STOCKTON-ON-TEES BOROUGH COUNCIL
MAJOR INCIDENT PLAN

Version	V1 2019
Author (name & role)	Peter Snowdon Emergency Planning Officer
Date issued	November 2019
Review date	
Amendments: It is the duty of all plan holders to inform the Emergency Planning Officer of any information concerning changes which will consequently impact upon this plan.	

Contents

1 ADMINSTRATIONS

Glossary

BCM	Business Continuity Management
BCO	Borough Coordination Officer
BRC	British Red Cross
Bronze	Operational level of management
CBRNe	Chemical Biological Radiological and Nuclear "explosive"
CCA	Civil Contingencies Act
CCS	Civil Contingencies Secretariat
CEPU	Cleveland Emergency Planning Unit
CFB	Cleveland Fire Brigade
CLRF	Cleveland Local Resilience Forum
COBR	Cabinet Office Briefing Room
COMAH	Control of Major Accident Hazard Regulations.
CSHUB	Cleveland Police's Community Safety Hub
DEFRA	Department for the Environment and Rural Affairs
EA	Environment Agency
EMARC	Environment Monitoring and Response Centre
EPO	Emergency Planning Officer
FCP	Forward Command Post
ICO	Incident Coordination Officer
Gold	Strategic level of management
HA	Human Aspects
HAC	Humanitarian Assistance Centre
LA	Local Authority
MBC	Media Briefing Centre, Community Safety Hub
MHCLG	Ministry of Housing, Communities and Local Government
MCA	Maritime Coastguard Agency
NEAS	North East Ambulance Service
NHS	National Health Service
PCP	Portable Command Post
PHE	Public Health England
PRO	Public Relations Officer
RCG	Recovery Coordination Group
RED	Resilience and Emergency Division
RNLI	Royal National Lifeboat Institution
SAR	Search and Rescue
SBC	Stockton Borough Council
SCC	Strategic Coordination Centre
SCG	Strategic Coordinating Group
SIM	Senior Identification Manager (police)
SERM	Scene Evidence Recovery Manager (Police)
STAC	Scientific Technical Advice Cell
TCC	Tactical Coordination Centre
TCG	Tactical Coordinating Group

RVS   The Royal Voluntary Service known solely as the RVS

Lexicon of UK civil protection terminology can be accessed from
https://www.gov.uk/government/publications/emergency-responder-interoperability-lexicon

Distribution

Full Versions of this plan have been issued to the following;
Chief Executive
Corporate Directors
Borough Coordination Officers
Borough Emergency Centre Municipal Buildings
Local Authority Store Police Headquarters, Ladgate Lane
Cleveland Emergency Planning Unit
Elected Member Portfolio Lead

Revision History

2016 April	Full re write
2017 July	Annual review
2018 October	Adapted to fit Cleveland Local Authorities generic template

Exercise History

November 2014	Exercise Zebedee Table top based on Road Traffic Incident (involving hazardous material)
November 2015	Exercise Jaguar- Major Live Play based on chemical release
November 2016	Exercise- Methuselah Table Top based on Borough wide flooding incident
November 2017	Exercise Noah Table Top based on recovery from Methuselah
October 2018	Exercise Puma Table top based on chemical release

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Declared Major Incidents SBC Area

24th October 2012	Flooding Lustrum
5th December 2013	Tidal Surge Port Clarence
14th May 2014	Chemical fire Seal Sands
5th March 2015	Chemical fire Eaglescliffe

2 INTRODUCTION

This plan outlines the emergency management arrangements in response to a potential, or actual, Major Incident occurring in, or affecting the people of Stockton.

Basis for the Plan

It is the responsibility of the Local Authority to prepare emergency plans to detail its response to a Major Incident. The basis for this obligation lies within the following statutory frameworks:

Civil Contingencies Act (2004)

The Pipelines Safety Regulations (1996)

The Radiation (Emergency Preparedness and Public Information) Regulations (2001) (REPPIR)

Control of Major Accident Hazard (COMAH) Regulations (2015)

Objectives of the Plan

This plan supports the Local Authority in preparing for a Major Incident with guidance on the following:

Prioritising the preservation of life and minimising injury

Mitigating the effects on the Environment

Protecting assets

Maintaining public trust in the council

Facilitating the recovery of the community and environment, promoting a return to normality

Maintaining normal services at an appropriate level

Provision of warning and informing the public before, during and after an incident

Promoting emergency preparedness by all participants in the Major Incident Plan through the planning and exercise process.

Definitions

To assist with the use of this plan, definitions below are provided for the following commonly used terms of *Emergency* and *Major Incident*. For further definitions please see the UK Civil Protection Lexicon, which provides an overview of commonly used terms and acronyms, accessed from:
https://www.gov.uk/government/publications/emergency-responder-interoperability-lexicon

Emergency

"An event or situation that threatens serious damage to human welfare, the environment and/or the security of a place in the United Kingdom"
Civil Contingencies Act (2004)

Major Incident

"An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies"
Cabinet Office (2016)

To assist the definition of a Major Incident, the Cabinet Office has provided the following guidance:

   a) Emergency responder agencies ' describes all Category 1 and 2 responders as defined in *the Civil Contingencies Act (2004)* and associated guidance
   b) A Major Incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security
   c) A Major Incident may involve a single-agency response, although it is more likely to involve a multi-agency response, which may be in the form of multi-agency support to a lead agency
   d) The severity of consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a Major Incident is unlikely to affect all responders equally
   e) The decision to declare a Major Incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where Local Resilience Forums (LRF) and responders have explored these criteria in the local context ahead of time, decision makers will be better informed and more confident in making that judgement.

Additionally, to constitute an emergency or major incident, an event or situation must also pose a considerable test for an organisation's ability to perform its functions. Further information can be obtained from the Cabinet Office publication Emergency Response and Recovery available at:
https://www.gov.uk/emergency-response-and-recovery.

3 DECLARATION OF A MAJOR INCIDENT

A Major Incident would normaly be declared by the emergency services at the scene of the incident, however it should be noted any agency can declare a Major Incident. Information will then be passed through the METHANE mnemonic to their control centre and this will be disseminated to partner agencies in the same way.

M – Is it a Major Incident
E – Exact Location
T – Type of Emergency
H – Hazards Present
A – Access/Egress
N – Number of Casualties
E – Emergency Services Required

This plan will be activated by the Tactical Officer (BCO) and/or Strategic Officer . The plan can also be activated at the discretion of senior managers for incidents which whilst not declared as a major incident may still have the potential for significant disruption of local authority services or to the local community.

How will the Council be notified of a Major Incident

The Council will be notified of an incident either directly by the public, Stockton Survalliance Centre,one of their own teams/staff or the Cleveland Emergency Planning Unit (CEPU).

The CEPU operates a 24/7 Emergency Contact. Emergency Services or the Stockton Survelience Centre use the Duty Officer procedure to notifiy the Local Authority's nominated Borough Co-Ordination officer of a major incident and request support, if needed. The CEPU Duty Officer will contact the on call Borough Coordination Officer (BCO), who operates as a Tactical Officer for the Council.

In Hours	Out of Hours
CEPU Office (01642 301515)	CEPU Duty Officer (07771 973206)

Fall back numbers are contained within the Council's Emergency Contact List and also held by the Stockton Surveillance Centre.

The Role of the Local Authority

Local Authorities have three key roles during and following a Major Incident, which are:

1) Support the Emergency Services
2) Maintain essential services
3) Lead on the recovery

This plan has been produced to support the Local Authority's implementation of their key roles during and after a Major Incident. Within the Authority, each service will serve a different function as part of an overall approach to managing the incident. Section 3

outlines in further detail the expected roles and responsibilities for different key roles within Stockton Council.

Whilst the Local Authority is likely to be involved in the initial response, their role will increase in the recovery and restoration phase, where they will probably lead, supported by the emergency services and other agencies.

4 INFORMATION MANAGEMENT

Maintaing an accurate record of all messages received, actions taken in response and ensuring all management team decisions are carefully logged assists in the overall response to an incident. Logging is important in two regards; ensuring that information can easily be shared during timeouts and handovers, as well as in any future Public Enquiry or legal / insurance related issues that may arise.

There are three types of log that will be utilised in the Borough Emergency Centre (BEC) as outlined in the below table.

Type of Log	Function
Officer Incident Logs	Completed individually by all in attendance at the BEC and is their chronological record of the incident.
Policy & Decision Logs	A record of decisions made and the rational behind them, including identified options.
Action Logs	A shared record of actions from within the BEC. Managed by the Room Manager and maintained by an identified loggist. (may be electronic)

All significant events discussions and actions received on will be inputed into the Master Incident Log. This will provide a chronological list of all calls and actions for the incident.

Information Retention Policy
At the end of any emergency all documents relating to the response are collated, for minor incidents this information should be kept for 7 years after closure, and for major incidents (regardless of whether this plan has been invoked or not) a permanent record should be kept, this is in line with the *Retention Guidlines for Local Authority (2003)*. This should include all logs, all messages, all emails, any hand written notes and minutes of management team meetings, timeouts and briefings. These documents will be scanned and stored by the Council as per the guidance.

Any standard document destruction policies involving documents relevant to the emergency should be suspended until any inquiry is complete.

Staff Welfare

Major Incidents and emergencies have the potential to be stressful for everyone involved. It is the responsibility of all involved to ensure that appropriate measures are taken to maintain the welfare of all. Individual Managers and Chief Officers should ensure that welfare arrangements are in place to support staff responding to the incident.

Each Directorate plan should include a clear reference to the role of staff welfare in their own action sheets. In making arrangements for the welfare of those staff involved in responding to the emergency the following should be considered:

- Ensure that the families of those involved are kept informed as to the likely duration of their involvement. This may involve assisting in the provision of alternative arrangements - picking up children, caring for elderly relatives, special transport arrangements etc.
- Introduce a rota system for all staff - usual working hours and conditions are not necessarily appropriate for responding to emergencies. This is vitally important, particularly if some directorates are required to respond on a 24hr basis. As a general rule staff should take a break of 15 minutes every two hours and should not work a shift of longer than 8 hours
- Ensure all staff take regular breaks away from the working area. A suitable area will need to be allocated for this purpose
- Ensure refreshments are readily available to staff at all times
- Ensure all staff, including managers, take part in regular de-briefing sessions that allow team members to express their feelings on their involvement in the overall response
- Be aware that some staff will not want to be replaced. Working excessively long hours under such conditions is not beneficial to either the individual or the organisation and should be discouraged by the use of rotas
- Liaise with Health & Wellbeing Team over the need/provision of professional counselling assistance.

Briefing and Debriefing

Briefing all staff involved in the response promotes shared situational awareness and assists in monitoring of identified actions. The following table outlines the different types of briefing that are expected during the response and recovery of an incident.

Type of Briefing	Context
Intial Briefing	At the outset of the incident • Provides an overview of what has happened prior to the BEC mobilisation. • Working obectives to be agreed • Intial taskings outlined
Time-Outs	At regular intervals throughout the incident • Promotes shared situational awareness • Tracks actions • Outlines further taskings
Handover	At the change of staffing in BEC • Briefs the new team • Sharing of actions, logs and decisions • Ensures continuity
Debriefing	Following Stand-down • Collects feedback from those in attendance • Identifies learning • Informs formal debriefs and reports

All staff should receive a detailed briefing that contains the following information *before* they begin their response role:

- What has happened
- Location and precise names of area/streets/community involved
- What circumstances led to the emergency
- What details must not be speculated on in answering any enquiries
- What resources have been deployed to assist
- What are the likely enquiries they will have to deal with
- The protocol for dealing with calls from the Media
- Briefings either in the BEC or departmental offices should then continue on a regular basis
- Briefings should always be carried out as soon as practicable following any key development in an emergency response
- All staff involved should also be briefed on the key developments on an ongoing basis as the emergency progresses
- Key developments will be displayed in the BEC and at regular intervals staff will be told not to respond to phones but to listen to key updates (sometimes referred to as a 'timeout') which could affect all responders
- It is particularly important to brief staff before any change over. This should be done to ensure that new staff are immediately aware of both the latest situation and also the type of enquiries or requests they may be receiving.

Debriefing

Debriefing is a part of responding to any Major Incident. Although debriefs tend to take place following the incident they may also occur during the handover from response to recovery. Debrief tends to be a two-part process.

Hot debrief – this takes place as soon as practicable after the stand down has been given for an Major Incident. All directorates should be represented and staff should be given the opportunity to give their immediate thoughts on what went well during the response and what could be improved. **It is important at this and the following stage not to apportion blame** – the aim is to see how we can improve our response. A detailed note will be taken of this meeting.

Structured debrief – this takes place a few weeks after the end of any emergency response. The time delay gives directorates and partners an opportunity to reflect on the response and to look in more detail at their own individual roles and potential improvements for future incidents. Again this meeting will be minuted and an action plan produced to highlight required changes in procedures.

Both of these processes may take place at different levels. Debriefs will need to take place within teams, within the Local Authority, the Emergency Services, at partner agencies and finally on a multi agency basis.

Stand Down Arrangements

Involvement in an emergency will finish at different times for different agencies and Local Authority Directorates:

1) The Emergency Services will stand down once their individual agency's role in the response is completed.
2) The Local Authority is likely to be involved for a longer period due to their lead role in the restoration of the community.

The decision to 'stand down' an emergency response needs to be taken on a joint basis by all the key agencies involved. Scoping an 'Exit Strategy' at the earliest possible opportunity will support decision making. Once the decision has been taken, agencies should inform all those that they have been working with as part of their own response, that the incident is now closed.

Resilience Direct

Resilience Direct is a web-based service built on a proven resilient and secure platform. It is accredited to hold electronic documents with a protective marking of Official Sensitive. Resilience Direct is accessible via the standard internet, and via the High Integrity Telecommunications System (HITS), further increasing the resilience of the service.

Resilience Direct has three functions:

1. **Collaborate** – A repository of plans, procedures and supporting document. Stockton Council has their own hub on that can only be accessed by approved members of the Council. The Cleveland Local Resilience Forum has a similar set up.
2. **Mapping** – An interactive mapping service that can display live information from different agencies, ensuring shared awareness amongst responding organisations.
3. **Learning and Development** – A forum designed to promote organisations and officers sharing good practice. The content can be uploaded by any user from anywhere in the country.

Accessing Resilience Direct

Resilience Direct is available for use by all Category 1 and 2 Responders (as defined by the Civil Contingencies Act 2004), Government Departments and agencies, and other key organisations in the UK resilience community.

The Council's Senior Emergency Planning Officer (SEPO) acts as the primary administrator for the Stockton Council Hub on Resilience Direct; they will be able to assist with the creation of new user accounts, creating new pages and other general enquires. The CEPU Duty Officer also has administration rights for Council's Hub in the event that the SEPO is uncontactable.

The Council's Resilience Direct Hub can be accessed via the following link:

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https://collaborate.resilience.gov.uk/RDService/home/30595/Stockton-on-Tees-Borough-Council

Using Resilience Direct in Response

Mapping is not the only function of Resilience Direct that can be utilised in an emergency. Response Pages can be created for Multi-Agency responders to share information and Situational Reports with each other in a timely and effective manner. Recent examples include the UK Threat Level being raised to Critical or the severe adverse weather event in March 2018.

Supporting Plans

The following Cleveland LRF plans support this Major Incident Plan and can be accessed via the Plans section on the CLRF pages on Resilience Direct.
https://collaborate.resilience.gov.uk/RDService/home/22173/LRF-Plans-and-Protocols
Plans include but are not limited to:

- Multi-Agency Flood Plan
- Recovery Plan
- Mass Fatalities Plan
- Mass Casualties
- Transport for Evacuation
- Emergency Accommodation and Shelter

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5 MANAGEMENT STRUCTURE

This section outlines the Multi-Agency management structure and the internal structure of the Council in response to a Major Incident. Stockton Council will co-operate with Multi-Agency partners in line with the JESIP principles: Co-Locate, Communicate, Co-ordinate, Jointly Understand Risk and Share Situational Awareness.

The Cleveland Local Resilience Forum (LRF) Multi-Agency Incident Procedures outline the established activation procedures for agencies to work collectively and collaboratively to manage incidents until stand down is declared. The procedures promote a co-ordinated approach to planning, preparing for, responding to and recovering from Major Incidents for all agencies involved. Copies, digital or print, can be obtained via the CEPU and/or Resilience Direct

A Major Incident will be managed by a proportionate multi-agency response, with three distinct levels of management. These are commonly referred to as:

Strategic Level (Gold)

The level of management that establishes the strategic framework within which the Tactical Commanders will work. Likely to be established at the Cleveland Police Community Safety Hub, Middlesbrough.

Tactical Level (Silver)

This level provides overall management of the response. Tactical Managers determine priorities in allocating resources, obtain further resources as required, and plan and co-ordinate when tasks will be undertaken. They must take appropriate risk reduction measures and give due regard to health and safety requirements.

Where there is an identifiable scene, Tactical (or silver management) is usually undertaken from an Incident Control Point established in the vicinity. However, some agencies, for example local authorities, may prefer to operate from their administrative offices but may send liaison officers to assist. Planning must also take into account that there may be a number of individual scenes, or in fact no actual scene to attend (for widespread disruption, health emergencies, if the incident is overseas, etc).

Operational Level (Bronze)

Management of the work on the actual incident site or sites of the Major Incident. If the incident occurs at mutliple sites, there will be operational commands at each of the sites reporting back to the Tactical Coordinating Group. Council staff at locations other than the incident site are also categoriesed as operational level, i.e. Rest Centres.

Multi-Agency Strategic Coordination

A large scale Major Incident will cause a wide range of issues as well as both short and long term impacts that require a coordinated response, in which case a Multi-Agency Strategic Coordinating Group (SCG), often referred to as Gold, will be

established. A SCG will consist of senior officers from Category 1 & 2 organisations; including the Emergency Services, Local Authority and other partner agencies depending on the situation. The SCG will promote a coordinated response through identifying priorities and agreeing key decisions.

For the majority of Major Incidents where an SCG is established, the chair will be a Senior Officer from the Police at the Strategic Co-ordinating Centre (SCG), Cleveland Police Community Safety Hub, Middlesbrough. Depending on the incident, the chairmanship and location may be passed from Police to another agency, if they are better placed to coordinate the response, i.e. Public Health for Pandemic Influenza The SCG will meet regularly to bring all parties together to agree priorities and to share information; it does not have to be a permanent group and membership may change as any incident progresses.

Representatives on this group are of an appropriate seniority within their organisation to be able to make high-level decisions on behalf of their organisation without referral to others, therefore a Strategic Officer or the most appropritate Director will attend.

Landlines are supplied in the room to support communication, WiFi is also available and mobile phones can be used. Cleveland Emergency Planning Unit will ensure a Senior Officer, where possible, is available to support the Borough Officer, if required, at the SCG.

Multi-Agency Tactical Coordination

Where a Major Incident requires a multi-agency response, a Tactical Co-ordinating Group (TCG), often referred to as Silver, will be called at the Cleveland Police Community Safety Hub, or another appropriate location, to support the response. The CEPU Duty Officer will attend the TCG where local authority representation is required. The Duty Officer represents the Authority at the TCG but can not make decisions on behalf of them. If the incident requires decisions from the Authority then the Duty Officer will request the BCO to attend the TCG.

Similar to the SCG, the chair of the TCG will be an officer of appropriate seniority from the Police.The TCG will meet regularly to bring all parties together to agree priorities and to share information; it does not have to be a permanent group and membership may change as any incident progresses. Where an SCG has been formed, the TCG will follow the strategy that they have outlined, working in line with their aim and objectives.

Landlines are supplied in the room, Wi-Fi and mobile phones can also be used. Cleveland Emergency Planning Unit will ensure a Senior Officer, where possible, is available to support the Tactical Officer (BCO)/Representative, if required, at the TCG.

Stockton Council's Emergency Management Structure

The Council structure in an emergency is in line with the multi-agency response structure, with three distinct levels:

a) Corporate Management Team (CMT):
   i) Strategic Overview
   ii) Business Continuity

b) Emergency Management Response Team (EMRT):
   i) In the event of an incident this team may convene at the Borough Emergency centre to direct functional teams to achieve the strategic goal(s).

c) Functional Teams:
   i) Communications & Information
   ii) Emergency Works & Support
   iii) Welfare

Not all elements of the emergency management structure will be activated for every emergency. Flexibility during the response dictates that only the appropriate/required elements will be activated depending on the time, established needs, priorities, and available resources. This may also involve managers working beyond their normal service span of control to ensure that the various roles can be fulfilled.

The key activities required during a Major Incident can be grouped into the three broad areas: Communications and Information, Emergency Works & Support (Community Services and Economic Growth and Development) and Welfare (Adult and Chidren's Services). Each of these areas will be co-ordinated by the EMRT.

Communications and Information. (Communications)

Gathering of information builds the EMRT's situational awareness, supporting the decision-making process. Reliable and robust communications systems must be available and maintained, electronic, mechanical, oral or written. All forms of communication must be logged and acted upon. Continual monitoring of the media (including social media) promotes effective countering of any misinformation in the public domain. If a media report is perceived as damaging to the reputation of the Authority then it will require an appropriate response, in line with the Council's Communications Strategy. Information should also be passed to the media to promote effective warning and informing of the public. Also, those within Rest Centres should also be kept appraised of the situation. Effective sharing of information supports and promotes a coherent response, informing Elected Members, the Leader and Chief Executive in any media engagements.

Emergency Works & Support (Community Services and Economic Growth and Development)

The Local Authority will arrange for the provision of resources and practical support to those responding to the emergency, which includes technical and safety advice, expertise in engineering, construction and building repairs, and maintenance of highways, drainage and other structures. The Council is also responsible for providing and directing those resources relating to the identification and control of health and hygiene hazards which includes environmental pollution, cleansing and sanitation & monitoring of food and water supplies.

<u>Welfare</u> (Adult Social care and Children's Services)

The Local Authority will provide temporary shelter and accommodation to those people who have been evacuated from their homes or made homeless as a direct consequence of the incident. Details of designated Rest Centres are given in the CEPU Emergency Accommodation and Shelter Plan. The welfare of staff and responders needs to be considered, ensuring that meal breaks are taken, shift systems are established and psychological support offered.

Responsibility for the provision of more permanent accommodation or re-housing lies with the Local Authority.

To meet the needs of emergency feeding at the Rest Centre(s), full use of the Local Authorities resources can be utilised. The Voluntary Sector can provide additional support, and this should be coordinated through the CEPU. If residents are stranded in their own homes without food or cooking facilities, arrangements should be made to get food to them.

Borough Emergency Centre (BEC)

The Borough Emergency Centre (BEC) is the location from which the EMRT can coordinate the local authority response. The decision to open the BEC will be made by the Tactical Officer (BCO) in consultation with the Duty Emergency Plannning Officer and will depend upon the scale/predicted scale of the incident.

The primary BEC is located in the ground floor conference room. Out of hours the building can be opened by requesting a key holder to attend through the Surveillance Centre. Officers may also wish to use the BEC as an update room on a regular basis and use their own office to make calls etc.

In the event of the ground floor conference room being unavailable or unsuitable for a given incident any suitably sized and equipped conference room may be utilized

Recovery Phase

The recovery phase encompasses the activities necessary to facilitate a return to normality, both for the community and those involved with the response. This phase will require the establishment of a multi-agency Recovery Co-ordinating Group (RCG) to oversee the multi-agency strategy, which may include:

- Removal of debris
- Repair to roads or highways infrastructures
- Implementation of traffic management scheme(s)
- Provision of temporary or permanent housing for persons made homeless
- Actions to safeguard the public against environmental conditions which are prejudicial to public health
- Help and advice to the community
- Reassurance and regeneration of the community and locality

- In conjunction with the NHS monitor psychological impacts

Health and Safety considerations are paramount to all work, these will not be relaxed in a Major Incident. Many operations will be time sensitive and it is important that officers are reminded of the need to ensure a safe system of work still applies.

Fig 1 NOTIFICATION PROCESS

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┌─────────────────────────────────────────────────────────────────────────┐
│                            Incident Occurs                               │
└─────────────────────────────────────────────────────────────────────────┘
         │                            │                           │
         ▼                            ▼                           ▼
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────────────┐
│ Emergency        │ ◄─── │     Public       │ ───► │ Surveillance / contact   │
│ Services         │      │                  │      │ centre or other SBC staff│
└──────────────────┘      └──────────────────┘      └──────────────────────────┘
                                                                │
                                                                ▼
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────────────┐
│ Other Cleveland  │ ◄─── │ CEPU duty officer│ ───► │     Incident logged      │
│ LAs              │      │                  │      │                          │
└──────────────────┘      └──────────────────┘      └──────────────────────────┘
                                  │
                                  ▼
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────────────┐
│ Tactical officer │ ◄─── │ Borough          │ ───► │ Operational response     │
│ if attendance at │      │ coordinating     │      │ initiated                │
│ Ladgate Lane     │      │ officer          │      │                          │
│ requested        │      │                  │      │                          │
└──────────────────┘      └──────────────────┘      └──────────────────────────┘
                                  │
                                  ▼
                          ┌──────────────────┐
                          │ Strategic Officer│
                          │                  │
                          └──────────────────┘
```

-------- = Decision process

———— = Automatic Action
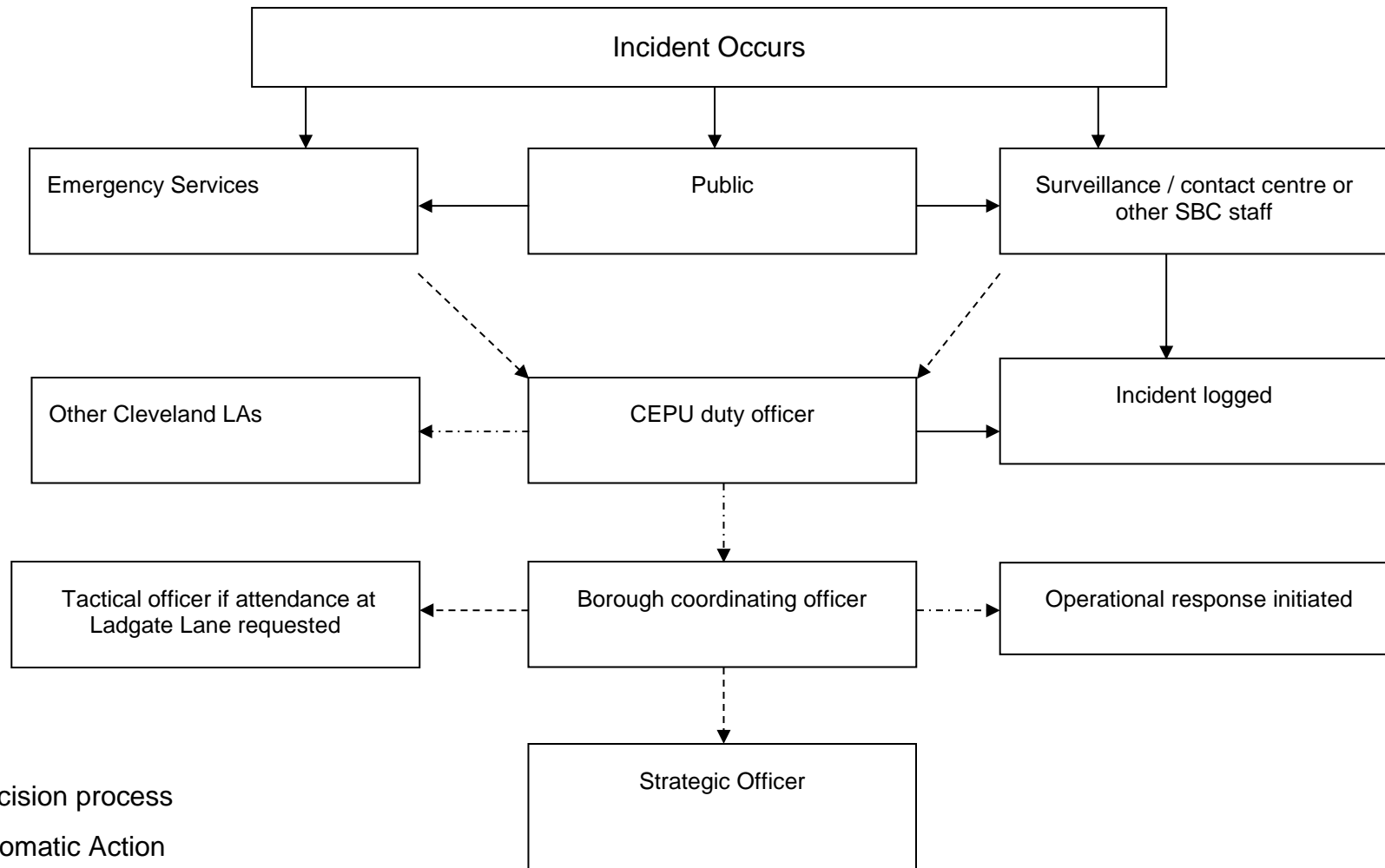
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Fig 2 Lead Officers

Major Incident Plan Activated

Strategic Coordinating Group

Tactical officers

Chief Executive or deputy

Determine who will be SBC representative at SCG

Richard McGuckin

Jamie McCann

Neil Schneider

Julie Danks

Ann Workman

Nominated lead identifies loggist to accompany them to Police Headquarters

(Community Safety Hub)

Craig Willows

Andie MacKay

Marc Stephenson

Andy Corcoran

Rob Burrell

Identifies own staff officer to work with them if required

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6 SPECIFIC ROLE CARDS

This section contains Crib Cards for the roles and responsibilities of Key Staff during a Major Incident.

These Crib Cards do not constitute the emergency plan for any Directorate. The Crib Cards are intended to support the officer undertaking the role, they are not set out in a chronological order and can be referred to throughout the incident.

Refering to the role specific crib card at the outset of the incident or on arrival at the Borough Emergency Centre (BEC) will provide the officer with an overview their key considerations and priorities.

Crib Cards in this plan:

3.1 - Strategic Officer
3.2 - Emergency Planning Officer
3.3 - Tactical Officer (BCO)
3.4 - Borough Emergency Centre Manager
3.5 - Communications Manager
3.6 - Welfare Manager (Adult Social Care)
3.7 - Emergency Works and Support Manager (Community services, Ecomic Growth and Development)
3.8 - Public Health
3.11 - Loggists
3.12 - Elected Member
3.13 - Recovery Lead

Strategic Officer		
Action	The Chief Executive or their nominated deputy will be in overall command of the Local Authority response to a major incident.	Time
1.	Assess the information received and determine the strategy and level of response required in conjunction with the Borough Co-ordination Officer	
2.	Start and maintain a Policy and Decision Log (using the LRF template), to record decisions made and rationale behind those decisions	
3.	Contact a trained loggist (available in the Emergency Contact List) to support if required	
4.	Receive regular situation reports in order to keep the situation and response under constant review	
5.	If established, attend the Strategic Coordination Group, most likely set up at the Cleveland Police Community Safety Hub	
6.	Ensure that the recovery is considered early in the incident, where appropriate delegate staff to undertake initial recovery scoping work	
7.	If appropriate, delegate control and coordination of the incident to the respective Director or Assistant Director(s)	
8.	Receive briefings from the Communications Team regarding information and advice issued to staff, the general public and elected members	
9.	If required and appropriate approve requests for assistance from or to Neighbouring Local Authorities, Emergency Services, Armed Forces or Voluntary Organisations	
10.	Maintain financial control of the Council's operations Section 138, Local Government Act 1972 and the Local Government Housing Act, 1989	
11.	When appropriate prepare detailed reports for submission as necessary to the Borough Council Members and other appropriate Bodies. Upon termination of the incident, call for final reports	
12.	Ensure all actions and messages associated with the incident are logged. Ensure maintenance and storage of essential records relevant to the incident	
13.	Be aware of any proposals for Disaster Appeal Funds, ensure local authority legal and financial officers are made aware of any such funds and that guidance is sought before accepting responsibility for such funds	
14.	Chair the initial Recovery Coordination Group (RCG) if required, or delegate to most appropriate officer	

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15.	Provide a handover to the most appropriate Director to chair future RCGs	

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	Emergency Planning Officer (EPO) / Duty EPO	
Action	**During the response to a Major Incident the Duty EPO may be required to carry out some or all of the following actions:**	**Time**
1.	Ensure that the Tactical Officer is aware and briefed of the current situation and the likely impact on the Local Authority(s)	
2.	Act on behalf of the Tactical Officer/Strategic Officer as a liaison and coordinating officer during the initial stages of an emergency (particularly if it occurs outside usual office hours) and until otherwise directed	
3.	Endeavour to alert the designated Stockton Emergency Planning Officer of the situation	
4.	Establish initial contact and liaison between the Council and the Emergency Services, Borough Councils, the Armed Forces, Voluntary Organisations, Government and other Agencies. Contact details are listed separately in plans held by CEPU	
5.	Facilitate arrangements to allow effective communications between the Local Authority, partner agencies and other services	
6.	Ensure requests for additional resources required by partner agencies are forwarded to the Borough Emergency Centre (BEC)	
7.	Advise on the activation and management of support centres e.g. Voluntary Organisation support at a rest centre	
8.	Provide access to shared CEPU resources including camp beds, sleeping bags & bedding, etc	
9.	Establish and maintain contact with neighbouring Councils and Emergency Planning Officers as required	
10.	Attend the scene or TCG if requested and considered safe to do so	
11.	Advise on the measures as set out in the specific plans e.g. COMAH Offsite Plans, Pipeline Plans, Multi Agency Flood Plan etc.	

	Tactical Officer	
Action	**The Tactical Officer will act on behalf of the Chief Executive to take overall control of the Local Authority response to an emergency. They will act as a decision maker and coordinating officer during the emergency, until otherwise directed.**	**Time**
1.	Receive notification from the CEPU of the incident and request a briefing on the current situation	
2.	Start and maintain a Policy and Decision Log (using the LRF template), to record decisions made and rationale behind those decisions	
3.	Confirm required response from the Council	
4.	Have Council teams/resources already deployed?	
5.	Consider if there is a potential for escalation	
6.	Has a multi-agency Tactical Coordinating Group (TCG) been called?	
7.	Consider whether the On-call Strategic Officer need alerting? If yes, provide notification.	
8.	Is there a need to contact the Emergency Management Response Team?	
9.	Identify and contact another Tactical Officer to chair the EMRT	
10.	Request the Contact Centre initiates the call-out of the EMRT	
11.	Provide a link between the EMRT at the Borough Emergency Centre and the TCG and the Strategic Coordinating Group (SCG)	
12.	Promote effective communications and interaction between all participants	
13.	Minimise the disruption to the critical work of a response to a Major Incident by establishing a coordinated media bureau or assisting any other lead agency in so doing	
14.	Have regard to the Council's critical services, and raise awareness to Director's in relation to their Business Continuity Plans if required.	
15.	The Local Authority will take the lead in recovery, so early planning in preparation for establishing a Recovery Coordinating Group (RCG).	

	Borough Emergency Centre Manager	
Action	**The Tactical Officer will contact a strategic or a tactical officer if the Borough Emergency Centre (BEC) is to be utilised. They will then be responsible for the operation of the centre including**	**Time**
1.	Call out of operational staff (e.g. loggists) to staff the BEC	
2.	Opening and establishing the BEC	
3.	Start and maintain a Policy and Decision Log (using the LRF template), to record decisions made and rationale behind those decisions	
4.	Briefing staff on arrival & ensure any staff sign in/out using the relevant book (BECM to ensure a book is available)	
5.	Ensuring that staff understand their roles	
6.	Provision of copies of relevant operational plans, maps and any stationery in conjunction with the EPO	
7.	The provision of refreshments as required	
8.	Ensuring that the communications system is utilised and that log books / decision logs are collected and filed when completed	
9.	Ensure the BEC coordinates the response of all the Council Directorates and acts as the focal point for the Council's response	
10.	Ensure that the BCO is kept informed of developments	
11.	Liaising with the Chief Executive and other Chief Officers on any other requirements	
12.	Ensure that contact is maintained at all times with the Emergency Services, individual directorates and external agencies involved with the response	
13.	Ensure security and safety of the BEC, attendees and their property	

	Communications Manager	
Action	**The Communications Manager is responsible for ensuring that the Local Authority supports a coordinated communications approach across responding agencies including the emergency services:**	**Time**
1.	Ensure that the BEC is operational and that communications are established and maintained between all centres of activity	
2.	Start and maintain a Policy and Decision Log (using the LRF template), to record decisions made and rationale behind those decisions	
3.	Coordination and administration of media services in partnership with other responders	
4.	Information collection, collation, interpretation and dissemination	
5.	Ensure social media sites are monitored both during and after the incident	
6.	Provision of press and media liaison, in close co-operation with the Police Press Officer, if required	
7.	Provide an information servic to deal with enquiries from the Chief Executive/EMT and Elected Members	
8.	Establishment of a Press and Media Briefing Centre, if required	
9.	Provision of public information and advice working closely with Police	
10.	In liaison with Legal Democratic Services, arrange/assist with visits by VIPs	
11.	Provision of regular detailed briefs on the current situation from all concerned with the incident	
12.	Liaison with the Public Relations Officers of other agencies, the emergency services and the Chief Executive prior to the release of any press statement	
13.	Close liaison with representatives of the press and media	
14.	Identify other means of disseminating information to the public during an incident, such as telephone hotlines and helplines.	

	The Welfare Manager (Adult Social Care)	
Action	**The Welfare Manager is responsible for coordinating the Councils welfare arrangements for all those involved in an incident both directly and indirectly.**	**Time**
1.	Ensure that the BEC is adequately staffed and operational	
2.	Ensure a Major Incident log is opened and maintained in conjunction with the Borough Emergency Centre Manager	
3.	Start and maintain a Policy and Decision Log (using the LRF template), to record decisions made and rationale behind those decisions	
4.	Caring for evacuees and the tactical management of Rest Centre's as per the Rest Centre Plan, including those made homeless by the incident.	
5.	Ensure the Emergency Planning Officer is contacted if Voluntary Organisation support is required	
6.	Provide practical assistance to those in need including clothing, grants, comfort, counselling and psychological support	
7.	Arrange for the establishment and management of a Humanitarian Assistance Centre (in conjunction with the EPO), to provide a one-stop-shop for information and advice to those affected, if required.	
8.	If the Police have set up a Survivor Reception Centre and/or a Family & Friends Reception Centre, support from LA staff will be required.	
9.	In the event that several emergency centres have been opened, the number of trained staff on the emergency contact list will be exhausted. Further support will be required from the wider Council and mutual aid from neighbouring authority. Any request for assistance should be passed to the BCO to inform the Strategic Officer	
10.	Support and advice to be offered to an individual or community suffering from bereavement	
11.	Provision of welfare arrangements for staff ensuring they take sufficient rest breaks and work no longer than the maximum period allowed	
12.	To provide refreshments to staff including those in the BEC.	

	Emergency Works and Support Manager	
Action	**The Emergency Works and Support Manager is responsible for providing resources for those engaged in the response to major emergencies**	**Time**
1.	Ensure that the BEC is adequately staffed and operational	
2.	Start and maintain a Policy and Decision Log (using the LRF template), to record decisions made and rationale behind those decisions	
3.	Provide essential services such as immediate repairs and maintenance	
4.	To assist in the establishment of diversionary routes and provision of barriers and signs	
5.	Provision of staff, plant, equipment, and expertise in engineering, construction, highways and buildings	
6.	To coordinate the response to environmental pollution with other organisations such as the Environment Agency	
7.	Coordinate cleansing and sanitation operations	
8.	Provide technical and safety advice in conjunction with the Health and Safety department where required	
9.	Assist in the establishment of a Humanitarian Assistance Centre/Rest Centre and/or Temporary Mortuary by providing any adaptation works as necessary	
10.	The design and construction of emergency building or engineering works	
11.	The provision of supplies, materials, food and fuel in response to identified requirements	
12.	Arranging the provision of transport of all kinds	
13.	Procuring operational accommodation including heating, portable toilet facilities, lighting, ventilation and cleaning services	
14.	Allocating personnel required in excess of participants own resources, including contractors and voluntary organisations	

Public Health		
Action	**The Director of Public Health (DPH) will ascertain and advise on the potential risks to health and wellbeing of residents. In order to ensure business continuity, the DPH will facilitate for the local authority to be able to utilise the North East DPH on-call arrangements for specialist support and advice during absences.**	**Time**
Where an emergency/incident has an impact upon the health and wellbeing of residents in the borough		
1.	The Welfare Manager will work in conjunction with the Director of Public Health to ensure that appropriate arrangements are put in place to minimise/mitigate any adverse impacts on health and wellbeing for residents.	
2.	If activated, the DPH will in addition, liaise with Public Health England regarding the establishment of an Outbreak Control Team.	
3.	Membership/Chair of the Scientific and Technical Advice Cell (STAC) if established at the Police Community Safety Hub to provide coordinated scientific and technical advice to the SCG commander. In this capacity the DPH will also be an informed link to other national or regional health bodies and specialist professionals.	
4.	Commit resources to the management of the incident as appropriate. E.g. Intelligence analysts, health promotion etc	
5.	Lead on the provision of joined up support e.g. counselling and health/public health messages with the other health care partners.	
6.	Lead on an approach to assessment, evaluation and learning lessons.	

	Loggist	
Action	**Loggists will ensure the staff responding to an incident, have the information they require and information coming into the BEC is recorded and actioned. A loggist may be required to update the central electronic log or complete the log of a member of the EMRT.**	**Time**
1.	Record Actions	
2.	Key decisions are recorded	
3.	Major events are recorded	
4.	Record the decisions taken at meetings between the BCO and Functional Managers	
5.	Record why a certain course of actions was or was not taken	
6.	The time at which decisions were taken	
7.	Record requests for assistance	
8.	Record delivery of resources	
9.	Record casualties	
10.	Critical information such as casualty numbers, rest centres opened, roads closed etc to also be recorded on white board.	
11.	If logging for an officer ensure counter signature	

Elected Member		
Action	**The following are intended as a guide to what Elected Members can do on hearing of an incident.**	**Time**
1.	Receive a briefing from the Communications Team	
2.	Pass on information regarding the incident to the Borough Emergency Centre team	
3.	Check designated e-mail accounts for updates	
4.	Positively represent the Local Authority's response	
5.	If approached by the Media contact the Communications Team, ensure that you are up to date on the situation and response before making comment to media.	

	Recovery Lead	
Action	**It is likely that Stockton Borough Council would be the lead organisation for the recovery from a Major Incident in Stockton. To support this function, a member of the CMT should be appointed lead as soon as possible to promote decisions benefiting the overall response and long term recovery to the Incident.**	**Time**
1.	Refer to the Cleveland LRF Recovery Plan	
2.	Provide the basis for a Community Impact/Needs Analysis and begin to scope the strategy for the recovery phase, including Expectations vs Likely Reality	
3.	Identify suitable chairs for groups that will require LA lead	
4.	Identify suitable attendees for groups that require LA support	
5.	Promote shared objectives between the response and recovery phases	
6.	Ensure CMT are briefed on the likely recovery considerations	
7.	Ensure EMRT are aware of the recovery implications of their decisions.	
8.	Support the handover process	

7 RECOVERY

This section provides an overview of the Recovery Process and should be used in conjunction with the Cleveland Local Resilience Forum (LRF) Incident Recovery Plan. This section also identifies the key considerations and mechanisms for recovery as well as providing a famework for the multi-agency management of the recovery, including the identification of themed standing groups.

Following a Major Incident, the return to a new normality is unlikely to be automatic and will require engagement with all stakeholders. Recovery is the process of rebuilding, restoring and rehabilitating the community following a Major Incident. Every incident is unique and the needs during recovery will vary but a generic framework can be applied and adapted as needed; outlined in the Cleveland Local Resilience Forum's Incident Recovery Plan.

Recovery Objectives

The objectives for recovery will be defined at the time and will vary depending on the incident but broadly will be similar to the following generic objectives, based on the Cabinet Office's Emergency Response and Recovery guidance;

i. Restore normality, rehabilitate the community and rebuild the area affected

ii. Identify the needs of the community, promoting self-help and recovery

iii. Outline a realistic and achievable exit strategy, which is measurable and time relevant

iv. Incorporate the principle of "Build Back Better" whereby lessons identified are included in the process of recovery

v. Protecting the health and safety of Council staff

vi. Maintaining the Council's essential services

vii. Maintaining the Council's normal services at an appropriate level

viii. Safeguarding the environment

ix. Facilitating investigations and inquiries

Role of the Local Authority

Due to the Local Authority's work with and for the community, the UK Concept of Operations for Emergency Response and Recovery has identified Local Authorities as the lead for the Recovery Phase for the majority of Major Incidents. Where it is deemed, by the Strategic Co-ordinating Group (SCG), that it would more suitable for a different agency to lead this will be communicated to all partners involved with the incident. The transition will be formalised by the SCG and a handover undertaken with the Recovery Co-ordinating Group (RCG).

As the Local Authority is the lead for recovery with their area, a Strategic Officer or their nominated deputy will direct the recovery phase; this will be dependent on the incident and the most suitable lead should be identified. The lead for the recovery phase will chair the Recovery Co-ordinating Group and will be responsible for the recovery management structure outlined in the Incident Recovery Plan. The Local Authority will also provide the chair and the secretarial function for the majority of groups that are involved in the recovery phase. The following diagram illustrates an anticipated structure for the multi-agency management of the recovery phase. If the incident has been cross-boundary with a neighbouring authority, or if multiple authorities have been affected, an initial agreement will be required as to the most suitable authority to lead the multi-agency recovery process.
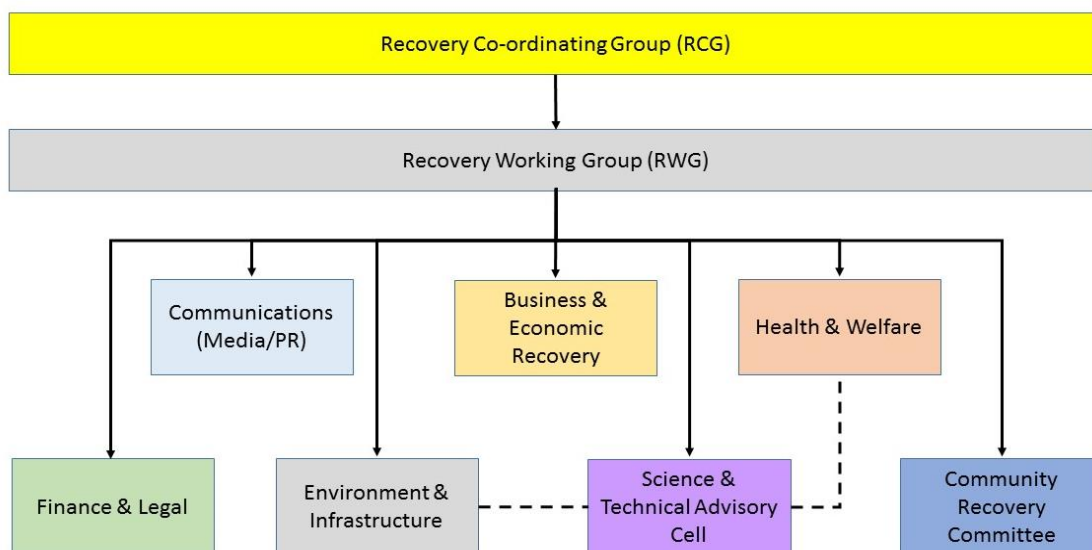
Promoting Recovery during Response

The recovery phase should begin at the earliest opportunity following the onset of an emergency, running in tandem with the response to the emergency. An officer should be identified to lead on recovery during the response phase, considering the implications on recovery from decisions made. Identifying a lead for recovery as early as possible promotes the need to consider recovery initially and supports the transition from response to recovery. An Action Sheet for the Recovery Lead can be found on page 36.

Handover: Response to Recovery

In order to ensure that all agencies are aware of the implications and arrangements for handover from the response to recovery phase, it is suggested a formal meeting is held prior to formal handover. The CLRF Incident Recovery Plan outlines the process and identifies the procedures for a formal handover from response to recovery.

Community Impact Assessments

As part of the recovery phase an assessment of the needs of local communities is required, this will inform any strategy of requirements and anticipated

outcomes. The Appendices of the CLRF Incident Recovery Plan provide both the Community Impact Assessment Form alongside guidance and instructions for use. Dependent on the incident, the impact assessment may need to be adapted to capture the range of information available.

Tools for Recovery

The Cabinet Office's Response and Recovery Guidance (2013) outlines four key themes for recovery: Humanitarian Assistance, Environment, Economic and Infrastructure. All of the themes are inter-dependent and should be considered at all stages of recovery.
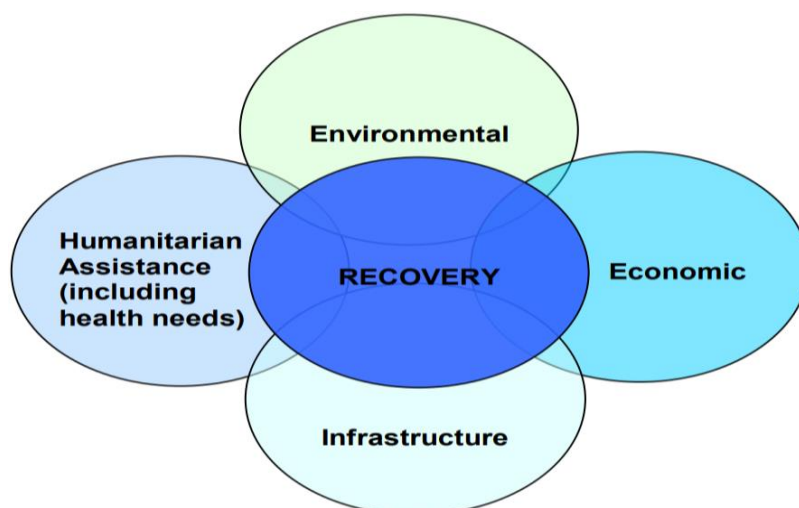
The following table identifies considerations for the recovery phase, please note that this list is not exhaustive and there will be other considerations that present themselves.

Theme	Considerations
General Recovery	- Impact assessments - Social media - Data protection and sharing - Mutual Aid - Military Aid - Working with the media - The Role of Elected Members - VIP visits and involvement - Impacts on local authority performance targets - Inquiries - Investigations and prosecutions - Coroner's Inquests - Recovery evaluation and lessons identified - Impact assessments - Reporting - Voluntary sector
Human Aspects	- Needs of people - health - Displaced People - Foreign nationals

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Theme	Considerations
	• Community engagement • Commemoration • Community cohesion • Needs of people - non-health • Financial support for individuals • Investigation and prosecutions • UK residents affected by overseas emergencies • Non-resident UK nationals returning from overseas emergencies • Mass fatalities
Environmental Issues	• Environmental pollution and decontamination • Recovery from a CBRN Incident • Dealing with waste • Animal health and welfare
Economic Issues	• Economic and business recovery • Financial impact on local authorities
Infrastructure Issues	• Access to and security of sites • Utilities • Repairs to domestic properties • Historic environment • Site clearance • Dealing with insurance issues • Damaged school buildings • Transport

Logging during the Recovery Phase

Logging during the recovery phase carries the same significance as during the response phase,. Capturing actions and decisions taken, and equally important those decisions not taken, promotes a coherent approach to managing the recovery phase. Appendix C provides an overview of the different types of log, their function and when they are required.

8 COMMUNICATIONS STRATEGY

Introduction

Any major incident will inevitably attract large numbers of local, national and international media representatives. It is vital that the media are handled well as their response to the situation will have a bearing on subsequent public perception of the incident and ongoing reputation of the Council.

The Civil Contingencies Act (2004) places a legal duty on Local Authorities, in their capacity as Category 1 responders, to ensure the public are warned and provided with information and advice before any incident occurs, as necessary at the time of an emergency and also following an incident.

Good relationships with media and other responders are essential in order to minimise:

- Inaccurate or conflicting information being broadcast or published which then leads to unnecessary public alarm and concern
- Excessive demands for media access being placed on those agencies dealing with the emergency
- To minimise the negative impact of the press and make best use of their resources/coverage
- Intrusion into the privacy of members of the public who are involved.

Aim and Objectives

The aim of the Communications Team in the event of a major incident is to ensure that the internal (staff, managers, elected members etc.) and external (partner agencies, media and wider public) public are provided with timely and consistent information on any ongoing incident.

The objectives of this strategy are to:

- Detail the response of Stockton Council's Communications Team to a Major Incident
- Outline procedures for a coordinated and controlled response to the media during an emergency
- Outline the mechanisms that are available via partner agencies in the event of a major incident which the Communications Team can utilise.

The main actions of the Communications Team during the response phase are:

- The provision of press and media liaison at locations as detailed by the Chief Executive and in close co-operation with the Police Press Officer
- The provision of appropriate personnel to attend the Borough Emergency Centre should it be activated
- To monitor social media during the incident, and respond accordingly if necessary
- The assist in the promotion of any relevant 'help line' facilities, as required.

Identification of the Lead Media Coordinator

In most instances the Police will lead the coordination of media teams. In some instance the council are likely to lead, examples include:

- The response by the Police to the incident has been curtailed and the incident has moved in to the 'recovery of the community' stage headed by the Local Authority
- Where Stockton Borough Council is the lead responder due to the circumstances of the major incident e.g. coach crash in another country involving a local school party.

In the event that the Local Authority Communications Team is the lead media coordinator, their role will be:

- To take the lead for media coordination
- To establish a Media Briefing Centre
- To ensure agreement is reached, prior to publication, between all Emergency Services/Agencies.

Notification Procedure

In most instances, the initial alert to a Major Incident will be passed by the emergency services to the Duty Emergency Planning Officer, who will in turn inform the nominated Tactical Officer (BCO) within Stockton Borough Council.

Upon receipt of this call, the Tactical Officer will decide upon the best course of action with regard to the nature of the incident.

If considered necessary, following an assessment of the current and potential effects of the incident, the Tactical Officer will alert the Communications Manager.

The Communications Manager or his/her deputy will then start a log, assess the situation and call out sufficient numbers of staff to affect an efficient response.

Roles and Responsibilities

See Communications Officer Role Card.

Log and Record Keeping

In order to ensure that the actions of the Communications Team can be effectively monitored, it is essential that accurate records and logs are maintained throughout the incident.

All statements released must be dated, timed and numbered and a list of recipients attached.

All press releases must be logged and all written, audio and video interviews with the media retained by the agency concerned.

All records and logs, together with a final report, should be submitted by the comms officer to the Chief Executive as soon as possible after the incident.

Mutual Aid

In the event of the Communications Team being overwhelmed due to a protracted incident involving 24 hour operation mutual aid may be requested from neighbouring authorities, or agencies. Any request for mutual aid can be made via CEPU.

Media Access and Response

Previous incidents have shown that the media as well as bringing extra pressure to commanders can also be a valuable asset in relaying information to the public.

In the event of an incident the media are likely to be on scene or close to the scene in a very short time period.

If considered newsworthy enough the international media are likely to very quickly contact staff and contact centres requesting information.

Attempts to restrict media demands or access too far, or in a way which seems unfairly to favour one group or another, may lead to negative coverage of the incident and subsequent Council response.

Whilst every effort should be made to comply with any reasonable request for access the following sensitive locations may need to be restricted/controlled:

The immediate scene
- Borough Emergency Centre
- Rest Centre(s)
- Receiving Hospitals
- Joint Media Cell
- Temporary Mortuary(s)

A proactive coordinated response by agencies will reduce the issues associated with the media seeking information out, the means of providing this include;

- Media Liaison Point
- Media Briefing Centre
- Press statements and Media Holding Statements

Media Liaison Point

The Media Liaison Point (MLP) located close to the scene provides a point of contact between the media and the responders.
It is likely that this will be a multi-agency function coordinated by the Police.

The purpose of the MLP is to:
a) Provide controlled access to the media
b) Provide appropriate photography points

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c) Limit entry, particularly in the event of safety or security considerations
d) Provide a location for pooling media access

Media Briefing Centre

If the police are coordinating the emergency response to the incident, they will give immediate consideration to the setting up of a Media Briefing Centre (MBC); usually this will be located at the Cleveland Police Community Safety Hub.

The purpose of the MBC is to provide a regular flow of information to alleviate media speculation. It provides one central location for representatives of the media to gain access to responders.

Once the decision is made to establish a MBC, the Police Press Officer will notify the press officers of partner agencies involved and request that they attend.

The Stockton Borough Council comms manager and/or his/her deputy may be required to assist the police in the staffing and the running of the MBC.

A Media Briefing Centre will require at least four functional areas:
a) Media area where media representatives are able to prepare their reports and receive information from media centre staff
b) Briefing area for formal briefings and press conferences
c) Staff room accommodating those manning the centre
d) Car parking facilities.

A number of administrative staff will be needed to assist the Centre Coordinator and Press Officers at the MBC; a decision will be made at the time as to where to pull these extra resources from.

In some instances it may be necessary for Stockton Borough Council to also set up a MBC e.g. where the council has the lead for media coordination, or where due to demand an additional centre is required.

In these circumstances, the Communications Manager will undertake the task of establishing a MBC, inform the media representatives of its establishment and coordinate the resources for the centre. This may include telephones, Wi-Fi and photocopying facilities for the exclusive use of the media.

The Communications Manager is also responsible for ensuring invoices are raised and issued to the press association for any facilities used.

The use of Stockton Borough Council premises e.g. Leisure Centres, for a MBC will need to be addressed by the Communications Manager in liaison with the relevant Director.

In the event of the council being required to establish a MBC, consideration should be given to seeking permission to use the MBC at the Cleveland Police Community Safety Hub given the existing resources.

Press Statements

The Lead Media Coordinator (from the lead responding agency) will ensure press statements are only issued after consultation with the other agencies involved and will co-ordinate all statements issued to the media. This mechanism will avoid the risk of conflicting and misleading information being issued.

Certain agencies have statutory responsibilities and may issue statements directly to the media (DEFRA, Food Standards Agency, Health Partners etc.). If practicable, consultation with the Media Coordinator will take place prior to being issued and a copy of the statement provided to the MBC as soon as possible.

The following information may only be released by the Council to the media after full consultation and agreement with the Lead Media Coordinator:

- Casualties - number and types of injuries
- Fatalities - number and cause of death
- Incident cause
- Persons involved - may have criminal implications
- Security issues
- Advice to the public on chemical releases, toxic clouds, water, gas, or electricity supplies, evacuation notice and similar issues which could cause panic
- Information on specialist assistance or personnel.

It is worth remembering that prepared press statements (holding statements) are intended to assist in the rapid release of information to the media and are not to be used for every release of information made. These are to be published through established media channels but also replicated on social media sites

VIP Visits

Visits by the Royal Family, the Prime Minister and Senior Cabinet Ministers to the scene of a major incident, and to survivors in hospital, possibly within the first 48 hours, are inevitable. The media coverage for these visits will be handled by the Lead Media Coordinator after consultation with all agencies involved.

9 HUMAN ASPECTS

Human Aspects (HA) refers to the impacts on individuals during and after an emergency. It may also refer to the activities carried out to support those affected.

The overarching aim of any activity to consider the HA should be to provide appropriate care and support for all those who have been affected by an emergency. This may include survivors of an incident, the family and friends of survivors and the deceased, those responding to the emergency, and the community living and working in the area affected.

Addressing the HA in any emergency can comprise a broad range of activities, some of which may continue long after the incident occurred. These can include:
- Ongoing health monitoring
- Emotional support
- First aid
- Shelter, food, clothing
- Information updates about the incident and individuals directly involved
- Advice and support on financial, legal and insurance issues
- Support to restore social networks
- Opportunities for remembrance/memorialisation
- Input into any evaluation process following the emergency (for example a public inquiry)

This section outlines the key actions on the Council and partner agencies for delivering activities to address the HA following a Major Incident. Further information is available from the UK Cabinet Office's 2016 "Human Aspects in Emergency Management, guidance on supporting individuals affected by emergencies."

Delivering Activities to address the Human Aspects

The activities to address the HA of a Major Incident need to be considered in the short, medium and long term. Support to those directly and indirectly affected by a Major Incident should be available at the earliest possible opportunity, both physically (e.g. Rest Centres) and virtually (e.g. Online Support).

The medium and long term support to those affected will take the form of a Humanitarian Assistance Centre, a singular location (or virtual) serving multiple needs, which will also signpost further support available. Mechanisms to access long-term social and health care (including mental health) for those affected by the Major Incident should be considered at the earliest possible opportunity.

The main mechanisms for addressing Human Aspects following a Major Incident are detialed in the table below.

Activities that Address the Human Aspects Following a Major Incident

Human Aspect		Purpose	Agency
Short Term	Survivor Reception Centre (SuRC)	• A SuRC would be established near the site of the incident by the Police to provide a secure area for survivors who do not require acute medical treatment but is still able to provide first aid and should also signpost survivors to further support	Police (Lead), Local Authority, Vol Orgs
	Family and Friends Reception Centre (FFRC)	• FFRCs are also set up by the Police and supported by the LA. They are a focal point for relatives and friends of individuals affected by an emergency • Family and friends should be provided with information about their loved one by the most appropriate agency as soon as it is available and in a sensitive way	Police(Lead), Local Authority, Vol Orgs
	Rest Centre (RC)	• Rest Centres are established by the local authority to provide short-term temporary accommodation for individuals displaced by the emergency • They may be staffed by a range of voluntary sector representatives, community groups and other responders who may offer practical and emotional support and signpost affected individuals to further support in the short-medium term	Local Authority (Lead), Vol Orgs

Medium Term	Humanitarian Assistance Centres (HAC)	• A Humanitarian Assistance Centre (HAC) is a physical place/building that functions as a 'one-stop-shop' where those affected by an emergency can access a range of support. The HAC can provide short-medium term support, including:
		  1. a safe, private space away from the public/media to meet with others affected by the emergency
		  2. a place to talk to representatives from various organisations involved in response and recovery, including the LA, police, and voluntary sector
		  3. legal advice
		  4. advice on financial support, including benefits and compensation
		  5. information about the incident, including ongoing investigations (e.g. criminal, safety etc)
		  6. emotional support
		  7. access/signposting to psychological support where appropriate
		  8. refreshments
		  9. access to showers and other washing facilities where individuals' water or power supplies have been disrupted
		  10. support with childcare
			Police, Local Authority (Lead), Vol Orgs

	Human Aspect	Purpose	Agency
	Crisis Support Team (CST)	• A Crisis Support Team (CST) is trained to provide support to those affected by an emergency, including survivors and the family and friends of those involved. CSTs are usually comprised of personnel from the LA and other agencies, such as the voluntary sector and NHS.	Local Authority, Vol Orgs, Health
	Online Support Site	• Online support sites are websites, which can include social media, that provide a single place to access information and support for those affected by an emergency. They act as an online 'one-stop-shop' where affected individuals can speak to one another and access emotional and practical support.	Police, Local Authority (Lead), Health
	Telephone Support Line	• Telephone support lines can be set up to offer a single contact number so that individuals affected by an emergency can access immediate information and/or support. They are established by one of the delivery agencies, such as the LA or voluntary organisation, and staffed by appropriately trained volunteers.	Police, Local Authority(Lead), Health
Long Term	Longer term Social Care Support	• The Care Act 2014 outlines the responsibilities that LAs have for health and social care. Social care is crucial in any response to the HA of an emergency and LAs will be accountable for ensuring the appropriate services are available • While the LA is the lead agency for response to the HA of an emergency, it is sensible to identify within the LA a lead individual within the authority to make decisions about care services and co-ordinate those organisations involved in providing care • In most cases, the Director of Adult Social Care will be best placed to take on this role but, depending on the nature and impacts of the emergency other senior officers may take the lead (e.g. the Director of Children's Services)	Local Authority
	Longer term Physical and Mental Health Support	• As well as physical care, the key NHS services for addressing the HA will be mental health services, including Children and Adolescent Mental Health Services (CAMHS). Since the implementation of the Health and Social Care Act 2012, LAs have had responsibilities for public health and should therefore already be working closely with NHS partners.	Health

Roles and Responsibilities

The role and responsibilities of the Council in addressing the human aspects of a Major Incident are outlined in the table below. The Human Aspects 2016 guidance also outlines specific roles and responsibilities for the Director of Adult Social Care.

Organisation	Roles and Responsibilities
Local Authority	• Co-ordinate and lead the recovery process • Co-ordinate the activities to address the HA, including the input from the voluntary and faith sector • Support the running of SuRCs and FFRCs, particularly with welfare provision. Given the complex and varying arrangements within different LAs, a range of groups may be involved in supporting welfare provision, including Adult and Children's Social Care, private care providers/contractors and the voluntary sector • Decide whether to set up Rest Centres for those displaced by the emergency • May deploy Crisis Support Teams and/or activate online support sites and telephone support lines following the incident • Decide whether an HAC is required and, if so, manage the centre with support from other agencies • Provide advice and management of public health through the Director of Public Health (DPH) (who is responsible for discharging LA responsibilities regarding public health in an emergency)
Director of Adult Social Care	• Usually provide leadership on the social care response to an emergency, however the Director of Children's Social Care may be better placed to do this in an emergency that affects children. This may be delivered in a variety of ways and will need to complement and contribute to any other HA support mechanisms set up, such as HACs, support websites etc • Co-ordinate the range of providers delivering care on behalf of the LA in emergencies, such as private care providers and the voluntary sector; this will be especially important where social care is contracted out of the LA

10 ROLES AND RESPONSIBILITIES OF PARTNER ORGANISATIONS

The immediate response to an incident is usually provided by the Emergency Services, supported by the Local Authority. The Emergency Services maintain a state of readiness to provide a rapid response, and alert Local Authorities and other services as soon as possible. All organisations that need to respond quickly to an incident should have arrangements, which can be activated at short notice.

Category 1 and 2 Responders

The Police

Cleveland Police will discharge their responsibilities through the implementation of their emergency plans and associated procedures.
Cleveland Police will perform the general Police role of:

- Saving of life in conjunction with the other emergency services
Protection of property

Protection and preservation of the scene

Co-ordination of the emergency services and other support organisations

Investigation of the incident, in conjunction with other investigative bodies, where applicable

Collation and dissemination of casualty information

Identification of the deceased on behalf of H M Coroner

Restoration of normality at the earliest opportunity

The primary function of the Police is to co-ordinate the multi-agency response to a major incident. This will necessitate the early liaison with the other emergency services and where the emergency involves a chemical or industrial site, the Site Incident Controller from the appropriate company. The police Operational and Tactical Commanders will wear tabards that clearly identify their role.

In order to provide co-ordination of the incident at the earliest possible stage, the Police will establish:

- Inner and outer cordons. The cordons will prevent people from entering the affected areas and may prevent potentially contaminated people from leaving without first undergoing decontamination procedures.
- Rendezvous Points- An area where assets and personnel report to prior to deployment at the scene.
- Forward Control Point An area where operational commanders / manager's col locate to agree operational management of the scene.

In carrying out these functions, consideration must be given to:

- wider geographical consequences
- wind speed and direction
- responders to the incident
- access to the scene of the incident
- setting up road closures
- all aspects of health and safety

Cleveland Police emergency plans and procedures incorporate comprehensive arrangements for all other important measures necessary, which will include consideration of:

- Traffic Management
- Facilitation of any Communications Strategy or media statement
- Establishing a Casualty Bureau
- Evacuation
- Investigation of a crime and the preservation of the "scene"
- Liaison with the Local Authority and other agencies

Co-ordination of the media

Cleveland Fire Brigade

Under the Fire & Rescue Act (2004) the Senior Fire Officer present will have sole charge and control of all operations for the extinction of fire.
If it is necessary to establish an inner cordon, the Senior Fire Officer will be responsible for the health and safety of all those entering the inner cordon. (However, in the event of an incident, which is, or is suspected to involve terrorist activity, all movements in and out of the inner cordons will be under the direct supervision of the Police Incident Commander).

The role of the fire brigade is derived from its long experience in firefighting and rescue operations of all descriptions. Major incidents will encompass some or all of the following aspects:

Taking charge of firefighting and rescue operations
Establishing a Forward Control Point

- Rescuing trapped casualties
- Preventing further escalation of the incident by intervention, dealing with released chemicals and other hazardous situations
- Gathering information and completing risk assessment(s) in order to provide advice to the Police and enable them to advise the public to evacuate or remain in their homes
- Liaising with the Police regarding the provision of an Inner Cordon
- Advising on the safety of personnel involved in the rescue work
- Giving consideration to the effect the incident may have on the environment and liaising with the Environment Agency and Local Authority Environmental Health Officers

- Liaising with the Medical Incident Officer, the Ambulance Service and other appropriate organisation with regard to providing assistance at ambulance loading points and the priority evacuation of injured persons
- Assisting the Police with the recovery of the dead
- Participating in investigations as appropriate and preparing reports and evidence for inquiries
- Standing-by during non-emergency recovery phase to ensure the continued safety at and surrounding the incident site as necessary
- Providing access to CHEMDATA
- Providing specialist equipment
- Arranging for Local Authority and other organisations' support, as required via the Cleveland Emergency Planning Unit Duty Officer Scheme
- Implementing detection and monitoring procedures where radioactive substances are suspected or known to be involved

North East Ambulance Service (NEAS)

It is the responsibility of all Control staff when receiving a call about a Major Incident to ensure the following information is obtained:

In accordance with established ambulance operational arrangements, dispatch ambulances and personnel to the scene, including an Ambulance Incident Officer, and inform other senior personnel.

As soon as reports indicate that a major incident may have occurred the Trust Major Incident Plan must be initiated. This will include notification to the on call Director of Public Health.

If hazardous substances are involved, officers and staff responding must be given a safe access route to the rendezvous point. If the incident is on a chemical site, dispatch an ambulance representative to the site Major Emergency Control Centre (MECC).

The first ambulance personnel at the scene must make a dynamic risk assessment and immediately inform Ambulance Control in order that relevant personnel can be told and procedures initiated.

The Ambulance Control Supervisor to contact the Police in respect of the access point(s) to the site, locations of the Forward Control Point(s) and rendezvous point(s).

Perform their general role of saving life and limb through effective emergency treatment at the scene and by the transportation of injured persons to hospital.

The Ambulance Incident Officer, who will wear a tabard or jacket with his/her role clearly identified, will establish at or near the scene:

- Medical Control Point and Tri-age Area for initial casualty assessment
- Ambulance Loading Point(s)
- Casualty Clearing Station(s)

Ambulance Control to inform the receiving hospitals of the anticipated number of casualties, their possible injuries and severity and details of the chemicals involved, if known.

Ambulance Control will dispatch a Liaison Officer to the receiving hospitals. The Liaison Officer at the receiving hospitals will liaise with the Police Officer there and assist in the collation of information on the identities of casualties which can be used by the Police and other agencies in the dissemination of casualty information. The Liaison Officer will also manage the ambulances that arrive at the hospital and be the link between the ambulance service and the hospital control team.

H M Coroner

The primary role and responsibilities of H.M. Coroner are:

- Legal responsibility for investigating the cause and circumstances of deaths arising from a major incident, assisted by the police who act as the Coroners' Officers
- Authorise the movement of bodies from the scene of an incident
- Authorise a post-mortem and the release of a body to relative(s)
- Hold inquests to determine the cause of death of deceased persons and to establish identification of the deceased

Environment Agency

The Environment Agency (E.A.) has primary responsibilities for the environmental protection of water (including "controlled waters") land and air. It also has key responsibilities for maintaining and operating flood defences on the River Tees coastline and other identified rivers and critical ordinary watercourses.

The Environment Agency should be informed about any major accident that has led or may lead to pollution of the environment. Controlled waters include most surface and ground waters and coastal waters up to 3 miles out to sea (Section 104 Water Resources Act, 1991).

The EA must be notified of the occurrence of all major accidents at a COMAH establishment so that a joint investigation with the HSE can be commenced pursuant to the requirements of COMAH Regulations and so that reports can be sent to the European Commission.

Upon being informed the Environment Agency will pass the notification to a competent officer who will assess the incident and determine the response required.

Other Agencies

Thirteen Group

Thirteen Group is the largest registered provider of social housing in Stockton. The company owns and operates a variety of housing including sheltered accommodation and multiple occupancy flats.

In addition to this Major Incident Response Plan, Thirteen Group have developed in-house procedures for incident handling; these are outlined in their Business Continuity Plan, they are likely to be involved in any response by the Council to a major incident in one or more of the following circumstances:

1. Large amounts of housing stock is affected, both social or privately owned
2. There is an evacuation of parts of the Borough
3. There is a need to house homeless persons, both on a long or short term basis.

Tees Active

Tees Active is a charitable leisure management organisation established as a non-profit distributing company.

Tees Active's main role in an incident is to support the council with the provision of;

1. Facilities including leisure centres for use as temporary accommodation.

2. Staff with knowledge of the sites including management front of house staff and maintenance staff.

3. Provision of advice on the use of open spaces, sports fields, etc.

Key facilities include that may be utilised are;

1. Billingham Forum

2. Splash Stockton

3. Thornaby Pavilion

Cleveland Voluntary Emergency Liaison Group (VELG)

In the event of most emergencies the request to call on one or more of the voluntary organisations represented on the Cleveland VELG lies with the Cleveland Emergency Planning Unit. There will be an exception to this when an Emergency Service needs the direct and immediate support of an organisation such as the Ambulance Service requiring the assistance of St John Ambulance or British Red Cross and Cleveland Police requiring the assistance of Cleveland Mountain Rescue, however usually mobilisation of the Cleveland VELG members to an emergency situation will be co-ordinated by the Emergency Planning Unit's Duty Officer.

Members of the VELG include:

- British Red Cross
- Raynet
- The Salvation Army
- St John Ambulance
- Cleveland Mountain Rescue
- Catalyst
- Rapid Response Team
- RNLI

11 Appendices

1 Standard Agendas

First Meeting

AGENDA EMRT FIRST MEETING	Date		Incident
	Time		
	Chair		

Key aims of the first EMRT meeting are:

To outline the coordination role of the EMRT at the Borough Emergency Centre (BEC)

To identify key considerations, activities and actions for the Council in response to the incident

1. Introductions (name/title/service/agency)	**All**
2. Current situation briefing • M – Major Incident Declared? • E – Exact Location • T – Type of Incident • H – Hazards Present • A – Access/Egress • N – Number of casualties • E – Emergency Responders	**Chair**
3. Establish EMRT procedure • Confirm ground rules for EMRT • Confirm role of EMRT and its members • Check membership – assess need for additional representation • Issue/decision/action logging • Communications • Personal logging • Handover and personnel change-over procedure	**All**
4. Outline role of the Council in response to the incident • Support the overall emergency response • Maintain essential services • Lead on the recovery phase	**All**
5. Agree actions, task list and time frame	**Chair**
6. Time-out arrangements • Agree the frequency of time-outs for the EMRT	**BEC Manager**

Subsequent Meetings

2nd and subsequent meetings)	Date		Incident	
	Time			
	Chair			

1. **Introduction of new members**	**Chair**
2. **Situation update and feedback from operational response**	**All**
	All
3. **Review actions and task list from previous meeting and any additional actions from TCG/SCG meetings** a. Update on tasks assigned to individual services	
	All
4. **Review of actions against key priorities:** • Support the overall emergency response • Maintain essential services • Lead on the recovery phase	
	All
5. **Review any other outstanding issues from members**	**All**
6. **Development/review of media message(s)**	**All**
7. **Summarise decisions**	**All**
8. **Agree further actions and task list**	**All**
9. **Identification of future staffing requirements**	**BEC manager**
10. **Hand-over arrangements (If required)**	**BEC manager**
11. **Next meeting**	

Major Incident Plan February 2019

2 Rest Centre Summary

Rest Centre	Capacity		Normal Use	Notes
	Short Term (less than 8 Hrs)	Sleeping		
Thornaby Pavilion Town Centre Thornaby TS17 9EW	2000	400	Leisure Centre	Large building with good facilities
Billingham Forum The Causeway Billingham TS23 2LJ	1200	95	Leisure Centre	Within Billingham complex PIZ
Splash Church Road Stockton-On-Tees TS18 1TY	200	95	Leisure Centre	Small rest centre. Suitable survivor reception centre for town centre incident
Conyers School Green Lane Yarm TS15 9ET	400	166	School	Only rest centre for Yarm that does not require river crossing
Eaglescliffe School Urlay Nook Road Eaglescliffe TS16 0LA	400	210	School	Involves crossing bridge from Yarm
Stockton SRC Billingham Site Marsh House Ave Billingham TS23 3HB	300	115	FE College	Within Billingham complex PIZ

Major Incident Plan February 2019

Flow Chart for opening a Rest Centre

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                            ┌──────────────────┐
                            │     Incident     │
                            └──────────────────┘
                                     │
                                     ▼
                   ┌─────────────────────────────────────┐
                   │  Duty Emergency Planning Officer     │
                   │  (DEPO)                              │
                   │  Informed by Police or Fire          │
                   └─────────────────────────────────────┘
                                     │
                                     ▼
                              ◇ Is Council ◇ ──── NO ───► ┌──────────────────┐
                                     │                     │ DEPO to Monitor  │
                                    YES                    │ Situation        │
                                     │                     └──────────────────┘
                                     ▼
                   ┌─────────────────────────────────────┐
                   │  Borough Coordination Officer        │
                   │  (BCO) informed                      │
                   └─────────────────────────────────────┘
```

Borough Coordination Officer (BCO) informed

Dispatch an authorised representative to the scene

Is a Rest Centre required?

Assess situation & numbers of persons. Decision taken by BCO and DEPO

YES   NO ──► Encourage people to use friends/family/ guesthouses

BCO, DEPO decide on best location for centre.

Does Council need to provide temporary accommodation or arranging transport?

Community Services to activate.

Activate Rest Centre

1. Notify premises
2. Designate Rest Centre Manager
3. Request Staff attendance
4. Obtain Rest Centre Case
5. Open Centre once approved by RCM

Major Incident Plan February 2019

3 Disaster Appeals

It is common following an incident for members of the public to send money and cheques to organisations in authority for the benefit of those affected. This can lead to concern regarding transparency and accusation of mismanagement.

Preference should be given to activating the British Red Cross Society Disaster Appeal Fund as oppose to running a disaster fund in house. The use of an independent, experienced third party has been cited by several authorities as being beneficial.

This is a package designed to provide a set of procedures which any local authority could use promptly to establish an Appeal Fund. Model forms; press statements; legal guidelines etc. are provided; together with temporary BRCS trustees who are already in place to establish the trust until local appointments can be made. The cost of management of the appeal will be deducted from the Appeal Fund and comprise approximately 1% of the total fund assets.

4 Incident message form

STOCKTON ON TEES BOROUGH COUNCIL

………………………………SERVICE GROUP EMERGENCY INCIDENT MESSAGE FORM

Ref. No.			
Time (24 hr. Clock)		**Date**	
Message Taker:-			
From (Name and Location			
Telephone:-			
Message / Instruction			

Time/Date	Action Taken	By Whom

Received by ……………………….
Date ……………………………….
Time ………………………………