



Nottingham City Council

Managing an Emergency

Emergency response guide

Version March 2024

If it's happening now - go to page 11

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1 Introduction

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

1.1 Aim

- To enable Nottingham City Council to mount a timely, effective and co-ordinated response to prevent or mitigate the effects of a critical incident or emergency affecting the Nottingham City area or its residents in another location.

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

1.2 Objectives

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

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

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

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

The key activities fundamental to an integrated approach are:

- Anticipation and assessment of potential threats and hazards;
- Prevention measures which aim to eliminate, isolate or reduce risks;

- Preparation – including planning, training and exercising;
- Response – including collaboration, co-ordination and communication with internal and external partners;
- Recovery management – encompassing the physical, social, psychological, political and financial consequences of an emergency.

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

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

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

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

The City Council's website's [Emergency Planning pages](#) offer information and advice to Nottingham's citizens, visitors and businesses on City Council preparation for and response to major incidents and emergencies.

The [Local Resilience Forum's](#) dedicated pages on Nottinghamshire Police's website also provide information and guidance on emergency planning, training, business continuity, exercises and other events, and links to related websites.

2 Scope of emergency response and arrangements in place

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

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

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

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

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

Nottingham City Council Business Continuity Management System (BCMS).

The BCMS is an electronic system that generates a service level business continuity plan when the relevant information is inputted. It also stores the corporate Business Continuity (BC) plan to ensure it can be found in one location. Plans can be used for response and recovery, and are designed to be scalable so they can be adapted to deal with any disruptive event or critical incident.

Plans are split in to the following three levels:

Corporate Business Continuity Plan

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

Directorate Response Plan

Contains procedures to be used in the Directorate's response to a BC event, critical incident or major incident, in or out of hours, to ensure that critical functions can be maintained or recovered within acceptable time scales. Response plans will contain lists of services that are maintained out of hours and how to access them, as well as contact list and duty rotas.

Service Area Business Continuity Plan

These plans contain the service area's action plans to deal with a BC event, critical incident or major incident, in or out of hours.

The Directorate Response Plan and Service Area Business Continuity plans are used to:

- Maintain and/or restore critical functions of the Council;

- Maintain and/or restore response capability to assist partner agencies in an emergency;
- Restore all functions in a priority order to normal pre-event status;
- Help develop greater resilience to disruptive events.

2.1 Directorate incidents

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

Unless existing / until alternative arrangements are in place:

- During office hours, the Senior Resilience Group representative will be the initial point of contact for alerting, activation, ongoing communication and reporting, and will ensure that the Directorate response is being coordinated at the appropriate level (escalating as required). In their absence, the Directorate's on-call colleague or Corporate Director, supported by the Directorate Liaison Officer (DLO) will take on this responsibility.
- Out of office hours, Directorate on-call Colleagues will be the initial point of contact for alerting, activation, ongoing communication and reporting, and will ensure that the Directorate response is being coordinated at the appropriate level and will lead the Directorate response if required (escalating as required).

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

- Operational Teams / Service Areas deal with incidents utilising normal (in and out of hours) ways of working as much as possible.
- Once response to incident has gone / is anticipated to go beyond normal ways of working, incident should be escalated to be dealt with utilising service area response plan, as required.
- Once response to incident has gone / is anticipated to go beyond service area response plan, incident should be escalated to be dealt with utilising Directorate emergency response plan, as required.

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

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

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

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

Note: As part of a corporate / multi-agency major incident, the Directorate response will follow the same principles as above in terms of the initial point of contact, ongoing

communication and reporting, and Directorate coordination.

2.2 Critical incidents

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

Some examples of critical incidents:

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

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

2.3 Major incidents / emergencies

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

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

Government guidance distinguishes between 'threats' (malicious, such as terrorism) and 'hazards' (non-malicious, such as severe weather, pandemics, etc.). The Local Resilience Forum's [Community Risk Register](#) gives details of local risks. Regional and local risk assessments will be kept under continuous review and updated.

The types of incident the City Council may need to respond to include severe weather, flooding, significant transport incident, terrorist attack, health pandemics, significant fires, significant environmental contamination, significant crowd incidents, loss of essential services, and numerous other events. The City Council may also have to deal with the

consequences of an incident occurring outside their own area, for instance a transport accident involving local people.

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

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

The term 'major incident' is often used to describe the above events, both of which define:

- *All challenges that require the use of assets beyond the scope of normal operations and as such, require special deployments and/or*
- *The threshold of an incident that will initiate a response under an organisation's major incident plan has been met and/or*
- *An incident or situation that poses a considerable test for an organisation's ability to perform its functions.*

For clarity, the LRF specifies that a major incident will generally include some or all the following features:

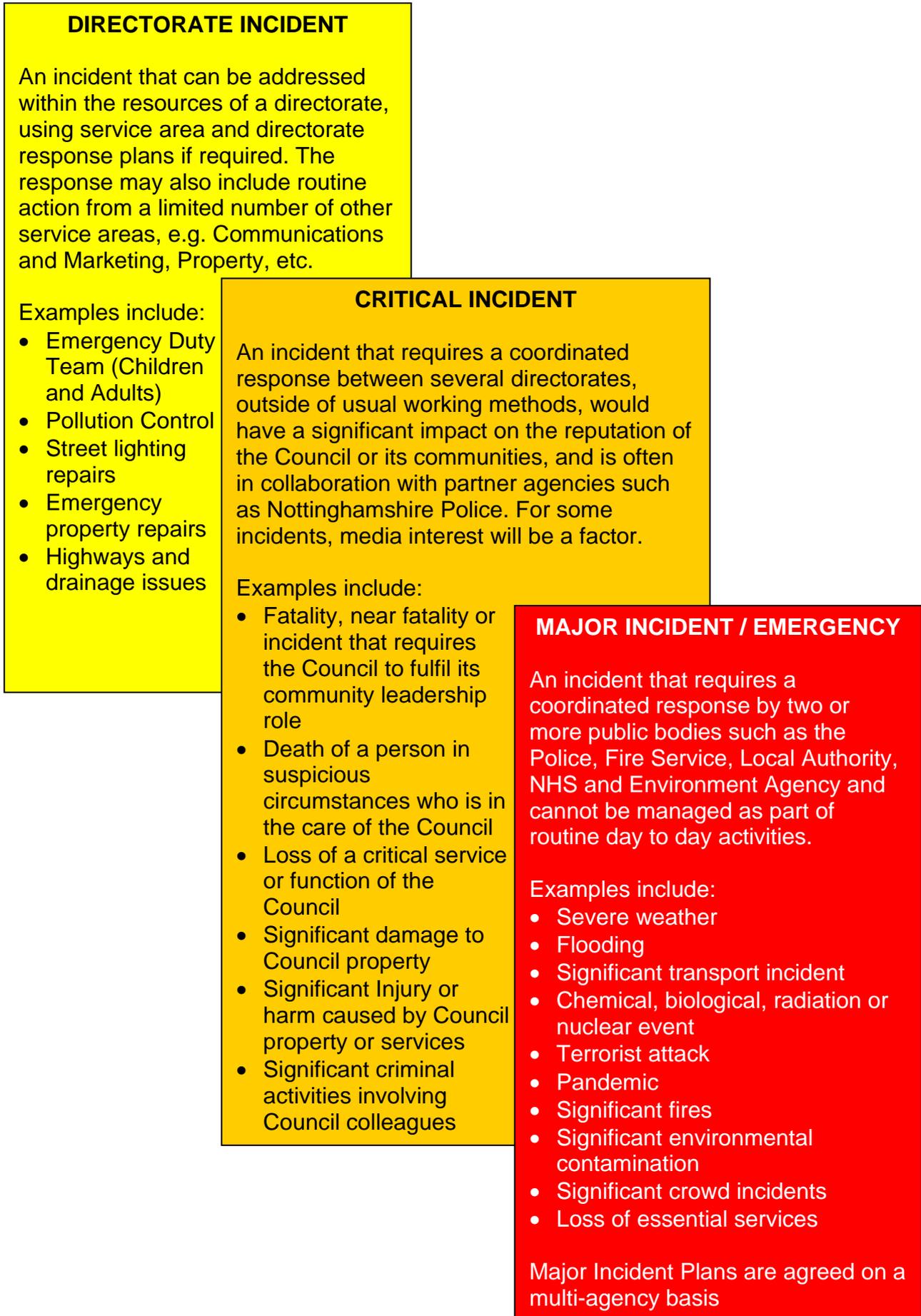
- *The involvement either directly or indirectly, of large numbers of people;*
- *The initial treatment, rescue, and transportation of a large number of casualties;*
- *The handling of a large number of enquiries, likely to be generated from both the public and the news media;*
- *Large-scale combined resources of two or more of the emergency services;*
- *Mobilisation and organisation of the emergency services and partner organisations to cater for threat of death, serious injury or homelessness to a large number of people.*

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

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

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

2.4 Incident management hierarchy



2.5 Arrangements in place

The key to effective incident management is preparation.

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

All Senior Leadership Management Grade (SLMG) colleagues have on-call requirements formalised in their job description and are able to access these plans on Resilience Direct.

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

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

2.5.1 Directorate incidents

Each directorate will have an up-to-date Directorate Response Plan, which will have been trained and exercised within the directorate.

Each directorate will have an on-call colleague rota for out of hours incidents. When on standby/on-call individuals are reasonably expected to be available to respond; this might be via telephone, in person or via teams. Depending on the emergency they should *use the most suitable location to undertake these duties*, for example they might initially respond via teams or telephone, but may then be required to travel to Nottingham to deal with the situation in person. Any travel arrangements would be at their own expense (SLMG only) and given that they will be aware of when they are on call as part of the rota, which is available in advance, they should make suitable arrangements to be available to respond to the emergency. In addition, colleagues should:

- Provide any short term updates to individual out of hours contact numbers to Nottingham On Call and long term changes to both Nottingham On Call and the Emergency Planning Team;
- Limit alcohol to be able to respond effectively and, when necessary, travel in;
- Participate in training relevant to these responsibilities;
- Participate in debriefing and reviews as necessary.

2.5.2 CLT rota

A CLT Rota is in place to ensure that a member of CLT will always be available to respond to critical or major incidents, if required.

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

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

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

The following information will be provided to all Corporate Directors as part of the [Emergency Response Guidance](#) produced by the Emergency Planning Team:

- Major Incident / Emergency Plans;
- Contact Lists – including directorate lists.

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

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

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

2.5.3 Emergency Planning Team rota

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

2.5.4 Routine requests

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

2.5.5 Emergency Contact List

Contact information for key internal and external colleagues is contained in the *Emergency Contact List*. A full version of this document is held by Nottingham on Call and Emergency Planning colleagues, whilst a shorter version is stored on the [Emergency Response Guidance](#) front page on Resilience Direct. However, Directorate Emergency Plans also contain a contact list for all essential colleagues.

3 Initial notification, assessment and activation

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

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

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

Any of these alerts may trigger activation of emergency procedures.

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

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

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

3.1 Incident stages

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

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

3.2 Assessment and activation

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

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

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

4 Critical incidents

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

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

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

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

4.1 Accountabilities and authority to act

Accountability for the triggering and management of all Critical Incidents will be at CLT level, and the lead should be taken by the most appropriate Corporate Director; if this is unclear, the Corporate Director of Finance & Resources will take the initial lead. In any circumstance, a CLT rota is produced to ensure that a member of CLT will always be available, if required.

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

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

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

The Corporate Director may be supported by a Critical Incident Management Team (see 4.4 below).

4.2 Activation criteria

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

4.3 Activation

City Council colleagues receiving initial notification under these arrangements should conduct an appropriate assessment of the situation (see **Section 3** and **Action Card 1**). If necessary, escalate the incident to a senior Council colleague as follows:

During office hours - Incident should be escalated to the most appropriate Director. If they are unavailable, then escalate to that directorate's Corporate Director. If neither are available, contacted the CLT colleague on-call.

Out of office hours - Incident should be escalated to the appropriate directorate's colleague on-call. If they cannot be contacted, contact the CLT colleague on-call.

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

4.4 Critical Incident Management Team

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

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

- Chair;
- Finance;
- Communications;
- Health & Safety;
- Property Services;
- Emergency Planning;
- Facilities Management;
- Incident Specific Managers;
- Loggist.

Attendance should be at Director or Head of Service level.

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

The functions of the Critical Incident Management Team during a critical incident will be to support the Corporate Director to co-ordinate responses and actions, and to liaise with

Council colleagues & Councillors, partner agencies and the media, as necessary. See **Action Card 3** for suggested actions for members of the Critical Incident Management Team.

4.5 Logging

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

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

The relevant Corporate Director / Chair of the Critical Incident Management Team is responsible for providing administrative support to ensure that an accurate record of the Critical Incident response is maintained, by maintaining a personal log of the incident and ensuring that all meetings of the Critical Incident Management Team are properly and adequately documented. Training opportunities exist for volunteer loggists via the Emergency Planning Team.

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

4.5.1 Preservation of documents

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

4.6 Stand down

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

4.7 Debrief

4.7.1 Hot debrief

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

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

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

4.7.2 Full debrief

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

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

5 Major incidents / emergencies

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

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

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

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

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

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

5.1 Activation criteria

A Major Incident/ Emergency response can be **activated** by **any Emergency Planning Officer, Corporate Director or Director** (ideally having discussed with an Emergency Planning Officer) in order to respond to:

- *All challenges that require the use of assets beyond the scope of normal operations and as such, require special deployments and/or*
- *The threshold of an incident that will initiate a response under an organisation's major incident plan has been met and/or*
- *An incident or situation that poses a considerable test for an organisation's ability to perform its functions.*

5.2 Activation

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

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

During office hours - an Emergency Planning Officer and/or the most appropriate Director or Corporate Director.

Out of office hours - The Emergency Planning Officer on-call and/or the most appropriate Directorate on-call colleague.

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

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

5.3 Emergency response management structures

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

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

Section 3 of the *Generic Response Guidance* sets out roles, responsibilities and resources of partner agencies.

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

The following terminology convention is agreed in Nottingham and Nottinghamshire:

Multi-agency groups

Single agency groups

Strategic / Tactical / Operational

Gold / Silver / Bronze

5.3.1 Strategic (Gold)

- Comprises senior strategic decision makers
- Formulates the overall policy

- Directs the overall response:
 - executive decisions,
 - authorising expenditure,
 - political and legal issues,
 - media strategy,
 - anticipation
 - long-term resourcing.

5.3.2 Tactical (Silver)

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

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

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

5.3.3 Operational (Bronze)

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

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

The generic national framework:

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

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

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

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

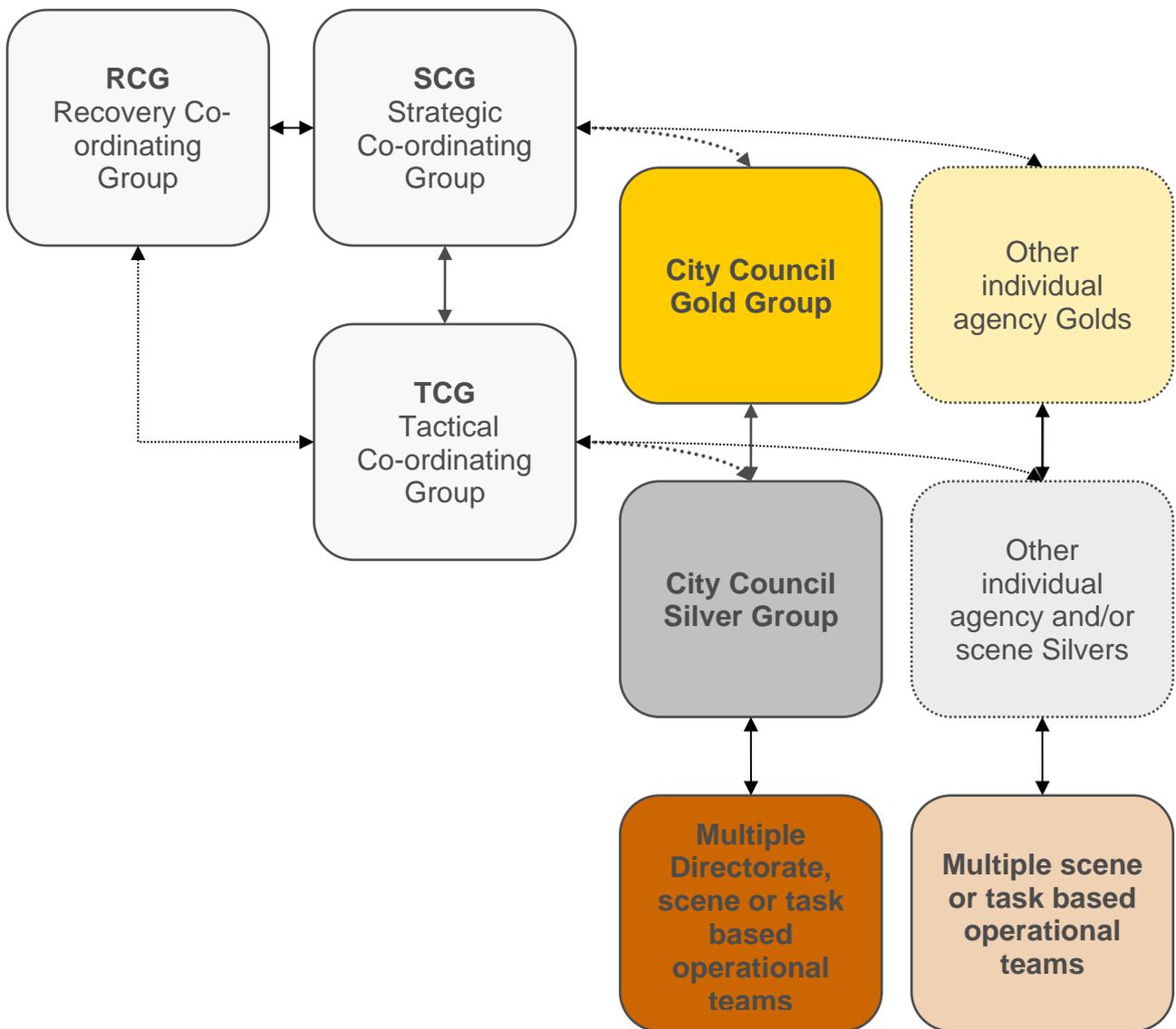
determine the type of response which will be required.

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

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

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

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



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

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

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

The City Council Gold Group could meet in the any convenient location or via Teams.

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

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

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

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

5.4.2 City Council Silver Group

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

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

The City Council Silver Group could meet in any convenient location or via Teams.

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

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

5.4.3 Emergency Control Centre

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

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

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

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

5.4.4 Bronze or Operational teams

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

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

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

5.4.5 Multi-agency groups

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

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

5.4.5.1 Strategic Co-ordinating Group (SCG)

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

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

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

Further information on the function and operation of the SCG can be found in the [Nottingham and Nottinghamshire LRF Generic Response Guidance](#).

5.4.5.2 Tactical Co-ordinating Group (TCG)

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

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

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

Further information on the function and operation of the TCG can be found in the [Nottingham and Nottinghamshire LRF Generic Response Guidance](#).

5.4.5.3 Recovery Co-ordinating Group (RCG)

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

Once convened the RCG will:

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

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

Managing an Emergency does not address long-term recovery plans in any detail. In the event that long-term recovery operations became necessary, details of a suggested Recovery Strategy, and further information about the function and operation of the RCG can be found in the [Nottingham and Nottinghamshire LRF Recovery Plan](#).

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

Should the incident be, or develop into, a regional issue, a multi SCG Response Co-ordinating Group (ResCG) may be convened, and an attendee from each LRF's SCG will attend; usually the Chair. This group will look at regional issues and will be facilitated by regional resilience arrangements. It will not normally interfere with, or direct, the local response.

5.4.5.5 National Government (not on diagram)

On issues affecting the whole or large parts of the country, HM Government will need to be part of the information loop and may demand information and updates from Regions (via the Department for Levelling Up, Housing and Communities (DLUHC) Resilience Emergencies Division, SCGs etc. The Cabinet Office Briefing Room (COBR) will be established to facilitate the management of information.

5.5 City Council role

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

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

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

5.6 Communication systems

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

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

- 2-way mobile radio systems in Community Protection
- Satellite phone held by the Emergency Planning Team
- Airwave Radio sets can be borrowed from the Police by the Emergency Planning Team, however there could be a significant time delay in obtaining them and personnel will require training to operate them effectively.

6 General Guidance

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

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

6.1 City Council policy

The City Council's policy is that every effort should be made to alleviate the effects of an emergency and promote timely recovery, whether by providing continuing care and support for the community affected, supporting the emergency services for the duration of an emergency, or offering mutual aid in respect of all East Midlands local authorities. If it is possible to provide the assistance requested, provision should be unstinting and immediate. Consideration of cost and custom should not prevent action.

6.2 Legal requirements

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

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

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

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

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

The [Corporate Manslaughter and Corporate Homicide Act 2007](#) enables companies and other organisations to be prosecuted where there has been a gross failing, throughout the organisation, in the management of health and safety with fatal consequences.

6.3 Finance

6.3.1 Power of a local authority to incur expenditure

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

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

Colleagues wishing to procure goods or services in a major emergency should maintain accurate records. Costs can then be transferred to an emergency expenditure code (available from the Finance section and Emergency Planning Officers) to ensure all expenses relating to an incident are recorded in one place to assist with reconciliation and any later claims.

6.3.2 Bellwin Scheme

The [Bellwin Scheme](#) is discretionary. It exists to give special financial assistance to local authorities who would otherwise be faced with an undue financial burden as a result of taking immediate action to safeguard the life or property of, or prevent severe inconvenience to, inhabitants of the local authority area. Grants are paid only after the authority has spent 0.2% of its revenue budget on eligible works in the financial year. Once the threshold has been met, the grant may cover 85% of the eligible expenditure. There is no automatic entitlement to assistance and again it is essential to keep accurate records of any such expenditure.

The Bellwin scheme is aimed at immediate response, not recovery costs, and is unlikely to cover terrorist incidents.

6.3.3 Financial management of major emergencies

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

Pre-event

- Managers should be aware of how to deal with the financial aspects of a major emergency, including being familiar with emergency cost codes etc.
- Documentation that would be needed in the event of having to deal with exceptional financial arrangements should be identifiable and accessible. (Guidance on Bellwin etc.)
- Relevant Finance colleagues should be aware of the financial aspects of dealing with a major emergency. Arrangements should be trained and exercised.
- Managers should have a working knowledge of the Bellwin scheme and similar schemes which will help mitigate the cost of an Incident.
- Identify with Insurers and others how we can best harness their assistance in the event of a major emergency.

During the event

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

6.3.4 Mutual aid

Informal mutual aid is often available from peer support, and it is good practice to seek/accept advice from others who have faced similar situations.

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

Statement of Intent

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

1. A formal request for mutual aid shall only be made by a Chief Executive or other authorised person acting on behalf of a Chief Executive, to a Chief Executive or authorised officer acting for the other council.
2. A Chief Executive or authorised person who receives a request for assistance shall take appropriate action to respond to the request without delay and, in the case of an authorised person, shall inform their Chief Executive or other delegated person at a suitable time.
3. The person requesting assistance shall indicate the timescale by which confirmation is required as to whether such assistance can be provided. Councils receiving requests for assistance shall confirm as soon as possible, and within the required timescale, whether or not they are able to supply the assistance required.
4. The responsibility for co-ordinating mutual aid, management, supervisory control and financial arrangements rests with the council requesting assistance, or jointly where more than one council area is affected by the emergency. Where a lead council is unable to co-ordinate and supervise emergency response, an assisting council may assume control on a temporary basis and/or provide assistance at strategic level.
5. The council requesting assistance agrees to reimburse the council providing assistance, all reasonable financial costs incurred, upon termination of the aid and within 28 days of the submission to that council of a fully documented account for settlement, or as soon as possible thereafter. Section 113 of the Local Government Act 1972 empowers a local authority to enter into an agreement with another local authority for the placing at the disposal of the latter for the purposes of their functions of the services of officers employed by the former subject to consultation with those officers.
6. Costing shall be based on the actual cost of supplying staff, services, premises, vehicles or equipment, plus any additional costs incurred in consequential work. Costing shall not be at commercial rates.
7. The council receiving assistance may deploy staff from another council to duties directly related to the provision of emergency relief, or to support the day-to-day running of the council, whichever is deemed most appropriate.
8. Normal Health and Safety requirements apply. The council providing staff retains the health and safety accountability for all personnel within its control, including colleagues deployed to another council to provide support, and must ensure they are competent to undertake the requested tasks and risk assess accordingly. The council requiring support will need to provide information and

maintain any safe system of work in taking responsibility for the provision of a safe working environment.

9. A council providing staff is responsible for ensuring that, as far as reasonably practicable:
 - the staff concerned volunteer to undertake the work
 - the duties are within the scope and grade of their posts
 - the duties do not contravene the terms and conditions under which the staff concerned normally operate
 - the staff have had adequate training for the task(s) to be performed
 - the staff have appropriate personal protective equipment to undertake the duties allocated.
10. It is the responsibility of each council to ensure that all activity relating to provision and acceptance of mutual aid is covered by appropriate insurance in respect of staff, premises, vehicles and equipment.
11. In the event of a claim arising from any act or omission of a council employee acting in the course of their employment and providing aid to another council, then such liability shall be borne by the council which has requested the assistance, unless the employee or the council providing assistance is deemed to have acted negligently, in which case liability will fall on the council providing assistance.
12. All vehicles and equipment loaned shall be deemed to be the property of the council requesting assistance for all purposes during the period of the loan, and will be covered by the insurance of the council requesting assistance, except where the council providing vehicles or equipment also provides operatives, in which case it will be covered by the insurance of the council providing assistance.
13. All parties to this Statement of Intent shall offer each other reasonable co-operation in the management of any arrangements to provide assistance, agreed between those parties and in particular with any staffing issues which arise while any agreement is in force or after it has terminated; this includes full co-operation at all hearings, proceedings, enquiries and investigations in relation to the provision of services under the agreement.
14. All parties to this Statement of Intent shall endeavour to resolve any dispute amicably through ordinary negotiations. Any failure to resolve a dispute shall be referred to a meeting of the respective Chief Executive Officers with a view to early resolution. If still unresolved, then the matter shall be referred to an independent Chief Executive Officer, who shall determine a solution to the dispute within 14 days of the first referral.
15. This Statement of Intent shall be reviewed following a situation where mutual aid has been requested/provided, and/or at any other time, on request of any authority that is party to the agreement.

This Statement of Intent is not a legally binding contract enforceable through the Courts. It does not imply any obligation on the part of any local authority to make a request for assistance, nor to provide the same.

6.3.5 Disaster appeals

Public appeals for finance and other help are frequently made following major disasters. With regard to financial appeals, the early involvement of the Director of Strategic Finance is vital. The British Red Cross operates a *Disaster Appeal Scheme*, details of which can be found on its website www.redcross.org.uk. Appeals for items such as clothing frequently result in an unmanageable response and should not be made unless adequate staffing and storage arrangements are in place. Full details of how to operate a disaster appeal can be found in the [LRF Recovery Plan](#).

6.4 Preservation of records

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

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

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

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

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

6.5 Data Protection

During the preparation of this plan due consideration was given to the principles of the UK General Data Protection Regulation (GDPR) and the *Data Protection Act 2018 (DPA)*. The greatest of care should be practised when gathering and recording sensitive or personal information, and confidentiality is of prime importance. Collators of information should be careful not to deceive or mislead anyone, even inadvertently, about the purpose for which the information is to be held, used or disclosed.

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

- (a) processed lawfully, fairly and in a transparent manner in relation to the data subject ('lawfulness, fairness and transparency');

- (b) collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall, in accordance with Article 89(1), not be considered to be incompatible with the initial purposes ('purpose limitation');
- (c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed ('data minimisation');
- (d) accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay ('accuracy');
- (e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed; personal data may be stored for longer periods insofar as the personal data will be processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) subject to implementation of the appropriate technical and organisational measures required by this Regulation in order to safeguard the rights and freedoms of the data subject ('storage limitation');
- (f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality').
- (g) Nottingham City Council shall be responsible for, and be able to demonstrate compliance with, paragraph 1 ('accountability').

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

The key principles of the document are as follows:

- Data protection legislation does not prohibit the collection and sharing of personal data – it provides a framework where personal data can be used with confidence that individuals' privacy rights are respected. (UK GDPR and *Data Protection Act 2018*)
- An emergency responder's starting point should be to consider the risks and potential harm that may arise if they do NOT share personal data.

- Emergency responders should balance the potential damage to the individual (and, where appropriate, the public interest of keeping information confidential) against the public interest of sharing the information.
- In emergencies the public interest consideration will generally be more significant than during day to day business.
- Always check that the objective can still be achieved by passing less personal data.
- Category 1 & 2 responders should be robust in asserting their power to share personal data lawfully in emergency planning, response & recovery situations.
- The consent of the data subject is often a necessary pre-condition to lawful data sharing. If in doubt, and where possible, you should seek advice from Information Governance colleagues – though prepare on the basis that you will need to make a decision without formal advice during an emergency.
- Further advice and information about the DPA can be obtained from the City Council's Information Compliance Team and the Data Protection Officer.

6.6 Freedom of Information

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

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

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

Further advice about the *Freedom of Information Act 2000* and the *Environmental Information Regulations 2004* is available from the Information Compliance Team.

6.7 Insurance for volunteers and external organisations

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

6.7.1 Individual volunteers

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

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

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

6.7.2 External organisations

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

6.8 Health and safety

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

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

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

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

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

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

of effort; providing appropriate welfare and support systems for colleagues during and after the event.

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

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

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

6.9 Debriefing

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

6.9.1 Hot debrief

The immediate post event or 'hot' debrief can be used to capture information in fast time to promote and enable continuous improvement. Despite the name, it need not only be conducted at the conclusion of the event, but can be held at many distinct stages, e.g shift change and operational phase completion will all provide an opportunity for these debriefs to take place.

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

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

6.9.2 Operational debrief

The main operational debrief is the next stage in the debriefing process. Generally, operational debriefing is a means of giving the opportunity to colleagues, involved in any event, to feed back their views about any aspect of that event. Debriefing ought to be

viewed as part of the event process and integral to feeding back results. Debriefing should be seen as routine in all operations and should, wherever possible, be planned in at the earliest opportunity. It should also be regarded as a vital part of the planning process for future events.

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

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

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

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

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

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

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

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

6.9.3 Critical incident¹ stress debrief

The final debrief type can be broadly referred to as a critical incident stress debrief. This is generally used when colleagues are exposed to traumatic events. The purpose of this debrief is to enable participants to talk about what happened and their reactions to it from

a personal rather than an operational context. It is often most useful if the suitably trained de-briefers are from a similar organisational background, as they will often have some experiences to draw on. This debrief is not for the benefit of the organisation, but for the benefit of those involved in it. It can help them to 'normalise' their experiences, feelings and personal responses to what has happened to them.

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

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

Debriefing of operations and events has a number of organisational benefits if appropriately conducted. Fast time information capture and tactical changes can result; organisational learning can be gained and put into practice; and colleagues' welfare can be assisted. It should be part of organisations' planning for major events and operations, and is an important contribution to organisational effectiveness. As important as a plan for debriefing is that organisations develop a 'culture of debriefing' in which operational effectiveness and continuous improvement are seen as every colleagues' business.

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

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

6.10 Equality, Diversity and Inclusion

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

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

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

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

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

The Cabinet Office publication [Identifying People who are Vulnerable in a Crisis](#) provides further guidance for emergency planners and responders.

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

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

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

Section 9.1.3 dealing with Care and Welfare contains further guidance.

6.11 News and social media

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

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

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

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

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

Any requests for formal interviews will be handled by the Communications and Marketing team and any interviews will be carried out by identified spokespeople speaking on behalf of the council or its partners.

As well as the media, other direct communications channels including websites and social media, like Facebook and Twitter, will need to be used to communicate information to the public. The council's Communications and Marketing team would gather facts and information about the emergency as they emerge from responders, and would use these channels to put out frequent updates, messages of reassurance and advice, correcting any misinformation as necessary. Colleagues should exercise caution when making any reference to an incident on social media and need to ensure that personal social media use does not contravene the Social Media Policy, the Code of Conduct for Employees (*People Management Handbook*) and the IT Acceptable Use Policy, all of which can be found on the City Council intranet.

6.12 VIPs and dignitaries

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

The Police will normally handle media arrangements, unless Royalty or senior Members of Parliament are visiting, in which case the Palace typically handle communications and will liaise directly with local colleagues, as appropriate. Co-ordination between Government and Communications colleagues will be necessary.

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

6.13 Public Expression of Grief and Condolence

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

7 Roles, Responsibilities and Resources – Internal

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

- 7.1 Councillors
- 7.2 Chief Executive
- 7.3 Communities, Environment and Resident Services
- 7.4 Finance and Resources
- 7.5 Growth and City Development
- 7.6 People
- 7.7 Nottingham City Transport
- 7.8 Directorate Emergency Planning Liaison Officers

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

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

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

The Senior Resilience Group (SRG) are Nottingham City Council's strategic-level coordinating group for corporate Emergency Planning and Business Continuity. Their purpose is to ensure the City Council's overall preparedness and resilience to disruptive challenges; providing leadership and co-ordination of the City Council's corporate Emergency Planning and Business Continuity arrangements.

Directorate Emergency Planning Liaison Officers are appointed to support their SRG rep and represent key service areas and provide a link with the corporate Emergency Planning Team. Their responsibilities include leading and developing emergency and business continuity planning, training and awareness within specific service areas, and advising senior managers on incident response. Section 7.8 gives further details.

7.1 Councillors

A major emergency will not require Councillors to take on new roles, however, it will impact on their routine roles. Firstly, as they represent a key contact point between the public and the Council, the level of interaction, particularly media pressure, is likely to intensify.

Secondly, the rapid onset of a crisis and the potential extent, severity and urgency of problems to be dealt with, may mean that normal decision making processes are delayed, or, in the worst scenario, impossible.

Role of Councillors:

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

The Local Government Association publication: [A Councillor's Guide to Civil Emergencies](#) provides a useful grounding around the legislation, recent case studies and the role of councillors.

7.2 Chief Executive

Role / Responsibilities of Chief Executive

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

7.21 Director of Police, Performance and Communications (Assistant Chief Executive)

To support the Chief Executive when delegated:

- Oversee communications support for an emergency.
- In liaison with senior officers of relevant organisations, determining short and longer-term response strategy.
- Representing the Authority on strategic level multi-agency team(s).
- Considering aspects of recovery.
- Briefing Councillors.

Role / Responsibilities of Communications and Marketing

- Preparing, maintaining and implementing media and public information plans, in liaison with relevant external agencies and the Emergency Planning Team.
- Ensuring co-ordinated City Council response to media requests.
- Representation at Media Briefing Centre, as required.
- Establishing and running City Council Media Briefing Centre, as required.
- Providing advice to City Council colleagues and councillors on dealing with media requests and facilitating media releases, interviews and conferences.
- Providing information service to Councillors.
- Establishing and maintaining public information arrangements, including warning and informing the public in the event of an emergency.
- Preparing and issuing public advice and information through a variety of communication channels including the media, websites and social media in conjunction with relevant Directorates and services, and the Emergency Planning Team.
- Providing public information facility through City Council colleagues and premises.
- Maintaining close liaison with communications officers of other agencies.

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- Monitoring media output and ensuring that significant reporting inaccuracies are rectified.
- Helping to monitor social media activity in an emergency and develop proactive and reactive responses to misleading information.
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.
- Procuring print services.

7.3 Communities, Environment and Resident Services

Role / Responsibilities of Corporate Director for Communities, Environment and Resident Services

Planning

- Ensuring preparation, maintenance and appropriate implementation of Directorate Response Plan
- Ensuring that effective Business Continuity plans are in place for service areas with provision for maintenance/recovery of critical services.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.

Response

- Participating in emergency call-out system for corporate directors.
- Leading/participating in City Council / Multi-Agency Emergency Management Team(s).
- Managing directorate emergency response.
- Chairing the Resident Services Business Continuity team in the event of a serious incident.

Roles / Responsibilities of Directorate teams

- In conjunction with emergency services and key external agencies establishing emergency plans for public events.
- Providing and maintaining premises with catering facilities for use as Emergency Accommodation Centres and Reception Centres (Leisure Centres).
- Providing information and expertise relating to parks and open spaces.
- Advising on longer-term rehabilitation of the community, supporting and assisting community recovery.
- Providing personnel and expertise in respect of the following functions:
 - premises support colleagues at emergency accommodation centres
 - expertise in public events and crowd management.
- Liaising with Health services, the Environment Agency, DEFRA and other agencies as appropriate.
- Providing services relating to cemeteries and crematoria.
- Undertaking investigative/enforcement duties, as necessary.
- Providing professional and technical colleagues, as appropriate, to the above functions.
- Providing advice on issues arising due to faith/cultural requirements and language difficulties.
- Providing and maintaining resources, systems and operators as listed in Directorate Emergency Plan including:
 - communication systems
- Support the Directorate Liaison Officers (DLO) to ensure all service areas preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities of Business and Performance Manager

- Provide Business Support to identified priority services
- Organise support (voluntarily, if out of hours) to Corporate Emergency Planning Team e.g. staffing the Emergency Control Centre, Loggist etc.
- Prepare and maintain Directorate Service Level Business Continuity Plans, using the Council's Business Continuity Management System, to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities Community Protection

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

Role / Responsibilities Power Station & Energy Services

- Responsibility for operation of power station.

Role / Responsibilities Resident Services

- Providing technical services in connection with:
 - Street Cleansing
 - Refuse Collection
 - Vehicles Maintenance.
 - Tree Services and Maintenance
 - Grounds Maintenance
 - Highways Maintenance
 - Stocks Of Sand
- Providing temporary/emergency accommodation, storage and business supporting service.
- Providing and maintaining resources, systems and operators in respect of the support functions;

- Plant and Equipment
- Vehicles
- Specialised Transport
- Stocks of Tabards, Torches etc.
- Trailer Mounted Generators.
- Emergency removal and disposal of debris and non-toxic waste, and cleansing support.
 - Major Programme
- Advising on longer-term environmental recovery.
- Advising emergency and other services on underground systems, including drainage.
- Providing emergency measures against snow, flood and other extremes of weather.
- Advising on longer-term rehabilitation of the community and environmental recovery.
- Providing professional and technical colleagues as appropriate to the above functions.
- Providing systems, equipment and transport when appropriate and applicable:
 - Small fleet of vans
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities Sports and Culture

- Gear-up Libraries to be used as community based information points/centres for public and residents as required.
- Co-ordinated and structured de-prioritisation / suspension of non-essential services to enable the reallocation of resources and personnel.
- The operation, delivery and setting up of Leisure Centres as rest centres as required.
- Operational delivery of Safety and Crowd Management at public events.

7.4 Finance and Resources

Role / Responsibilities Corporate Director for Finance and Resources

Planning

- Ensuring preparation, maintenance and appropriate implementation of Directorate Response Plan
- Ensuring that effective Business Continuity plans are in place for service areas with provision for maintenance/recovery of critical services.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.

Response

- Participating in emergency call-out system for corporate directors.
- Leading/participating in City Council / Multi-Agency Emergency Management Team(s).
- Managing directorate emergency response.
- Chairing the Finance and Resources Business Continuity team in the event of a serious incident.

Role / Responsibilities of Democratic Services

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

Role / Responsibilities of HM Coroner

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

Role / Responsibilities of Emergency Planning

- Advising on legal requirements and Government expectations as indicated at Section 6.2, and ensuring corporate compliance.
- Assessing local risks and using this to inform emergency planning.
- Preparing, maintaining and co-ordinating plans and providing advice on plan preparation.
- Organising and facilitating training events and exercises.
- Co-ordinating Business Continuity arrangements throughout the City Council.
- Supporting the DLUHC Resilience Emergencies Division.
- Assisting in identifying and meeting training needs of external and internal partners.

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

Role / Responsibilities of Finance

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

Role / Responsibilities of IT Services

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

Role / Responsibilities of Legal Services

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

Role / Responsibilities of Registration Service

- Registering deaths in liaison with Coroner.
- Arranging a Registrar General's licence for marriage or civil partnership to facilitate an emergency ceremony in circumstances where one of the parties is gravely ill.
- Contributing to the work of the Excess Deaths Cell to ensure the smooth operation of the death management system.
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities of Business and Performance Manager

- Provide Business Support to identified priority services
- Organise support (voluntarily, if out of hours) to Corporate Emergency Planning Team e.g. staffing the Emergency Control Centre, Loggist etc.
- Prepare and maintain Directorate Service Level Business Continuity Plans, using the Council's Business Continuity Management System, to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities of Corporate Procurement

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

Role / Responsibilities of Human Resources

- Ensuring appropriate colleague welfare and support systems are in place.
- Providing guidance to Directorates on colleague welfare and support.
- Developing new policies, as necessary, to manage the challenges of an incident, eg for sickness absence, re-allocation of staff, etc.
- Providing guidance to managers and colleagues regarding any new policies.
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

7.5 Growth and City Development

Role / Responsibilities Corporate Director for Growth and City Development

Planning

- Ensuring preparation, maintenance and appropriate implementation of Directorate Response Plan
- Ensuring that effective Business Continuity plans are in place for service areas with provision for maintenance/recovery of critical services.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.

Response

- Participating in emergency call-out system for corporate directors.
- Leading/participating in City Council / Multi-Agency Emergency Management Team(s).
- Managing directorate emergency response.
- Chairing the Development and Growth Business Continuity team in the event of a serious incident.

Role / Responsibilities of Economic Development and Property and Planning and Transport

- Providing land, building and property information.
- Providing personnel and expertise in respect of above functions including:
 - building control colleagues
 - building and land surveyors.
- Providing emergency traffic management measures.
- Urban Traffic Control Centre and CCTV systems.
- Geographical Information System (GIS) mapping services.
- Dangerous structures advice
- Advice on condition and safety of buildings.
- Public Transport information
- NET (Tram) Information
- NCC Car Parks information
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

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

Role / Responsibilities of Business and Performance Manager

- Provide Business Support to identified priority services
- Organise support (voluntarily, if out of hours) to Corporate Emergency Planning Team e.g. staffing the Emergency Control Centre, Loggist etc.
- Prepare and maintain Directorate Service Level Business Continuity Plans, using the Council's Business Continuity Management System, to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities of Housing

- Nottingham on Call 24 hour call centre, telephone systems and equipment.
- Back-up call centre and telephone system.
- Providing 24-hour emergency contact facility via Nottingham on Call service.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles, as defined in this plan.
- Providing emergency/temporary accommodation for those made temporarily homeless or otherwise in urgent need of shelter.
- Providing information, advice and assistance to people made temporarily homeless.
- Arrange for any expenditure to support tenants who find themselves in an emergency e.g. to find accommodation
- Providing the following services for council housing:
 - emergency building repairs
 - electrical and gas maintenance services
 - cleansing, repair and restoration of damaged premises
 - demolition works, where necessary
- Providing personnel/expertise in respect of the above functions including: brick laying; building maintenance and repairs; electrical work; fitting and joining; plumbing and heating
- Providing and maintaining plant, transport and equipment in respect of the above functions including: transport (lorries; vans; fork-lift trucks etc.).
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

7.6 People

Role / Responsibilities of Corporate Director for People

Planning

- Ensuring preparation, maintenance and appropriate implementation of Directorate Response Plan
- Ensuring that effective Business Continuity plans are in place for service areas with provision for maintenance/recovery of critical services.
- Ensuring that colleagues are aware of, and trained, equipped and competent to undertake their emergency planning roles.

Response

- Participating in emergency call-out system for corporate directors.
- Leading/participating in City Council / Multi-Agency Emergency Management Team(s).
- Managing directorate emergency response.
- Chairing the People's Business Continuity team in the event of a serious incident.

Roles / Responsibilities of Directorate teams

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

Role / Responsibilities of Adult Services and Adults Community Inclusion

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

- Providing premises for specialist shelter and accommodation (Springwood Day Centre)
- Preparing and maintaining Business Continuity Plans to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities of Business and Performance Manager

- Provide Business Support to identified priority services
- Organise support (voluntarily, if out of hours) to Corporate Emergency Planning Team e.g. staffing the Emergency Control Centre, Loggist etc.
- Prepare and maintain Directorate Service Level Business Continuity Plans, using the Council's Business Continuity Management System, to include actions to ensure critical functions can be maintained/recovered in the event of a disruption.

Role / Responsibilities of Public Health

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

7.7 Nottingham City Transport Ltd

Role / Responsibilities of Managing Director of Nottingham City Transport Ltd

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

7.8 Directorate Emergency Planning Liaison Officers

Working in conjunction with their Senior Resilience Group (SRG) representative, Directorate Emergency Planning Liaison Officers (DLOs) are appointed to represent their directorate's divisions and key service areas and provide a link with the corporate Emergency Planning Team. It is for the Senior Resilience Group representative to determine the most effective level of attendance from their directorate, considering whether deputy DLOs from diverse service areas should support a lead DLO, and to support their work in the directorate. It should also be noted that the role of Directorate Liaison Officer is additional to their main position in the directorate.

Terms of Reference for Directorate Emergency Planning Liaison Officers' Group

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

Role and responsibilities of Directorate Emergency Planning Liaison Officers (DLO)

Regarding Emergency Planning:

- Assist their SRG representative in implementing corporate policy on emergency planning throughout relevant service areas.
- Act as a link between service areas and the corporate Emergency Planning Team in respect of planning, training and incident response.
- Maintain Directorate Response and Recovery Plans as per the corporate model.
- With directorate on-call officers, maintain directorate on-call systems.
- Together with their SRG representative, ensure that key colleagues are aware of, and prepared to undertake, emergency planning roles and responsibilities.
- Liaising with their SRG representative, identify training needs and arrange appropriate training/exercises, in conjunction with corporate Emergency Planning Team.
- Take part in corporate and multi-agency training/exercises, as appropriate.
- Raise awareness of emergency planning with management teams and other key colleagues throughout service areas.
- Attend meetings of Directorate Emergency Planning Liaison Group (DEPLG) and follow through issues arising within service areas.
- Advise senior managers on incident response.
- In conjunction with their SRG representative, ensure that debriefs are held within the directorate or corporately to ensure that recommendations are considered and implemented, where agreed.

Regarding Business Continuity:

- Assist senior management to co-ordinate the Business Continuity Management process within their own Directorate, ensuring that all service areas are listed on the BCMS.
- Add services areas and plan writers as required to the BCMS.
- Supported by the SRG representative, hold regular meetings with the Service Area business leads and plan writers to ensure that agreed resilience actions are being developed.
- In conjunction with their SRG representative, oversee regular training and exercising of both Directorate Response Plan and Service Area Business Continuity plans.
- Ensure that Business Continuity best practice is developed and shared within their directorate.
- Act as a focal point for Business Continuity advice and information.
- Assist in the development and maintenance of the Directorate Response Plan in conjunction with the Directorate Business Continuity team and Emergency Planning team.
- Approve the Service Area plans on the BCMS, as requested by Service Area plan writers.
- Assist in the development and maintenance of the Corporate BC Plan.

Membership of the DEPLG will include representation from:

- Corporate Emergency Planning Team
- Directorates of the Council
- Facilities Management (virtual member only)
- Human Resources
- IT
- Communications and Marketing

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

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

8 External Partners

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

This section sets out:

- Key emergency response organisations
- Liaison arrangements

8.1 Key emergency response organisations

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

Category 1 Responders

- Ashfield District Council
- Bassetlaw District Council
- British Transport Police
- Broxtowe Borough Council
- Doncaster & Bassetlaw Hospitals NHS Foundation Trust
- East Midlands Ambulance Service
- Environment Agency
- Gedling Borough Council
- Mansfield District Council
- Newark & Sherwood District Council
- NHS England
- NHS Nottingham & Nottinghamshire Integrated Care Board
- Nottingham City Council
- Nottinghamshire County Council
- Nottinghamshire Fire & Rescue Service
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottinghamshire Police
- Nottingham University Hospitals NHS Trust
- UK Health Security Agency
- Rushcliffe Borough Council
- Sherwood Forest Hospitals NHS Foundation Trust

Category 2 Responders (not necessarily exhaustive)

- Anglian Water
- Cadent
- Canal & River Trust
- Coal Authority
- CrossCountry
- East Midlands Railway
- Grand Central
- Health & Safety Executive
- Hull Trains
- London North Eastern Railway
- Met Office
- National Grid
- National Grid Electricity Distribution
- National Highways
- Network Rail
- Northern Powergrid
- Openreach
- Severn Trent Water

Other organisations include

- Voluntary agencies
- Department for Levelling Up, Housing and Communities
- HQ 7th Infantry Brigade & HQ East
- National Ice Centre
- Nottingham CityCare Partnership
- Nottingham City Homes
- Nottingham City Transport
- Nottingham Express Transit
- Victoria Centre

8.2 Liaison Arrangements

A network of strategic, tactical and operational level groups exists to lead or support risk assessment; planning; training and exercises; information sharing; and developing best practice. The LRF Constitution describes the structure, role and composition of these groups, and their terms of reference can be found in Appendix A of the same document. City Council Emergency Planning colleagues are represented on the following groups:

Tier	Group
National	Core Cities Group
East Midlands Region	Mass Evacuation and Shelter Group
	Mass Fatalities and Excess Deaths Group
Nottingham and Nottinghamshire	Local Resilience Forum
	Resilience Working Group
	Risk Advisory Group
	Humanitarian Assistance Group/Crisis Support Team
	Critical Infrastructure
	Cyber Resilience
	Industrial Hazards
	Local Health Resilience Partnership
	Mapping
	Flood Planning and Warning
	Fuel Supply
	Local Authorities
	Communicating with the Public
	Recovery and Site Clearance
	Telecommunications Resilience
	Training Group
	Voluntary Agencies
	Animal Health
	CBRN
	Evacuation and Shelter
	Mass Fatalities
Nottingham City	Senior Resilience Group
	Directorate Emergency Planning Liaison Group

9 Guidance on Specific Functions and Specific Risks

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

In addition, the Emergency Response Guide contains an up to date copy of all non-restricted LRF and City Council plans, and is available on the Nottingham City Council pages of Resilience Direct.

The topics covered in this section include the following:

Section 9.1 Major incidents (general)

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

Section 9.2 Arrangements to deal with specific risks and specific locations

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

9.1 Major incidents – general

9.1.1 Accommodation and catering

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

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

If the situation is such that evacuation from premises or sites may be necessary, the Police will make the final decision to move people or advise them to remain in situ. If evacuation is urgent, the Police may steer people to the nearest available assembly point or initial place of safety before requesting suitable short-term accommodation. Premises may be needed for several hours or days, and are generically termed 'Rest Centres'.

Nottingham City Council's Housing Aid team may be able to arrange temporary hostel accommodation for small numbers of people, depending on availability on any given day. Larger numbers would need to be accommodated in emergency accommodation centres. Emergency accommodation centres are not generally considered to be suitable for more than 48 hours. Housing Aid will be contacted to: inform them of incident, advise on any spend decision and discuss situation to see how / when Housing Aid should be involved in the response. Alternative / longer term accommodation to be arranged at earliest opportunity (situation to be reviewed fully at the start of the next working day). As agreed, Emergency Accommodation (temporary hostel, rest centre, etc.) funding arranged from Housing Aid emergency evacuation budget.

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

Operational management of Rest Centres would be through a cross-service team, led by a designated trained manager. Management falls into two distinct areas: firstly, care and welfare of the evacuees, which is primarily the responsibility of the People Directorate; secondly, management of the premises, which would be undertaken by the organisation normally responsible for the building.

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

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

Services would be delivered via inter-agency partnerships. Roles and responsibilities are set out in the Emergency Accommodation Plan, Section 7 of this document (City Council) and Section 9 of the LRF *Generic Response Guidance* (external agencies).

9.1.2 Business relocation

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

9.1.3 Care and welfare

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

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

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

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

Other special needs may arise including faith/cultural requirements, communication difficulties etc. The Equality, Diversity and Inclusion team is able to advise on these issues. Alternative providers will be providing the translation and interpretation services for Nottingham City Council; more information is available on the Intranet.

In terms of physical requirements, considerations include:

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

Service provision for disaster victims and their families should address a wide range of social and emotional needs and take into account the potentially devastating impact of incidents involving large-scale injury, loss of life, damage and destruction. The effect on individuals, families and the wider community may last for years and can be compounded by the way people are treated by officials. Every attempt should be made to minimise stress and trauma by sensitive handling of individual and community needs in the aftermath of a serious incident, and by offering as much help and support as possible in whatever form may be most appropriate and acceptable. The People Directorate has a lead role in welfare provision, but all Directorates and agencies involved in disaster response, including those delivering technical services, need to be aware of the sensitive nature of disaster work. The Communities Division has a specific role in advising on longer-term rehabilitation of the community, supporting and assisting community recovery.

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

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

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

Arrangements to provide practical, social and emotional support to disaster survivors and their families can be found in the LRF [Crisis Support Team Plan](#).

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

9.1.4 Humanitarian Assistance Centres (HACs)

The [LRF Humanitarian Assistance Centre Plan](#) provides guidance on setting up and operating an HAC.

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

The purpose of a Humanitarian Assistance Centre is to:

- Act as a focal point for humanitarian assistance to bereaved families and friends and survivors, and where appropriate to anyone else who has been affected.
- Enable those affected to gain as much information as is currently available about missing family members and friends.
- Enable the gathering of mass forensic samples in a timely manner, which enhances the ability to identify loved ones quickly.
- Offer access to a range of facilities that will allow families and survivors to make informed choices according to their needs.

- Ensure a seamless multi-agency approach to humanitarian assistance in emergencies to minimise duplication.

9.1.5 Public information and advice

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

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

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

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

- Press conferences
- Media releases, in particular use of local press and radio including BBC 'Communicating in a Crisis' service
- LRF pages on Police website
- City Council website
- Telephone helplines
- 'Drop-In' information / assistance centres
- Leaflets
- Public meetings
- Social media

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

- Customer Hub
- Call centres (Nottingham on Call and Building Repairs)
- Public information points set up at libraries, community centres or other City Council offices
- School initiatives.

9.1.6 Technical works

Damage limitation, repairs to property, amenities, roads and infrastructure, clean-up, restoration work and any other technical services required will be undertaken by relevant City Council and/or external services as appropriate. Urgent work that needs to be undertaken to protect public health and safety will be carried out as soon as is practical.

Priorities for other work will be decided according to prevailing circumstances. Charges may be levied according to ownership. Section 7 of this document and Section 3 of the *LRF Generic Response Guidance* set out responsibilities for service and resource provision.

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

9.1.7 Transport

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

9.2 Arrangements to deal with specific risks and specific locations

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

9.2.1 Animal diseases

The Trading Standards section has contributed to the production of the [LRF Exotic Animal Disease Response Plan](#) relating to certain animal diseases, such as rabies. The plan has been drawn up in conjunction with external agencies including DEFRA, the Department of Health, the Animal and Plant Health Agency and the Environment Agency.

9.2.2 Flooding

The main reference documents are:

- [LRF Flood Response Plan](#)
- [Nottingham City Local Flood Response Plans](#)

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

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

In the event of a major flooding incident, the Environment Agency would open an Emergency Control Centre, to which the City's Emergency Planning Team would have access. Emergency response services would be delivered via inter-agency partnerships.

9.2.2.1 Environment Agency Flood Warning Service

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

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

Website – www.environment-agency.gov.uk

Flood Guidance Statements

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

Flood Guidance Statements provide:

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

Flood Advisory Service

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

The service involves a joint teleconference chaired by a local Environment Agency representative, with the assistance of the Public Weather Service (PWS) advisor for the Met Office where possible. A member of the Emergency Planning Team represents the City Council.

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

The EA issues Flood Alert, Flood Warning or Severe Flood warnings, each associated with a level of flood risk. The 'warnings no longer in force' message will be sent when there is no further risk of flooding.

9.2.3 Fuel shortage

There are national, local and City Council arrangements in place for dealing with the local consequences of a disruption to fuel production, delivery or supply. The LRF Fuel

Emergency Response Plan and Nottingham City Council Fuel Emergency Procedures provide further information.

9.2.4 Heatwave

Warnings of impending heatwaves are received from UK Health Security Agency/Department of Health. These are passed to directorates that wish to receive them.

9.2.5 Mass casualties

In the majority of cases, the declaration of a Mass Casualty Incident is likely to be declared by East Midlands Ambulance Services NHS Trust (EMAS). EMAS is most likely to be the first responding organisation to attend the scene, make an assessment of the incident situation and lead the response, as set down in the East Midlands Mass Casualties Plan.

9.2.6 Mass fatalities

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

9.2.7 Site specific incidents

Written in conjunction with the emergency services, Intu (taken over by Global Mutual) and Nottingham City Homes, the [Victoria Centre Site Multi-Agency Emergency Plan](#) provides a practical guide to emergency arrangements for the operational management of incidents in and around the Victoria Centre, including the residential flats.

9.2.8 Pipeline incidents

There is a statutory requirement to have plans for accidents relating to certain fuel pipelines (see [Regulation 25 Pipeline Safety Regulations 1996](#)). These arrangements are set out in the LRF [Major Accident Hazard Pipeline Plan](#).

9.2.9 Public events, entertainment venues and sports grounds

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

There are statutory requirements relating to Safety of Sports Grounds, which are dealt with by the City Council's Safer Business, Food, Health and Safety team.

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

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

9.2.10.1 CBRN incidents - general

The main reference document for CBRN incidents, which sets out integrated multi-agency arrangements covering Nottingham City and County areas is Section 12.4 of the LRF *Emergency Response Guidance*. This document is supported by a range of Government guidance documents.

Emergency response services would be delivered via multi-agency partnerships. Roles and responsibilities are set out in the guidance document referred to above, Section 7 of this document (City Council) and Section 9 of the LRF *Generic Response Guidance* (external agencies). In the event of a widespread event, Central Government would provide guidance and direction.

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

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

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

9.2.10.2 Release of radiation

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

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

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

Localised radiation incidents

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

Statutory duty in respect of radiation hazards

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

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

9.2.10.3 Outbreak of communicable disease / biological contamination of food or drinking water

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

The [City Council's Corporate Influenza Plan](#) sets out arrangements to deal with a flu pandemic or outbreak of other communicable disease.

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

9.2.11 Severe weather

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

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

OFFICIAL

10 Plan Maintenance, Testing and Training

10.1 Document review

Managing an Emergency will be reviewed and updated every 4 years. The next review date is July 2026.

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

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

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

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

Holders of paper copies of this plan must ensure that any amendments issued are inserted immediately and that the pages that they replace are destroyed.

10.2 Training and awareness

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

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

- Nottingham and Nottinghamshire LRF's inter-agency training programme
- The City Council's emergency planning training programme organised by the Emergency Planning Team
- External training courses run by the Emergency Planning College and other national providers
- City Council directorate training programmes

10.3 Exercises

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

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

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

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

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Plan Review	X				X		
Official Status Review	X	X	X	X	X	X	X
Training		X			X		
Exercise		X			X		

Appendices

Appendix 1 Action Cards

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

Appendix 2 Incident Log Sheet

Appendix 3 References

Action Card 1

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

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

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

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

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

Action Card 2

Actions for the relevant Corporate Director

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

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

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

Action Card 3

Actions for members of the Critical Incident Management Team

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

Support the relevant Corporate Director / Chair of the CIMT to take any decisions required to manage the incident.
Manage and direct the activities of the various directorates that will be involved in the Critical Incident response and recovery.
Organise appropriate resources to manage the incident.
Produce status reports about the incident.
In conjunction with the Communications and Marketing team, provide information for colleagues, councillors and citizens.
Organise 'Counselling Services' to support distressed communities from appropriate sources.
Identify and liaise with appropriate external agencies and invite to meetings, as required.
The Head of Communications & Marketing (or representative) will arrange for, and brief, a spokesperson for the Council and produce press releases as necessary and arrange participation in news conferences.
Initiate procedures as appropriate to the incident.
Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.
In the management of a community based incident, the Corporate Director of Community, Environment and Resident Services may consider the following menu of responses and trigger responses accordingly: <ul style="list-style-type: none"> • Deployment of CPOs to offer visible reassurance to the affected community; • Organising support to parents and families in conjunction with other statutory and voluntary agencies.
An Incident Report Log must be maintained throughout the incident to records key decisions and actions and their times.
Participate in any post incident debriefs.

Action Card 4

Actions for the Incident Manager / City Silver Chair

(Suggested Level: Director or Head of Service)

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

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

1. On receipt of incident alert, open an incident log (example at Appendix 2) with time and date. Record details of information received.	
2. Establish numbers to ring back caller and originator of message.	
3. Read back the information to caller and confirm content.	
4. Establish which (if any) other City Council colleagues have been contacted and what other actions are being taken.	
5. Ratify initial situation assessment or sanction a different course of action : e. De-escalate to a Directorate Incident - activate <i>Service Area Business Continuity Plans</i> and <i>Directorate Response Plan</i> f. Activate Critical Incident response - activate Critical Incident procedures (<i>Managing an Emergency</i> Section 4); g. Confirm a Major Incident / Emergency - continue with this action card h. Stand-down - inform whoever originated the call that no further action required (<i>Managing an Emergency</i> not utilised). (see Action Card 15 - Response Options for further details)	
6. (Whatever course of action is chosen at point 5) Consider invoking appropriate Business Continuity Plans to ensure our response capability and critical functions are recovered / maintained.	
7. Initiate Major Incident / Emergency Plans as appropriate to the incident.	
8. Make contact with key personnel, utilising Nottingham On Call as required.	
9. Consider what resources may be required (in addition to any already specified) and take immediate steps to mobilise them.	
10. Convene and chair meetings of the City Silver Group as required, ensuring all information entering the City Silver Group is properly recorded and assessed and all tasks originated in the City Silver Group are allocated to the appropriate colleagues. See Action Card 17 - City Council Silver Group - Suggested (First) Agenda.	
11. Consider despatching liaison officer(s) to appropriate locations as required.	
12. Contact Emergency Services Incident Commander or Control Room to obtain further information and inform them of action being taken by the City Council	

13. Consider informing the Chief Executive about the incident and current status.	
13. Consider informing the Leader of the Council about the incident and current status.	
14. Consider informing Communications and Marketing team.	
15. Consider informing the relevant Portfolio Holder or Councillors in whose ward(s) the incident is taking place.	
16. Consider activating the Emergency Control Centre. Request via the Emergency Planning Team.	
17. Report to the City Gold Group, attending City Gold Group meetings and delivering briefings as required and ensuring City Gold Group strategic decisions are communicated to the City Silver Group.	
18. Ensure any tactical decisions taken are in line with City Gold policy.	
19. Ensure there is liaison between the City Council and other agencies and/or an appropriate individual attends any TCG meeting.	
20. Act as Strategic Lead for the Council unless/until a more appropriate colleague is required, has been identified and contacted.	
21. Continue to keep a log of actions.	
22. Ensure all documentation is preserved.	
23. When the incident is declared at an end, ensure that all colleagues who have been alerted are informed.	
24. Lead any post incident de-briefs.	

Action Card 5

Actions for the Directorate / City Silver Officers

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

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

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

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

Action Card 6
Actions for the City Silver Support
 (Suggested Level: Executive Support Officer or similar)

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

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

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

Action Card 7

Actions for the City Gold Chair

(Suggested Level: Chief Executive or Corporate Director)

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

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

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

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

Action Card 8

Actions for the City Gold Officers

(Suggested Level: Corporate Director or suitable nominee)

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

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

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

Action Card 9
Actions for the City Gold Support
 (Suggested Level: Business Support Officer or similar)

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

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

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

Action Card 10

Actions for the Council SCG Representative

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

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

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

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

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

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

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

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

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

Further information on the function and operation of the SCG can be found in the [Nottingham and Nottinghamshire LRF Generic Response Guidance](#).

Action Card 11

Actions for the Council TCG Representative

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

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

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

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

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

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

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

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

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

Further information on the function and operation of the TCG can be found in the [Nottingham and Nottinghamshire LRF Generic Response Guidance](#).

Action Card 12

Actions for Forward Liaison Officer

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

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

On receipt of incident alert

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

Upon arrival at the scene

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

The role of the Scene Commander (see Action Card 13) is to lead and co-ordinate the Council's response at an incident scene.

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

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

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

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

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

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

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

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

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

Fire Service Emergency Evacuation Signal

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

Action Card 13

Actions for Scene Commander

(Suggested Level: Head of Service)

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

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

On receipt of incident alert

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

Upon arrival at the scene

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

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

The role of the Forward Liaison Officer (see Appendix 12) is to attend an incident scene and report back on the current situation and any requirement for City Council services.

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

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

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

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

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

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

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

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

Fire Service Emergency Evacuation Signal

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

Action Card 14

Guide to Initial Assessment

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

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

Consider the following:

What is the size and nature of the incident?

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

What is the status of the incident?

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

What is the likely impact?

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

What specific assistance is being requested from the local authority?

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

If necessary you should contact any Emergency Services or community representatives directly involved in the incident to establish their perspective on the scale and likely impact and the actions currently in progress. The Police, if necessary, can be contacted by calling their 24 hour number 101 and asking for either the particular officer dealing with the incident or the Force Control Room. The Fire and Rescue Service, if necessary, can be contacted by calling their 24 hour number 0115 967 0800 and asking for either the particular officer dealing with the incident or the Control Room.

Action Card 15 Response Options

Select one of the following response options.

Directorate Incident

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

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

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

Critical Incident

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

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

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

Major Incident / Emergency

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

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

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

Stand-down

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

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

Action Card 16

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

1. Confirming Chair

2. Frequency of meetings & ground rules

Agree working arrangements and 'ground rules' eg;

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

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

3. Briefing - creating common understanding of the incident

Lead colleague present the facts. Directorates and Emergency Planning Officer add any other factual information available.

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

Identify and prioritise the strategic risks.

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

4. Setting strategic priorities

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

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

continued overleaf >

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

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

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

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

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

6. Consider activating Business Continuity Plans

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

7. Internal and external communication and information links

8. Media strategy and public information messages

9. Long term predictions / anticipation

10. Financial implications & suspending usual regulations

11. Political implications

12. Legal implications

13. Recovery (Major Incidents only)

- Refer to the [LRF Recovery Plan](#)
- Planning for Recovery should start at the beginning of any Incident.
- Once the Recovery stage is reached a local authority usually takes the Strategic Lead at this stage.

General Good Practice

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

Handover/change of shift

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

Action Card 17

City Council Silver Group - Suggested (First) Agenda

1. Confirming Chair

2. Frequency of meetings & ground rules

Agree working arrangements and 'ground rules' eg;

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

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

3. Briefing - creating common understanding of the incident

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

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

Identify and prioritise the strategic risks.

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

4. Confirming strategic priorities from City Gold Group

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

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

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

The Chair also allocates lead responsibility for some specific tasks eg;

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

(continued overleaf)

6. Internal and external communication and information links

7. Media management and public information messages

8. Business Continuity Issues

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

9. Assessing any financial implications

10. Political implications

11. Legal implications

12. Recovery

General Good Practice

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

Handover/change of shift

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

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

Appendix 3 References

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

Web addresses

https://www.gov.uk/government/emergency-preparation-reponse-and-recovery	Cabinet Office
https://www.gov.uk/topic/public-safety-emergencies/emergencies-preparation-response-recovery	
https://www.gov.uk/guidance/local-resilience-forums-contact-details	
https://www.gov.uk/government/organisations/department-for-levelling-up-housing-and-communities	Department for Levelling Up, Housing and Communities
https://www.nottinghamshire.police.uk/police-forces/nottinghamshire-police/areas/about-us/about-us/additional-services/nottinghamshire-local-resilience-forum-lrf/	Local Resilience Forum
https://www.nottinghamcity.gov.uk/emergency-planning	Nottingham City Council
https://www.epcresilience.com/	Emergency Planning College
https://www.gov.uk/government/organisations/environment-agency	Environment Agency flood information
National Severe Weather Warning Service	Met Office
Disaster Appeal Scheme – United Kingdom	British Red Cross
Joint Emergency Services Interoperability Principles	c/o Herts Police

National publications

Bellwin Scheme	Department for Levelling Up, Housing and Communities
Civil Contingencies Act 2004	Cabinet Office
Civil Contingencies Act 2004 – A Short Guide	As above

Civil Contingencies Act 2004 Regulations 2005	As above
Identifying People who are Vulnerable in a Crisis 2008	As above
Connecting in a Crisis	BBC
Control of Major Accident Hazards Regulations 2015	Health and Safety Executive
Guide to the Control of Major Accident Hazard Regulations 2015	Health and Safety Executive
Deliberate and Accidental Release (of biological, chemical and radiological threat agents)	UK Health Security Agency
National Emergency Plan for Fuel	Department for Business, Energy and Industrial Strategy (BEIS)
Emergency Preparedness	Cabinet Office
Emergency Response and Recovery	Cabinet Office
Emergency Services Joint Doctrine: the interoperability framework	JESIP
Heatwave Plan	UK Health Security Agency
National Arrangements for Incidents Involving Radioactivity (NAIR) – Users Handbook	UK Health Security Agency
NHS England Emergency Preparedness, Resilience and Response Framework 2022	NHS England
Nuclear Emergencies – Information for the Public	UK Health Security Agency
Operations in the UK: the Defence Contribution to Resilience	Ministry of Defence
Pipeline Safety Regulations 1996	Health and Safety Executive
Guide to the Pipelines Safety Regulations 1996	Health and Safety Executive
Further Guidelines on Emergency Plans for Major Accident Hazard Pipelines – The Pipelines Safety Regulations 1996	Health and Safety Executive
The Needs of Faith Communities in Major Emergencies: Some Guidelines 2005	Home Office and Cabinet Office

<u>Identifying People who are Vulnerable in a Crisis – Guidance for Emergency Planners and Responders 2008</u>	Cabinet Office
<u>NHS Emergency Preparedness, Resilience and Response Framework</u>	NHS England
<u>Radiation (Emergency Preparedness and Public Information) Regulations (REPPIR) 2019</u>	Health and Safety Executive
<u>Guide to the Radiation (Emergency Preparedness and Public Information) Regulations 2019</u>	As above
<u>Radioactive Incident Monitoring Network (RIMNET)</u>	Department of Business, Energy and Industrial Strategy (BEIS)
<u>Emergency planning and response for education, childcare, and children’s social care settings</u>	Department for Education

City Council publications

Business Continuity Plan (Corporate)
Control Centre Manual
Directory of City Council Services
Emergency Contact List
Nottingham City Local Area Flood Response Plan
City Fuel Emergency Response Arrangements
Emergency Accommodation Plan
Pandemic Plan
Red Phone Procedures - Guidance for Nottingham on Call Colleagues
Victoria Centre Emergency Plan

Local Resilience Forum plans and supporting documents

Communicating with the Public in an Emergency Plan
Community Risk Register
Crisis Support Team Plan
Critical Infrastructure Disruption of Electricity /Gas/Water Plans
East Coast Tidal Inundation Plan & Strategic Alliance
EMAS Mass Casualties Plan
Evacuation and Shelter Plan
Excess Deaths Plan
Exotic Animal Diseases Plan
Family and Friends Reception Centre Plan
Flood Response Plan
Fuel Emergency Response Plan

Generic Reservoir Emergency Off Site Plan
Generic Response Guidance
Humanitarian Assistance Centre Plan
Humanitarian Assistance Plan
Information Sharing Agreement
Local Flood Response Plans
Major Accident Hazard Pipelines Plan
Major Incident Hazard Map Book
Mass Fatalities Plan Part A and B
Off-site Waste Site Fire Plan
Pandemic Influenza Plan
Recovery and Site Clearance Plan
Salvation Army Multi-faith Plan
Sandbag Policy
Spontaneous Volunteers Plan
Survivor Reception Centre Plan
Voluntary Agencies Directory and Financial Protocol
Vulnerable People Directory

Other Local/Regional Publications

- Major Incident Plans: Mansfield Town/Nottingham Forest/Notts County FC and Cricket Club
- Military Aid to the Civil Community (MACC)