoring Network (RIMNET)*, would probably be activated in the case of an emergency at a nuclear power station or other location in the UK or abroad. Nottingham City Council is part of this network. In the event of an airborne release of radiation, the City Council Environmental Services would be alerted and would pass on the information to neighbouring local authorities. Environmental Services would also activate the City's monitoring procedures.

Localised radiation incidents

Localised incidents may result from accidents during transport of radioactive materials by road, rail or air, on-site accidents, or deliberate release. In the event of an incident, the emergency services would take initial steps to protect the public and, where necessary, evacuate residents within the danger area. Transport operators have specific procedures to follow in case of such an accident. The Police may invoke the *National Arrangements for Incidents involving Radioactivity (NAIR)* scheme, to obtain specialist advice and assistance.

Statutory duty in respect of radiation hazards

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

Arrangements are in place for a local advisory group, based on the Public Health Information and Liaison Panel (PHILiP) to convene in order to: analyse and interpret data relating to the incident; assess how it will affect the public; decide on what information and advice to provide; publicise this in accordance with public information plans.

7.2.10 Severe Weather

During normal office hours the City Council Emergency Planning team receives Severe Weather warnings from the Meteorological Office. If these apply to the

7. GUIDANCE ON SPECIFIC FUNCTIONS AND SPECIFIC RISKS

City area they are passed to departments that wish to receive them.

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

7.2.11 Heat Wave

Warnings of impending heat waves are received from Nottingham City Primary Care Trust. These are passed to departments that wish to receive them.

7.2.13 Water Situation Reports

Fortnightly regional water situation reports are available from the Environment Agency. They include information on monthly rainfall, soil moisture deficits, river flows, reservoir storages and tidal releases.

8. PLAN MAINTENANCE, TESTING AND TRAINING

8.1 Document Review

Managing an Emergency will be reviewed and updated every 2 years. The next review date is November 2007.

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

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

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

Subsequent amendments to the plan outside the 2-yearly review will be approved by the Service Director responsible for Emergency Planning.

8.2 Exercises

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

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

8.3 Equipment Testing

Testing of systems and equipment will be addressed through the Emergency Planning team's annual work programme.

8.4 Training and Awareness

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

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

- Nottingham and Nottinghamshire Emergency Planning Liaison Group's

8. PLAN MAINTENANCE, TESTING AND TRAINING

- inter-agency training programme
- The City Council's emergency planning training programme organised by the Emergency Planning team
- External training courses run by the Emergency Planning College and other national providers
- City Council departmental training programmes

ACTION CHECKLIST – CORPORATE DIRECTOR / SENIOR MANAGER

The role of Corporate Director or their representative is to act as departmental and / or corporate Incident Manager. As a key person through whom the resources of the City Council can be deployed, he / she should consider what resources may be required (in addition to any already specified) and take immediate steps to mobilise them. The document *Managing an Emergency* and individual departmental emergency plans should be consulted to assist in this process. Regardless of the type of emergency, the first corporate director or representative contacted should be prepared to act as Incident Manager until the most appropriate person has been contacted.

1	On receipt of incident alert open log or temporary record with time and date. Record details of information.
2	Read back the information to caller and confirm content.
3	Activate mobile phone and confirm number to caller.
4	Establish which (if any) other City Council officers have been contacted and what other actions are being taken.
5	<p>Make an initial situation assessment. The information available in the early stages of an incident is likely to be limited, confused and unconfirmed, but the initial assessment will assist managers to:</p> <ul style="list-style-type: none"> • Determine how best to establish control of the situation as it relates to the City Council and to co-ordinate the response (including establishing which senior officer is best placed to act as Incident Manager) • Identify and gain access to key personnel and resources • Decide what steps to take to obtain good information and liaison with the emergency services • Determine, in consultation with the Emergency Planning Officer and other key officers (depending on the nature of the incident) whether the situation requires activation of emergency plans.

ACTION CHECKLIST – CORPORATE DIRECTOR / SENIOR MANAGER

Guide to Initial Assessment

Using the information at hand and taking account of a worst case scenario where knowledge is lacking, consider the following:

What is the size and nature of the incident?

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

What is the status of the incident?

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

What is the likely impact?

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

What specific assistance is being requested from the local authority?

- Physical - property, roads, transport, plant, equipment
- Environmental - information, scientific assessment, sampling, disease control
- People - evacuation, shelter, sustenance, social/psychological care
- Other - mortuary, press facilities, legal/financial

How urgently is assistance required?

- Immediate
- Within a few hours
- Standby situation

ACTION CHECKLIST – CORPORATE DIRECTOR / SENIOR MANAGER

6	Select one of the following options for action, having considered the above	
Option	When Appropriate	Action
Specific Department Response	Information indicates a single department response is all that is required.	Check details of incident directly with emergency service / person who initiated the call. If confirmed activate departmental response or request Nottingham on Call to relay the details to the appropriate department. (Request positive confirmation). Consider the need to inform Press Officer.
Stand-by	Information indicates a potential problem of a serious nature that may lead to a major incident response, but no action is required at present.	Check details of incident directly with emergency service / person who initiated the call. If confirmed request Nottingham on Call to relay details of incident to Emergency Planning Officer and all relevant City Council departments, with instruction to engage mobiles and stand by. Nottingham on Call to report back names of officers contacted.
Immediate Major Incident Response See 7 below	Information indicates there is, or is likely to be a situation requiring an immediate major incident response from the local authority.	Commence action procedure for major incident.
Stand-down	Information does not warrant any action on part of local authority	Check details of incident directly with emergency service or person who initiated call. If confirmed inform Nottingham on Call that no further action is required.

ACTION CHECKLIST – CORPORATE DIRECTOR / SENIOR MANAGER

7	<p>Having assessed the incident and decided that immediate major incident response is necessary, consider taking the following actions.</p> <ul style="list-style-type: none"> • Make contact with key personnel • Establish who will take on the role of Incident Manager and lead the response • Consider despatching liaison officer(s) to appropriate locations as required • Arrange for Emergency Centre to be prepared for use
7a	<p>Making Contact with Key Personnel</p> <p>Senior managers leading the corporate and/or departmental response must decide who are the key personnel required to enable access to local authority and other resources needed for a particular incident. <i>Managing an Emergency</i> gives guidance. Contact will normally be at senior manager level from the <i>Emergency Contact List</i>.</p> <p>In deciding which are the key personnel to be contacted in the first instance, the Incident Manager should consider what main elements of assistance are being requested by the emergency services, or if not specified, those that are likely to be most needed. He / she should think in terms of establishing a core team of key personnel from the departments from which assistance is most likely to be required. If a senior manager is unavailable from any of these departments, another senior officer should be sought prior to contacting senior managers of other departments.</p> <p>The Incident Manager should also consider contacting other key staff from the <i>Emergency Contact List</i>. A Press Officer should always be informed if an incident is likely to attract media attention or if the media may be needed to convey public information. IT staff should be informed if an Emergency Centre is to be activated.</p> <p>The Incident Manager should alert a member of the Emergency Planning team in the following circumstances: if the incident is large-scale or complex (e.g. setting up emergency accommodation); if it will involve several City Council departments; if external resources (e.g. voluntary sector) will be needed; if the Emergency Centre is to be activated; or if further advice, information or support is needed.</p> <p>To contact key personnel the Incident Manager should:</p> <ul style="list-style-type: none"> • Consider whether he/she wishes to contact any officers personally and if so inform Nottingham on Call • Request Nottingham City on Call to relay information and requests to other senior managers as appropriate. If key personnel are unavailable, then contact should be made with another senior officer for that department • Request Nottingham on Call to contact any other officers, specified by designation and name. (This action should be undertaken only after contact is made with the key senior managers or their representatives).

ACTION CHECKLIST – CORPORATE DIRECTOR / SENIOR MANAGER

7b	<p>Despatching Incident Liaison Officers</p> <p>A number of staff with a range of professional expertise and skills may be needed to liaise with the emergency services at appropriate locations and feed information to and from the City Council's Emergency Centre.</p> <p>The decision to despatch liaison officers to the incident site or other location should only be taken after consultation with the Police.</p> <p>SELECTION OF INCIDENT LIAISON OFFICERS</p> <p>Emergency Planning Officers are able to provide advice, information, and will liaise on general emergency management matters.</p> <p>Other officers with specific technical knowledge should be nominated by individual departments according to the situation.</p> <p>To despatch the Incident Liaison Officers the Incident Manger should:</p> <ul style="list-style-type: none"> • Select the most appropriate person(s) • Request Nottingham on Call to contact them, relay the incident information to them and request they attend the given location, or standby for further instructions.
7c	<p>Preparing Emergency Co-ordination Centre</p> <p>The Emergency Centre is located at Sandfield Centre. Access is via the Education Duty Officer. To prepare the Emergency Centre the Incident Manager should:</p> <ul style="list-style-type: none"> • Request Nottingham on Call to contact an Emergency Planning Officer and the Education Duty Officer. • Request they open up the Emergency Centre as soon as possible and prepare it for use, or standby for further instructions. <p>In any significant emergency or major incident, operation of the Emergency Centre should be considered since it gives access to communications, information, planning resources, and a single point of contact.</p>

Other Initial Actions

8	Inform Nottingham City on Call of expected time of arrival at Emergency Centre or other location.
9	Instruct Nottingham City on Call to undertake all actions requested.
10	Contact Police Incident Commander or Police Control Centre to obtain any further information and inform them of action being taken by the City Council.
11	Contact any staff that he / she has decided to telephone personally and inform them of the incident and what is required of them.

ACTION CHECKLIST – CORPORATE DIRECTOR / SENIOR MANAGER

12	Contact Leader / Deputy Leader of Council and inform them of the incident and action being taken.
13	Proceed to Emergency Centre or other location as necessary, ensuring home and/or office have mobile phone number.
14	Continue to keep a log of actions.
15	Inform all personnel who have been alerted once the incident is declared at an end.



INCIDENT LOG

APPENDIX 2

Date:		Incident:		Name:		Page: 1
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No	Time	From / To (Name, Position, Organisation)	Message Details	Action/Decision/Remarks	Costs
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REFERENCES

References:

Disaster Appeal Scheme - United Kingdom, British Red Cross

References:

Civil Contingencies Act 2004

Civil Contingencies Act 2004 - a short guide, Cabinet Office

Civil Contingencies Act 2004 - Regulations 2005

Preparing for Emergencies - Draft Guidance on Part 1 of the Civil Contingencies Act 2004, its associated Regulations and non-statutory arrangements

Responding to Emergencies - Draft Edition, Cabinet Office

Web addresses:

www.ukresilience.info

www.nottsprepared.co.uk

www.nottinghamcity.gov.uk/emergency_planning

Civil Contingencies Act 2004

Civic Contingencies Act 2004 – a short guide Cabinet Office

Civic Contingencies Act 2004 – Regulations 2005 Cabinet Office

Emergency Response and Recovery Cabinet Office

Emergency Preparedness Cabinet Office

City and County Media Plan Nottinghamshire Communication Specialists Group

Multi-Agency Management Protocol for Chemical, Biological, Radiological and Nuclear Incidents Nottinghamshire Emergency Planning Liaison Group

Nottinghamshire and City of Nottingham Major Incident Mortuary Activation Plan Nottingham and Nottinghamshire Incident Mortuary Group

Emergency Contact List Nottingham City Council Emergency Planning

Red Phone Procedures and Out of Hours Procedures for Dealing with Other Emergency Alerts Nottingham City Council Emergency Planning

REFERENCES

Sandfield Control Centre Plan	Nottingham City Council Emergency Planning
Flood Plan	Nottingham City Council Emergency Planning
Pipeline Plan	Nottingham City Council Emergency Planning
Emergency Accommodation and Catering Guide	Nottingham City Council Emergency Planning
Register of Approved Emergency Accommodation and Catering Centres	Nottingham City Council Emergency Planning
Guidance on Major Incidents Involving Public Disorder	Nottingham City Council Emergency Planning

REFERENCES

Nottingham Aware – City Centre Emergency Plan	Nottingham City Centre Plan Steering Group
National Ice Centre Plan	Nottingham City Council Emergency Planning
Public Events Planning Guidance	Nottingham City Events Team
Rabies Plan	Nottingham City Council Environmental Services
Police Emergency Procedures Manual	Association of Chief Police Officers
Fire Service Emergencies Procedures Manual	Chief and Assistant Chief Fire Officers Association
Management of Major Incidents	East Midlands Ambulance Services NHS Trust
Outbreak Control Plan for the Surveillance and Control of Infectious Diseases	Health Protection Agency
Military Aid to the Civil Community (MACC)	Ministry of Defence
Nottinghamshire Flood Plan	Environment Agency
Local Flood Warning Plan – A Guide to the Environment Agency’s Local Flood Warning Plans – The City of Nottingham and Nottinghamshire	Environment Agency
Emergency Procedures Manual Volume 1 General	Severn Trent
Emergency Services Policy Document	The Salvation Army
Major Incident Plan	St. John Ambulance (Nottingham)
Disaster Appeal Scheme – United Kingdom	The British Red Cross
Bellwin Scheme	Office of the Deputy Prime Minister
Radiation (Emergency Preparedness and Public Information) Regulations (REPIR) 2001	
National Arrangements for Incidents Involving Radioactivity – Users Handbook, 2000 Edition	NAIR (National Arrangements for Incidents Involving Radioactivity)

REFERENCES

National Severe Weather Warning Service

Met Office

Pipeline Safety Regulations 1996

Pipelines Emergency Procedures, December 1998

Esso Petroleum Co. Ltd.
(Supplies and Distribution
Dept) Mainline Pipelines Ltd.

WEB ADDRESSES:

www.ukresilience.info

www.info4local.gov.uk

www.nottinghamcity.gov.uk/

www.environment-agency.gov.uk/subjects/flood/floodwarning/

www.bbc.co.uk/connectinginacrisis/index.shtml

www.epcollege.gov.uk

www.preparingforemergencies.gov.uk