



ADUR & WORTHING COUNCILS

EMERGENCY PLAN

(And Move to Critical Protocol)

NOTIFIED OF AN EMERGENCY / MAJOR INCIDENT? >> GO TO APPENDIX 2 TO BEGIN ASSESSMENT AND ACTIVATION

PLAN ACTIVATION INFORMATION - SECTION 2

TO CONTACT EXTERNAL PARTNERS GO TO SECTION 2.6.1

USING THIS PLAN

This Emergency Plan is **NOT** intended to be read from cover to cover. Its purpose is to provide a complete reference to all emergency management processes used by the Councils' and other responders. Some of the contents may not be applicable depending on the type of incident.

This plan should be read in conjunction with the Sussex Emergency Response and Recovery Document (SERR) which is the Concept of Operations Manual for all responders within Sussex.

The Assessment and Activation Process (Appendix 2) should be used in all cases .

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SECTION 1

INTRODUCTION & GENERAL OVERVIEW

1.1 Aim

The aim of this plan is to provide guidance for the deployment and coordination of the Councils' services and resources in the event of an emergency / major incident.

1.2 Objectives

The objectives of this plan are to:

- Define an emergency;
- Describe the main functions of the Councils' and wayfinding to the responsibilities of other responders;
- Describe the command, control and coordination arrangements that will be put in place in response to an emergency;
- State how the plan will be implemented and the response managed;
- Detail the roles and responsibilities of the Councils' and its staff;
- Provide practical guides for each nominated role that has been identified, and;
- Provide details of associated plans and supporting information.

1.3 Purpose and Scope

This plan outlines the command, control, coordination and communication (C4) arrangements for the Councils' response to an emergency, provides background information on various aspects of an emergency and references to sources of further information. It can also be used as a guide for dealing with emergencies that are not declared "major incidents" but fall outside the normal core business.

Each department will establish its own call out procedures, allocate responsibilities to key officers, provide instructions and check lists and maintain details of available resources and contacts.

The key to an effective response is to apply sound basic principles to the problem in hand. The Councils' will achieve this by:

- handling an emergency, wherever possible, through the extension of normal day to day arrangements where possible;
- using day to day management structures to ensure that an emergency response is capable of being extended to deal with increasing size, complexity or duration and;
- adopting a flexible plan that can deal with a range of emergency situations and dealing with the response, regardless of the cause.
- share information with other local responders to enhance coordination;
- cooperate with other local responders to enhance coordination and efficiency;

provide advice and assistance to businesses and voluntary organisations about business continuity management.

1.4 Sussex Resilience Forum (SRF)



The Sussex Resilience Forum (SRF) is a Local Resilience Forum (LRF) which is a multi-agency partnership whose members have statutory responsibilities under the Civil Contingencies Act 2004, to work together to prepare, respond to and recover from emergencies and major incidents.

It consists of members from the Emergency Services, National Health Service / Public Health England, Local Authorities, Environment Agency and Military and other government representatives, with comprehensive support from the Voluntary Sector coming together with the principle aim of 'Making Sussex a Safer Place'.

In the event of an emergency where multiple agencies are involved, the member organisations of both category 1 and 2 responders work in unison through teleconferences, Tactical and Strategic Coordinating Groups to manage the response.

Each Police force area has a Local Resilience Forum.

For further information on the Sussex Resilience Forum go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

1.5 Definitions

1.5.1 Terminology / Lexicon

Emergency response terminology can be confusing. The Joint Emergency Services Interoperability Programme (JESIP) has highlighted this as an area which requires improvement, using plain language where possible to describe a particular function or role. Although this has improved in recent years there is still a need to provide users of this plan with guidance on the different terminology used. Various documents are available to assist.

- Adur & Worthing Councils Emergency Planning and Business Continuity Lexicon - This booklet has been designed to capture most sources of lexicon information in the UK. The document is maintained by the Safety & Resilience Team.
- Cabinet Office - Civil Protection Terminology
- Cabinet Office - Common Map Symbology

For all documents go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

1.5.2 Emergency

An emergency, as defined in the Government's Guidance Document – Emergency Response and Recovery, is:

- An event or situation which threatens serious damage to **human welfare** in a place in the UK
- An event or situation which threatens serious damage to the **environment** of a place in the UK, or
- War, or terrorism, which threatens serious damage to the **security** of the UK

Additionally, to constitute an emergency, an event or situation must also pose a considerable test for an organisation's ability to perform its functions.

The Civil Contingencies Act 2004 expands on this definition and states that an emergency means an event or situation which presents a serious threat to:

Human welfare in a place in England or Wales **only** if it involves, causes or may cause:

- Loss of human life
- Human illness or injury
- Homelessness
- Damage to property
- Disruption of a supply of money, food, water, energy or fuel
- An electronic or other system of communication
- Facilities for transport
- Services relating to health

The environment of a place in England or Wales if, in particular, it involves, causes or may cause:

- Contamination of land, water or air with harmful biological, chemical, radio-active matter or oil
- Flooding
- Disruption or destruction of plant life or animal life

The political, administrative or economic stability of a place in England or Wales if, in particular, it involves, causes or may cause disruption of:

- The activities of Her Majesty's Government
- The performance of public functions, or
- The activities of banks or other financial institutions

The security of a place in England or Wales, in particular:

- War or armed conflict
- Terrorism

1.5.3 Major Incident

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

Notes:

a) 'emergency responder agencies' describes all category one and two responders as defined in the Civil

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Contingencies Act (2004) and associated guidance;

b) a major incident is beyond the scope of “business as usual” operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security;

c) a major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder;

d) the severity of consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally;

e) the decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.

A “Major Incident” is a widely used term recognised nationally and locally within the Sussex Resilience Forum.

1.5.4 Crisis

An abnormal and unstable situation that threatens an organisations’ strategic objectives, reputation or viability.

A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental impacts, which exceeds the ability of the affected community or society to cope using its own resources.

1.5.5 Strategy

‘A plan of action designed to achieve a series of objectives or a particular goal’ (NPIA ACPO Guidance on Command and Control 2009:13)

Its’ purpose is to establish agreed objectives based on knowledge of the situation and arising from analysis of the risks presented, including identification of clear and unambiguous objectives that serve as guides and enablers for subordinates.

[See Section 5.5 Developing a Strategy](#)

1.5.6 Strategic

Council Perspective

The Strategic Duty Officer will be responsible for the initial strategic decisions. This will be supported by the Response Group.

Within the scope of this plan the Strategic Duty Officer has initial overall local authority command. They are responsible for the council resources and for formulating the councils’ strategy for the incident. The Strategic Duty Officer may delegate tasks to their respective tactical level officers. Initially this will be the Incident Manager however, responsibility should be passed to Assistant Directors and Heads of Service in due course.

At the earliest opportunity, a Response Group should be convened to determine a local strategy to

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support the Strategic Coordinating Group (SCG) response strategy; which must be recorded and disseminated to tactical officers.

To minimise the consequences of the developing incident as far as is reasonably practicable, a command structure must be activated and put into place as quickly as possible. It is acknowledged this is likely to take some time and therefore the Incident Manager will identify and implement the initial tactics, whilst also communicating the need for support.

In summary the strategic role will;

- Be accountable and responsible
- Set, review, communicate and update the strategy
- Have overall command of the resources of their own organisation
- Secure resources in order to resolve the incident and prioritise the allocation of resources where appropriate.
- Plan beyond the immediate response phase for recovering from the emergency and returning to normality.
- Have responsibility for the development of communication and media strategies
- Delegates tactics to tactical level
- Review the situation from a strategic perspective.

1.5.7 Tactical

Council Perspective

The initial tactical response level will be undertaken by the Incident Manager (Safety & Resilience Manager or officer). Tactical will pass to the Council Leadership Team once the command and control structure has been established in the Response Group.

The person who directs and coordinates the overall tactical plan, across the whole of the operation.

Responsibilities include;

- Determine the tactical plan - the development of resources to achieve the strategy set by the Strategic Coordinating Group and Strategic Level Officer;
- Test the strategy to confirm that it is achievable and proportionate;
- Monitors and coordinates activity, therefore maintaining and overview of the incident throughout;
- Develops the tactical plan and delivers to operational level;
- Considers strategy with the Strategic Duty Officer;
- Tactical should not become personally involved with activities close to the incident but remain detached;
- Report on progress to the Response Group;

In the initial stages the Incident Manager will be in summary, responsible for;

- Determining whether a situation merits the activation of a strategic level;
- Establishing a common view of the situation, identifying capabilities (including gaps);
- Ensuring appropriate lines of communication between responders;
- Managing operational level managers;

The tactical role may be complemented by sending an Incident Liaison Officer (ILO) to act as a conduit at the Tactical Coordinating Group near the scene (if established). Once the scale and nature of the incident is known, responsibility will pass to relevant assistant directors or heads of service as determined by the Response Group.

The Incident Manager is likely to be in place before the Strategic Duty Officer and is also likely to be the first senior officer taking command of the incident. In the early stages of an incident, the Incident Manager is likely to set priorities.

1.5.8 Operational

Council Perspective

Council Managers who have responsibility for the various functions required to support and manage the response.

A person who directs and coordinates the physical implementation of the tactical plan or part of it.

The level at which the management of immediate “hands on” work is undertaken at the site(s) of the emergency or other affected areas”.

The Bronze / Operational Commander will control and deploy the resources of their respective service within a functional or geographical area and implement direction provided by the tactical level officer.

Within the council context, operational commanders (managers) will control and deploy the resources of their respective service and will implement the tactical plan as directed by the Incident Manager / senior officer responsible. Key areas for operational management are Emergency Assistance Centres (EAC) (rest centres etc), site clearance and Community Engagement Teams etc.

Other responsibilities include;

- Make an initial assessment of the situation and ensure appropriate resources are requested;
- Dynamic risk assessment - health, safety and welfare of staff deployed putting in place appropriate control measures with appropriate actions and review;
- Control and deploy resources of their service within a functional or geographic area;
- Update the Tactical Level officer (Initially the Incident Manager and once command and control established the relevant CLT officer).

1.6 General Duties (Civil Contingencies Act 2004)

Responders are divided into two categories as defined by the Civil Contingencies Act 2004:

Category 1 – Have general duties which include; (Includes Local Authorities)

- Assess the risk of emergencies occurring and use this to inform contingency 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 coordination
- Cooperate with other local responders to enhance coordination and efficiency;
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only).

Category 2 – The Act requires Category 2 responders, many of whom are private sector bodies (e.g. utilities, transport companies), to co-operate and share information with Category 1 responders.

1.7 Local Authority Responsibilities

The term “Local Authority” in the Civil Contingencies Act does not differentiate between upper and lower tiers. In Sussex West and East, the specific responsibilities of County / District & Boroughs have been agreed and these are reflected in specific plans.



Alert other local authorities and organisations, including parish councils.	✓	✓
Deploy liaison officers (ILOs)	✓	✓
Assist in warning and informing of the general public	✓	✓
Provide a strategic level officer to the Strategic Coordinating Group (SCG) (When appropriate)	✓	✓
Provide and manage rest centres and arrange emergency feeding	✓	✗
Support the running of survivor reception centres (SRC)	✓	✗
Re housing and accommodation needs for displaced persons	✓	✗
Respond to local marine pollution incidents	✓	✗
Waste removal	✓	✗
Provide technical and engineering services	✓	✗
Environmental health advice and services	✓	✗
Building Control services e.g. structural safety advice	✓	✗
Provide mutual assistance to other local authorities	✓	✓
Coordinate voluntary organisations response	✗	✓
Establish an Emergency Mortuary	✗	✓
Provide Social Care and welfare arrangements to assistance centres and receiving hospitals	✗	✓
Provide and manage Humanitarian Assistance Centres	✗	✓
Coordinates the provision of transport for evacuees	✗	✓
Site Clearance	✓	✓
Arrange with landowners and other local authorities for post-incident sites to be cleared of	✗	✓

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non-hazardous rubble and materials		
Clear highways and County owned land of rubble and materials	✗	✓
Waste disposal	✗	✓
Coordinate aftercare, in conjunction with the police, health services and voluntary organisations	✗	✓
Request military assistance in support of the civil community	✗	✓
Establish liaison with government departments, public utilities and other organisations	✗	✓
Co-ordinate the County Council's emergency response with adjacent areas	✗	✓
Alert the relevant Director of Public Health to all emergencies posing actual or potential toxic hazards, including oil pollution, so that an early assessment can be made of any possible threat to public health	✗	✓
Coordinate marine pollution response, providing a Shoreline Response Centre if requested by the MCA.	✗	✓
Coordinate the local response to animal or plant disease outbreak	✗	✓
Lead on recovery to assist the community to return to a new normality	✓	✓

1.8 Response Objectives

All emergency services and supporting agencies responding to a major incident will be working to provide a coordinated response through the following common objectives. Those highlighted in red will involve the local authority to a lesser or greater degree depending on the type and severity of the incident.

These objectives will form the strategy for our involvement in a response.

Save and protect human life and alleviate suffering associated with the incident at the scene or elsewhere	Contain the emergency, limiting its escalation and spread	Safeguard the environment	Protect property
Facilitate a joint Coordinated Approach using the JESIP principles	Protect and preserve the scene	Provide a joint response to the media	Provide the public and businesses with warnings, advice and information
Prevent or minimise the adverse effects on the health and welfare of those involved in the incident	Gather and collate information and ensure a robust audit trail	Facilitate investigations and inquiries	Contribute to the debriefing process and subsequent Investigations / inquiries
Maintain critical services (Business Continuity)	Maintain normal services at an appropriate level	Consider the economic impacts of the incident	Provide continued support, welfare and liaison to all involved in the incident after the initial response
Promote and Facilitate self-help and recovery in the community (Community Resilience)	Return to new normality as soon as possible	Facilitate rehabilitation of the community and the environment	Evaluate rehabilitation of the community and the environment

1.9 Staff Roles & Responsibilities

Staff roles and responsibilities can be found in section 8 of this plan.

The table below provides an indication of separate guidance for specific roles and functions in addition to staff roles. A summary of the roles are referenced within the relevant sections of this plan.

Role	Plan Ref	Accompanying Guidance
Strategic Duty Officer	Section 8.1	Strategic Duty Officer Guidance
Incident Liaison Officer	Section 3.6	Incident Liaison Officer Guidance
Incident Manager		
Community Engagement Team	Section 3.7	

See Section 8 - Staff Roles and Responsibilities

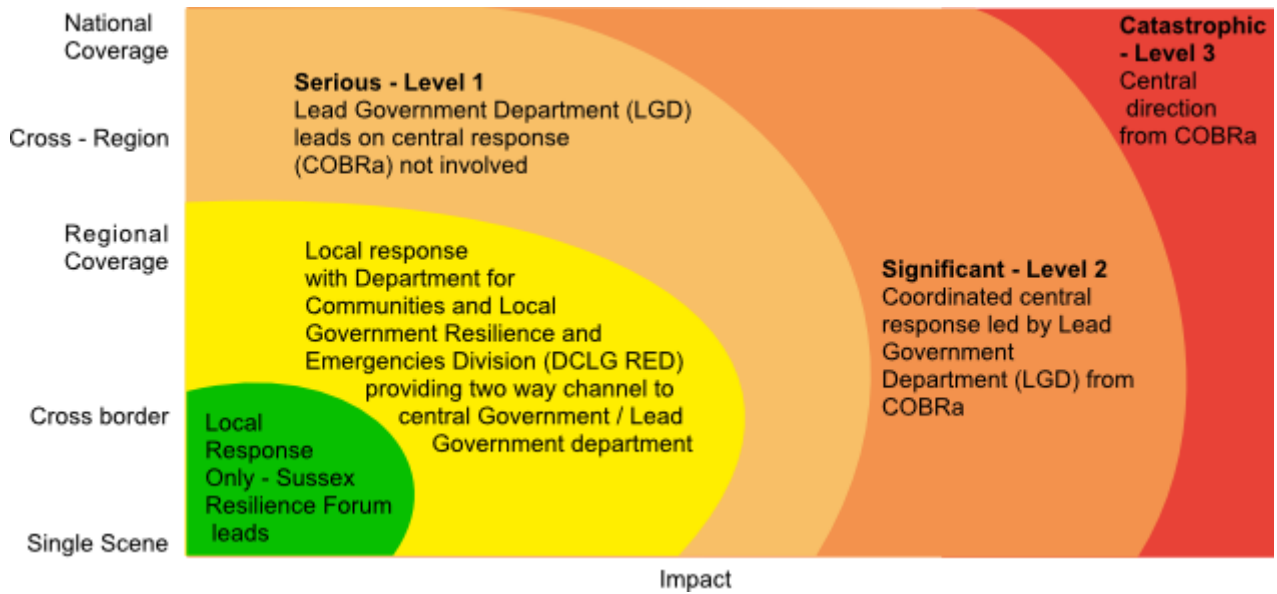
1.10 Levels and Types of Emergency

1.10.1 Levels of Emergency

The scale of an emergency depends on the type, severity and geographic nature of an incident. Local incidents will be managed by the Sussex Resilience Forum (SRF). Where the incident covers two police boundary areas i.e. Sussex and Surrey, the Department for Levelling Up, Housing and Communities Local Government will provide a conduit between the local response and Central Government.

- **Serious** - Level 1 - Coordination is led by the Lead Government Department at a regional level
- **Significant** - Level 2 - A coordinated response led by Lead Government Department from Cabinet Office Briefing Room (COBR)
- **Catastrophic** - Level 3 - Central coordination from COBR(a).

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For further information on the Concept of Operations go to [REDACTED AS THIS IS INTERNAL INTRANET LINK](#)

1.10.2 “Rising Tide” Incidents

A ‘rising tide’ incident develops from a ‘steady state’ or ‘business as usual’, to become an emergency or major incident over a more prolonged period. Examples of this type of incident include severe weather events or disease epidemics. The point at which a rising tide event becomes a major incident cannot be specifically defined and will depend on the circumstances of each case. The Safety and Resilience Team will be actively engaged in Tactical Advisory Group teleconferences prior to any declaration of a major incident and will record information using the digital log.

[See Section 4.3 Tactical Advisory Groups](#)

1.10.3 Incident Specific Emergencies

The level of Adur & Worthing Councils’ involvement in an emergency is dependent on the type, severity and geographic nature of the incident. A table has been produced to provide a summary of the responsibilities of the Adur & Worthing Councils in response to different types of incident and the relevant plan.

[See Appendix 1 - Incident Types and Council Responsibilities](#)

1.11 Move to Critical Terrorism Threat

A notification of an increase in the terrorism threat level from severe to critical may invoke additional actions which may have a significant impact on council operations. Notification will be made using the Major Incident Cascade or via partner updates. The Safety and Resilience Team will engage in teleconferences to obtain the relevant information and impacts of the situation.

The plan triggers and activation should be followed to determine the councils' level of response based upon the current intelligence, security threat and available guidance.

[See Section 7 - Move to Critical Protocol](#)

SECTION 2 PLAN ACTIVATION

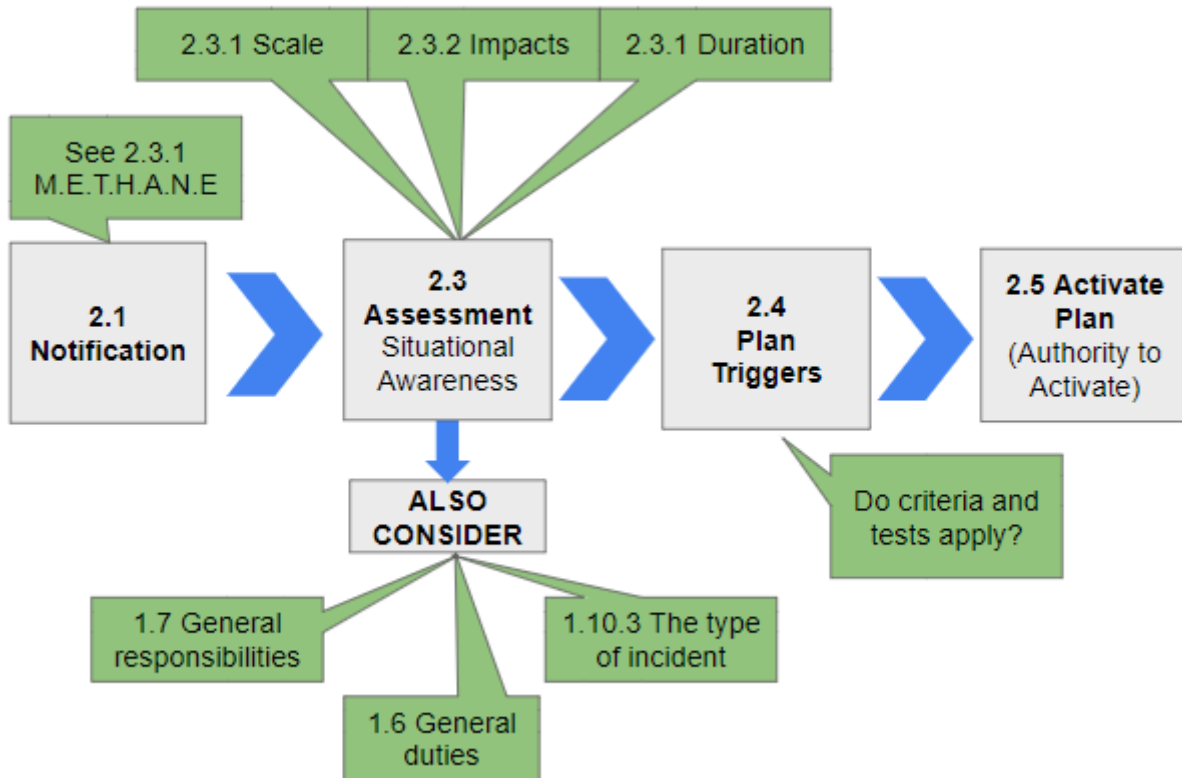


**IF THIS IS THE FIRST TIME YOU HAVE SEEN
THIS PLAN - STOP
SEEK GUIDANCE FROM THE SAFETY AND
RESILIENCE TEAM BEFORE PROCEEDING**

2.0 Plan Activation

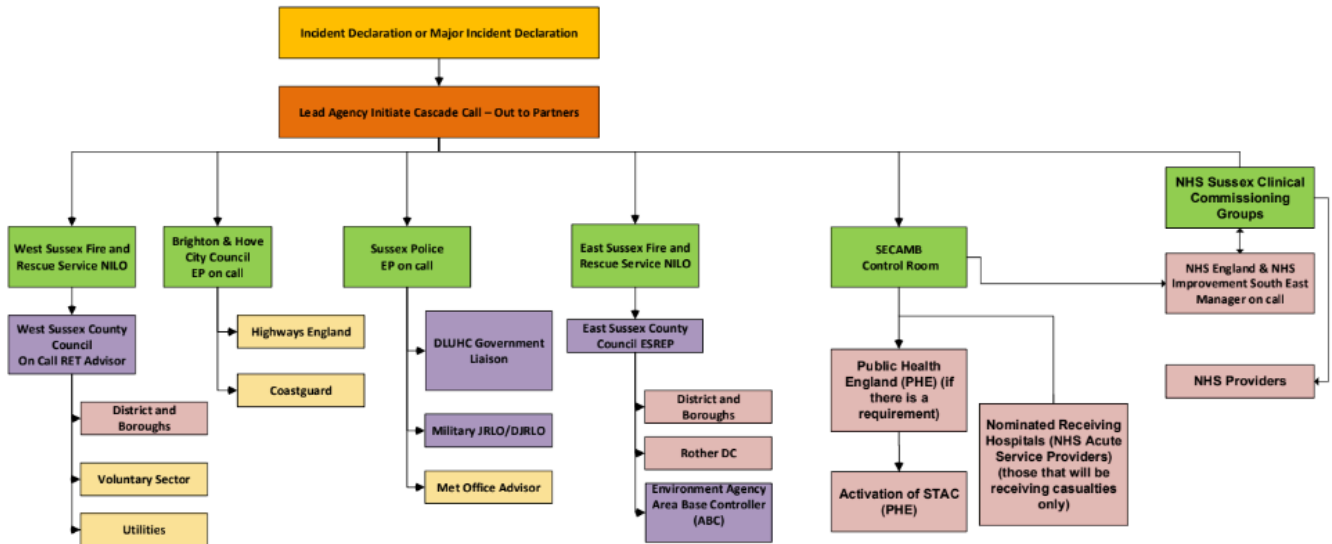
! To activate this plan go to APPENDIX 2 and follow the procedure. The information in this section provides a detailed explanation of the process. Individual staff should reference SECTION 8 for roles and responsibilities !

The decision to activate the Emergency Plan will depend on shared situational awareness in order to make an informed decision.
 The decision to declare an emergency / major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers.
 This section covers the elements to consider to come to a decision based upon the available information.
 The diagram below summarises the process.



2.1 Major Incident Cascade Process - How we are notified

The councils will be notified of an emergency or any other incident that may impact on the residents, businesses and partner organisations via the Major Incident Notification Cascade. The call will come from West Sussex County Council Emergencies and Resilience Team (RET) and will be forwarded to the Safety and Resilience Team (Incident Manager). Outside of office hours the call will be routed through the Out of Hours service to the on call Incident Manager. (See 2.2.1 of the Sussex Response and Recovery Framework)



Emergency cascade contact details for Adur & Worthing Councils are contained within the SRF Contact Directory and will be used by partners to notify the Councils of the incident. In the event of a call being inadvertently routed through the Contact Centre, a procedure has been developed to instruct Contact Centre staff to route the call to the correct officers.

See SRF Contact Directory - Go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

2.2 M.E.T.H.A.N.E Reporting

An initial assessment will be undertaken by the first responders at the scene of the incident or if the incident covers a wide geographic area, this assessment will be undertaken by a Tactical Advisory Group (TAG) / Tactical Coordinating Group (TCG). All Sussex Resilience Forum (SRF) members will be notified via the Major Incident Cascade Process using the M.E.T.H.A.N.E mnemonic.

This will provide basic information regarding the incident. This initial call may also request Local Authority assistance. Further clarification may be required by contacting the lead responder. (See SRF Contact Directory link above)

M	Has a Major Incident been declared? Do we declare a Major Incident?	The declaration of a major incident prioritises resources. It may not be immediately obvious. If no, could a major incident be called sometime in the future?
E	What is the Exact Location of the incident?	
T	What Type of incident is it?	The type of incident will have a bearing on the councils' level of involvement
H	What Hazards or potential hazards can be identified that pose a danger to responders and the community?	The council has a duty to assist in broadcasting safety measures and warnings. Staff attending the incident will need to be aware of the risks and control measures. They will be briefed by the lead organisation controlling the scene.
A	Has a safe Access and Egress Route been established. If so, what is it?	
N	What are the Number Of Casualties and / Or Displaced Persons?	Initial requests may be made in the initial call to the Incident Manager. An Incident Liaison Officer may be requested to attend the incident to communicate any further requests back to the Incident Manager / Emergency Control Centre
E	What Emergency Services or other responders are in attendance and are there any requests for Local Authority assistance?	

2.3 Assessment - Situational Awareness



For A3 Briefing Templates go to (or click on) [\(Emergency Response >> Templates >> Situational Awareness\)](#)

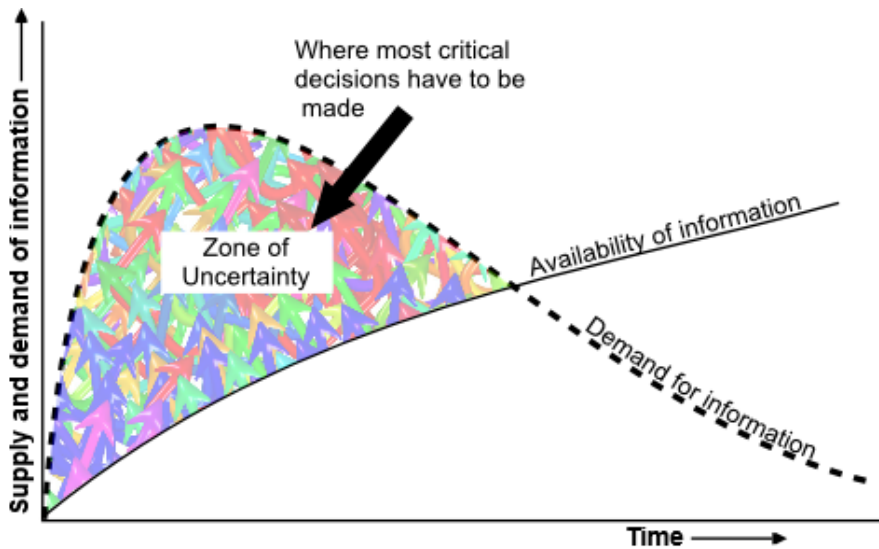


Go to Appendix 2 to follow and complete the Assessment & Activation Process

The Incident Manager (Tactical) and Strategic Duty Officer (Strategic) will assess the situation with the information available to achieve situational awareness of the emergency.

Situational Awareness

- Based on what is known of the situation:
- Comprehension: understanding what it means
- Required to consider the situation in its wider context and assess the potential severity of crisis or an emergency?
- What might the implication and wider impacts of this be?
- What might happen in the future?












You can't always get what you want... Jagger, M. & Richards, K. (1967)

It may not be possible in the early stages, when the demand for information is at its greatest, to accurately assess a situation and make decisions. Decisions should be made as soon as reasonably practicable taking into account the situational awareness process as detailed in this section of the plan. Our involvement may depend on the type of incident, role and responsibilities.

2.3.1 Assessment - Questions, Scale and Duration

The Incident Manager (Tactical) and Strategic Duty Officer (Strategic) will begin the initial assessment by considering the following statements

						
	SCALE - (geography) - how far might this thing extend?					
	DURATION - How long? Response (activity to protect life, contain and mitigate the impact of the emergency and create the conditions for a return to normality) Recovery (rebuilding, restoring and rehabilitating the community following an emergency)					

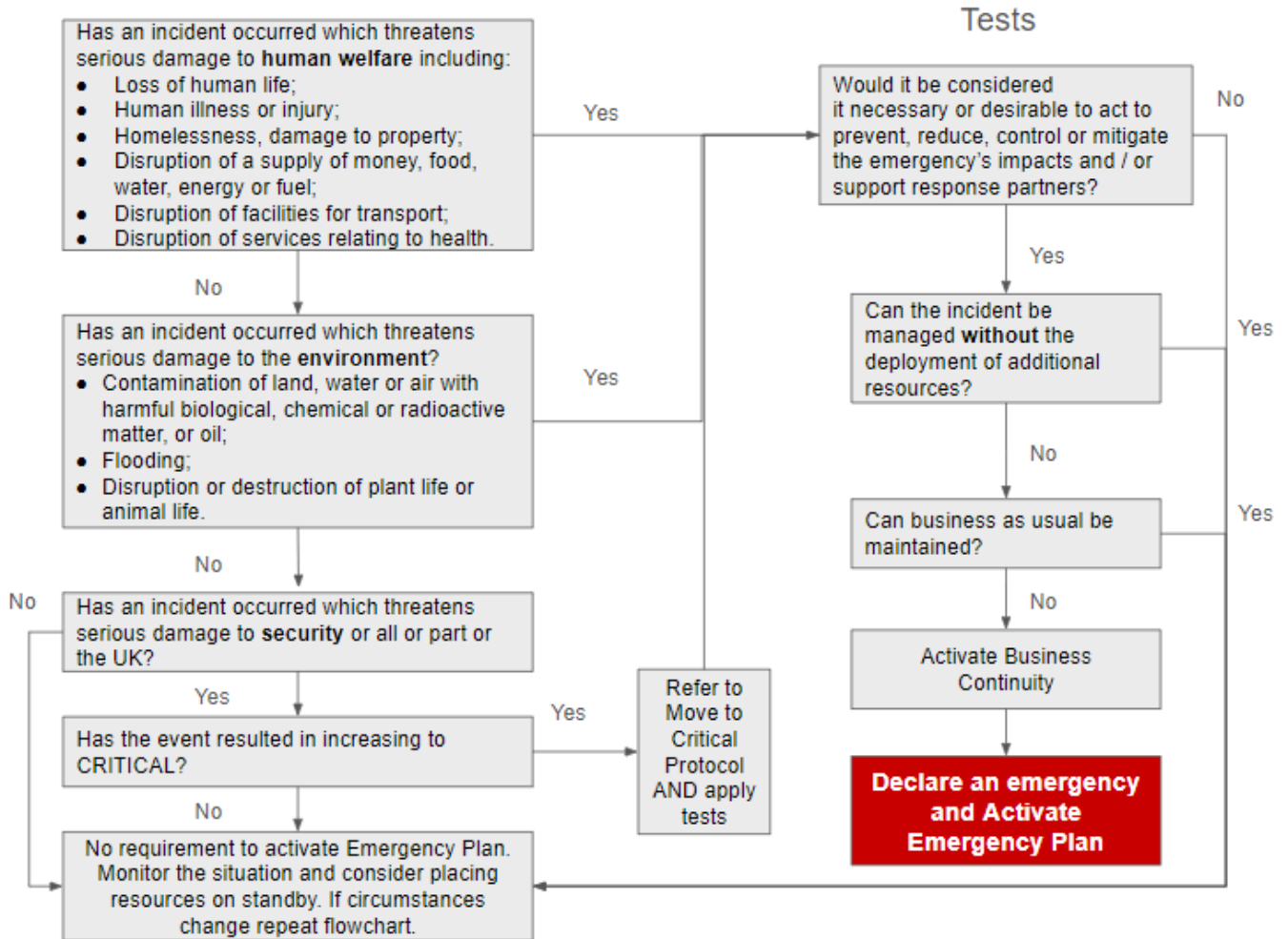
2.3.2 Assessing Impacts

An impact analysis should be undertaken at the soonest opportunity. This will provide a framework for prioritising resources, actions and recovery. For each specific area the Strategic Duty Officer and Incident Manager will consider the impacts that may arise from the emergency. Consider the councils general duties and responsibilities when considering the impacts to provide resources where they are most needed.

The Strategic Coordinating Group (SCG) will undertake a Community Impact Assessment and the information prepared by the Strategic Duty Officer and Incident must be reviewed to enhance our understanding of the incident and amend our impact assessment as necessary.

2.4 Plan Triggers

The plan will be activated if the following conditions, and either of the two tests are satisfied.



2.5 Authority to Declare an Emergency / Major Incident

Any category 1 or category 2 organisation may declare an emergency / major Incident if they believe the conditions are met



An emergency is likely to be called by the emergency services in the first instance. **REMEMBER** it is easier to scale down a response than to scale it up later.

Act Early - Think Big!

In most cases it is the emergency services who are the first to respond to an emergency and declare a major incident. However, an officer of any rank or position from any of the Category 1 or 2 responders can declare a Major Incident (**See 1.5.3**) if they consider the plan trigger criteria above has been met. It

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may be that what is considered a major incident by one of the category 1 or 2 responder may not be so for another responder.

Despite this, each of the Category 1 & 2 responders will participate with an appropriate response, to comply with general duties under the Civil Contingencies Act. This will apply even if they are likely to be employed in a standby capacity and will not be directly involved in the incident.

A Strategic Coordinating Group will be required for any Major Incident declared unless decided otherwise by appropriate partners

In all cases the Safety and Resilience Team in consultation with the Strategic Duty Officer will assess the current status using the plan triggers and will fully support the multi agency response.

2.6 Internal Notification

The Incident Manager and Strategic Duty Officer will be responsible for communicating the incident to staff and members and engaging with co-responders. Each role has a specific responsibility (see below)

2.6.1 Incident Manager (Safety and Resilience Team) Actions



The Incident Manager will notify all staff using the most appropriate medium below. Contact also will be established to notify any emergency assistance centres (rest centres, friends and family etc) and other responders.

Office Hours

All staff email	The Safety and Resilience Team has authority to send all staff emails. For other staff, contact Digital. An emergency email script has been devised to concisely communicate the initial information. The template may be amended depending on the circumstances	See Appendix 7 All Staff Email Notification Script
Intranet	An emergency email script has been devised to concisely communicate the initial information. The	

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Anytime		
Other Responders / External Partners	Co-responders can be contacted using the SRF Contacts Directory.	See SRF Contact Directory - Go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK
Outside of Office Hours		
Emergency SMS	Adur & Worthing Councils employ an SMS system to alert key staff (not all) to an incident out of hours. Access to the system is via the internet and can be accessed without using the council network. Staff should be prompted to access a non secure webpage (or other appropriate method to broadcast more detailed information and instructions. (See below)	See section 5.13.5 Emergency SMS System Emergency SMS system summary and links to detailed information.
Emergency Contacts List	A restricted list of key officers contact details is available in the Emergency Response	REDACTED AS THIS IS INTERNAL INTRANET LINK

2.6.2 Strategic Duty Officer Notification Actions



The Strategic Duty Officer should refer to the Strategic Duty Officer Guidance to contact senior officers and members. See Strategic Duty Officer Guidance - [Emergency Response folder >> Strategic Duty Officer Procedure sand Guidance](#)

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Members contact details and ward maps can be found in the Emergency Response folder

See Members Contacts for Adur DC and Worthing BC contacts - [Emergency Response Folder](#)>> [Internal Directories](#) >> [Members Contacts Folder](#)

SECTION 3

RESPONSE CLOSE TO THE SCENE (MULTI AGENCY AND COUNCILS)

3.1 Joint Emergency Services Interoperability Programme - Principles

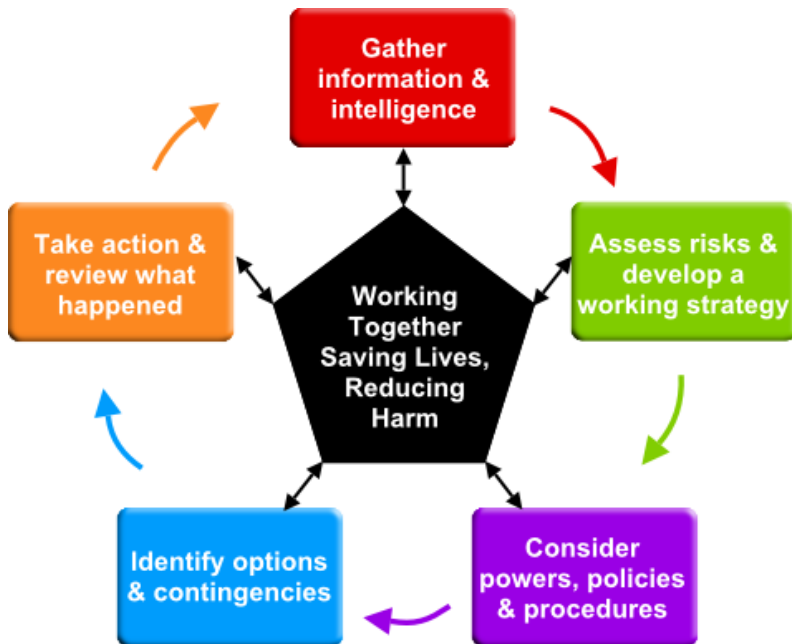
Upon arrival at the scene of an incident the emergency services will establish a Forward Command Post (FCP) and Command and Control process using the Joint Emergency Services Interoperability Programme principles of:

<p>Co-Locate Co-locate with commanders as soon as practicably possible at a single safe and easily identifiable location near to the scene (FCP)</p>	<p>Adur & Worthing Councils will send an INCIDENT LIAISON OFFICER (ILO) to the Forward Command Post (FCP) or an established Tactical Coordinating Centre (TCC) They will be identified by a white tabard. One representative from each organisation will wear a white tabard.</p>	<p>See Emergency Response >> Guidance Documents >> Incident Liaison Officer</p>
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<p>Communicate Communicate clearly using plain English</p>	<p>A lexicon booklet is available which sets out definitions for common terminology in emergency management.</p>	<p>See Emergency Response folder >> Guidance Documents >> Lexicon</p>
<p>Coordinate Coordinate by agreeing the lead service, identify priorities, resources including the timing of further meetings</p>	<p>Adur & Worthing Councils may be requested via the ILO to provide emergency assistance centres, assist in evacuation, consider recovery options or provide specialist staff such as building control or environmental health.</p>	
<p>Jointly understand risk Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures</p>	<p>Each agency will carry out their own dynamic risk assessment so that they can share results and plan for control measures more effectively. By jointly understanding the risks, organisations can promote the safety of responders and reduce the impact that risks may have on members of the public, infrastructure and environment.</p>	
<p>Shared Situational Awareness</p>	<p>Shared situational awareness established by using M.E.T.H.A.N.E and the joint decision making model</p>	<p>See Section 2.3 Initial reporting See Section 3.2 Joint Decision making model</p>

3.2 Joint Emergency Services Interoperability Programme - Joint Decision Making Model

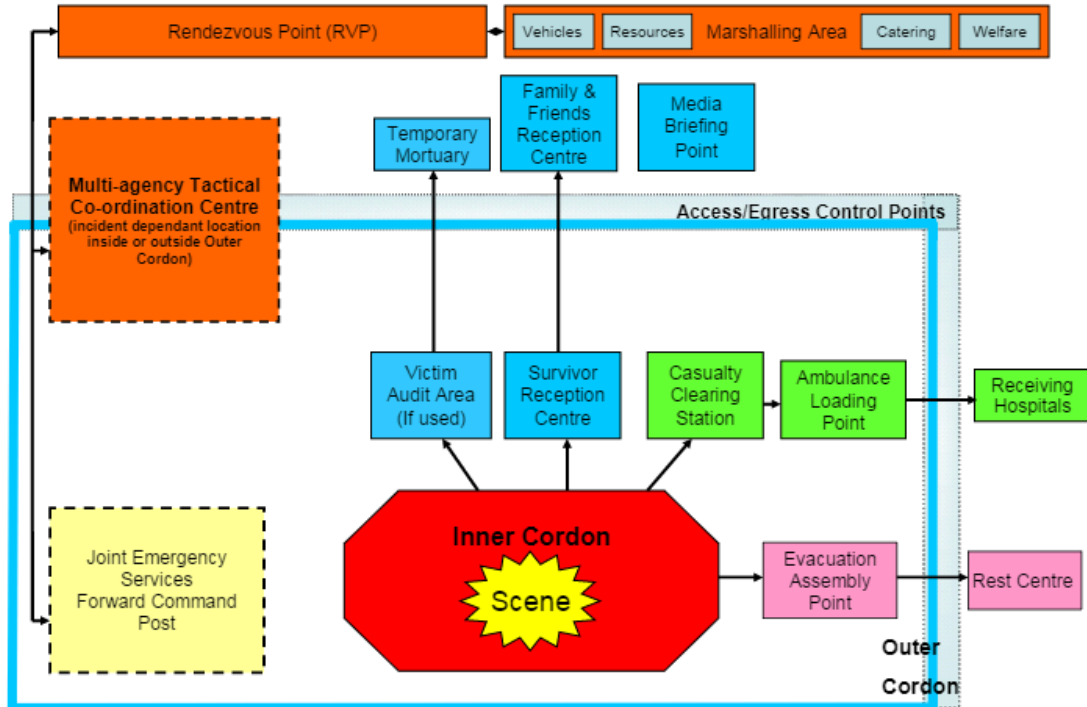


Once established, the [Forward Control Post \(FCP\)](#) will be the focus of all initial decision making using the Joint Decision Making Model (JDM). This model will apply to all responding agencies, not just the four emergency services. The Incident Liaison Officer for Adur & Worthing Councils will form part of this process.

See Incident Liaison Officer Guidance. Go to (or click on REDACTED AS THIS IS INTERNAL INTRANET LINK
[See Section 3.6 Incident Liaison Officer](#)

3.3 Scene Management

The illustration below provides an example of an incident scene.



For further information on Scene Management go to (or click on) [Emergency Response folder >> Sussex Emergency Response and Recovery Document \(SERR\)](#)

3.3.1 Cordons

Cordons are established around the scene or scenes to control the movement of people and resources going in and out of the cordoned off areas. Access is strictly vetted and staff will only be allowed through if they have clear identification and reason. The police are responsible for implementing them in conjunction with the other emergency services.

The **inner cordon** is made as small as possible and cordons off the area in which any search and rescue work for survivors will be carried out. Everyone who does not need to be in the area will be evacuated. The police will treat and protect the area within the inner cordon as a crime scene until they know otherwise. During the rescue phase the Fire and Rescue Service will work in cooperation with the Ambulance service to coordinate rescue.

Red-and-white tape designates the inner cordon. The size of the inner cordon is determined by the incident. As an example the normal recommended minimum distances for a bomb scene are:

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- 100 metres for a minor explosive risk;
- 200 metres for a moderate explosive risk;
- 400 metres for a serious explosive risk.

An **outer cordon** will be established to control access to a much wider area and to enable emergency services easier access to the scene. The general public will only be allowed access within the outer cordon if they have a legitimate reason to enter the area.

A **traffic cordon** will be set up to keep traffic out of the area and allow emergency service vehicles to move freely within the area.

Further information about Cordons and scene locations can be found by going to (or clicking on) REDACTED AS THIS IS INTERNAL INTRANET LINK

3.3.2 Joint Services Forward Command Post (FCP)

The Forward Command Post (FCP) is the management post for the incident officer (officer in charge at that time) and the central point of contact for all emergency and support services engaged at the scene.

When establishing an FCP, the following points will be considered;

- It should be in a safe location – ascertain all present and potential hazards;
- Ideally it should be adjacent to the approach route from the marshalling areas with parking for other emergency services command and support vehicles;
- It should be close enough to the scene to maintain control but divorced from actual working teams;
- It should be prominently signed and easy to find (it is recommended that the only blue flashing lights illuminated are those of the emergency services command vehicles);
- It should be secure from the media and any possible terrorist or other criminal activity;
- Liaise with the fire incident officer to determine the location.

3.3.3 Tactical Coordinating Centre / Group (TCC / TCG)

Tactical Coordinating Centre - Location

Tactical Coordinating Group - Meeting Group

The purpose of the Tactical Coordinating Group TCG is to:

- Implementation of strategy set by the Strategic Coordinating Group (SCG) (where established);
- Assuming Tactical Command of the incident;
- Developing a Tactical Plan in order to achieve the strategic intentions
- Establishing appropriate control locations, e.g. Forward Command Post (FCP)
- Providing safe and suitable Marshalling Area and Rendezvous Points (RVP);
- Ensuring a decision log is commenced and maintained to record all decisions and key events;
- Determining what resources are required to adequately deal with the incident;
- Determining the priority in allocating resources;
- Planning and coordinating how, when and by which agency a task will be undertaken;
- Assessing prevailing risks and monitoring requirements;

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- Striking an overall balance between tasks and risks;
- Taking appropriate risk reduction measures;
- Giving due regard to the health and safety requirements of staff and public;
- Allocating tasks by delegation to Operational Commanders;
- Inter - Agency liaison to ensure a cohesive & co-ordinated response at the scene;
- Establishing appropriate teams to address specific tactical issues e.g. logistics;
- Tactical Coordinating Group (TCG) meetings and must ensure that accurate minutes are taken and circulated to all attendees, Incident Commanders and the Strategic Coordinating Group (SCG);
- Reviewing and amending the tactical plan as necessary;
- Recording details of and briefing personnel arriving prior to deployment to the scene;
- The welfare and health and safety of all responders at the incident; the topics must be included at regular briefing of responders at the scene.
- The coordination and dissemination of Health and Safety matters, including adequate briefings, for all personnel at the scene of an incident
- Receiving and requesting Tactical Advice from the Tactical Advisory Group (TAG)

Single Major Incident Location

For single major incident locations the Tactical Coordinating Group (TCG) will meet at an agreed location (the Tactical Coordinating Centre (TCC) either near the scene, at the Forward Command Post (FCP), outside of the inner cordon but within the outer cordon. This may be a building or an emergency services mobile command unit. The emergency services may request that Adur & Worthing Councils assist in sourcing a suitable building.

Information regarding suitable locations may be found by using one of the Emergency Assistance Centre (EAC) locations.

For further information on suitable locations go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

Tactical Coordination with Multiple Incident Locations

For multiple scenes the TCG will meet at the Tactical Coordinating Centre (TCC) at Sussex Police HQ.

For further information on Tactical Coordinating Centres go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

Meetings

The Tactical Coordinating Group (TCG) will convene at the earliest opportunity, usually within 90 minutes of the incident.

The proposed lead (in most cases this will initially be police) will work to a proforma agenda. Found in the Sussex Emergency and Response Document (SERR)

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3.3.4 Rendezvous Point (RVP)

People and resources required at or near the scene must report to the rendezvous point to pass through the cordon. Here they will be briefed and then deployed as necessary.

3.3.5 Marshalling Area

This is an area where people or equipment wait if they are not immediately required at the scene or if they are waiting for further redeployment.

3.3.6 Casualty Clearing Station

Everyone involved in an incident such as a major transportation incident should pass through a casualty clearing station to have their medical needs prioritised or triaged. The injured will be taken to hospital for treatment and any uninjured survivors will be taken or directed to the Assembly Point. They will then be taken to the Survivor Reception Centre.

3.3.7 Assembly Point / Evacuation Assembly Point (EvAP)

An assembly point is set up where evacuees or uninjured survivors can wait together before being taken to a rest centre or make their own arrangements.

Adur & Worthing Councils may be requested to provide suitable locations for people to locate to. The Emergency Assistance Centres Plan provides secondary evacuation control points which can be used to temporarily house people until transport can be organised by West Sussex County Council or people make their own way to the facility.

If transport is required - Contact West Sussex County Council Resilience and Emergencies Team (RET) Duty Officer
See SRF Contact Directory. Go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

3.3.8 Body Holding Area

A body holding area is an area where people who have been killed in an incident can be taken to before being transported to a temporary mortuary.

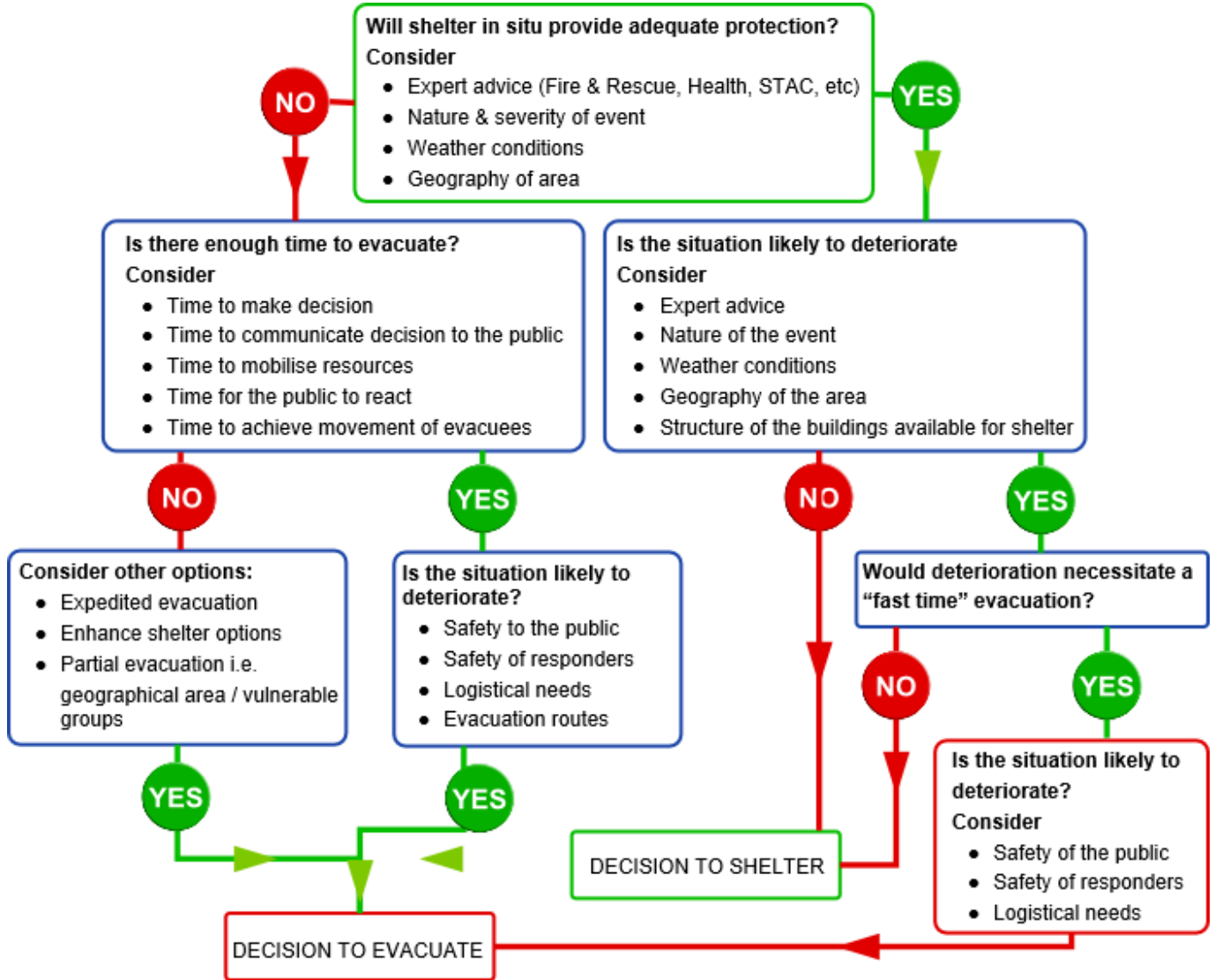
3.3.9 Temporary Mortuary

It is the County Council's responsibility, in conjunction with the Coroner, to set up a temporary mortuary if there are so many deaths that normal mortuary arrangements in the county are overwhelmed.

3.4 Evacuees / Evacuation

An evacuee is somebody who has been evacuated from their home for safety reasons and is therefore temporarily homeless. As such, the Councils' have a duty to provide temporary accommodation for them. This is provided in the form of a Rest Centre. If the incident is prolonged more appropriate accommodation will need to be provided.

If there is a requirement to consider evacuation, responders in the Forward Command Post (FCP) / Tactical Coordinating Group (TCG) will assess the criteria using the Evacuation Process flowchart below.



In the event of an evacuation the emergency services may call upon Local Authority staff to assist in this process. Teams will liaise and be under the direction of Sussex Police. This may involve knocking on doors. Staff should be easily identifiable, carry work identification and wear appropriate clothing for the weather conditions.

To assist the emergency services, evacuation templates have been produced which can be used to communicate the message.

For Evacuation Templates go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

3.5 Emergency Assistance Centres

Rest centres, Survivor Reception Centres and Friends and Relatives' Reception Centres are generically referred to as Emergency Assistance Centres.

This function of the emergency response may involve a significant Councils' resource commitment. This section provides a summary of the information required to decide whether to open an Emergency Assistance Centre, and the type of centre to be opened.

Types of different emergency assistance centres may be found below.

For detailed information refer to the Emergency Assistance Centres Plan



**Request made to set up an Emergency Assistance Centre?
Go to Appendix 2**



For further information on Emergency Assistance Centres go to (or click on) REDACTED AS THIS IS INTERNAL INTRANET LINK

3.5.1 SURVIVOR RECEPTION CENTRE (SuRC)

TIME TO ACTIVATE - (IMMEDIATE)

PURPOSE	ACTIVATION / RESPONSIBILITY
<p>Provide immediate and short-term shelter for survivors</p> <p>People who have been directly involved in, and survived, an emergency.</p> <ul style="list-style-type: none"> • Provide survivors with a place of safety and shelter away from the scene; • Provide initial practical and emotional support for uninjured survivors or those with minor injuries who have already been treated by the ambulance service; • Record details of survivors and those of anybody they were travelling with who are unaccounted for. 	<p>Sussex Police will contact Adur & Worthing Councils for a suitable location (if circumstances permit) or will notify of the location as soon as reasonably practicable.</p> <p>Adur & Worthing Councils may provide a support function in the early stages and may be requested to take over the management of the facility as time progresses.</p>

3.5.2 REST CENTRE (RC)

TIME TO ACTIVATE - (VERY SOON AFTER THE INCIDENT)

PURPOSE	ACTIVATION / RESPONSIBILITY
<ul style="list-style-type: none"> Established to provide temporary shelter for evacuees - people who have been made temporarily homeless as a result of an emergency or who may have been evacuated for their own safety; Provide evacuees with shelter, warmth, food and toilet facilities; Provide basic medical support, information and welfare services, identifying those with special requirements, and providing temporary accommodation – overnight if necessary; Provide a registration system; Allow for the onward movement of evacuees to more suitable accommodation or a return home. 	<p>Sussex Police or West Sussex Fire & Rescue Service are most likely to request the opening of this facility.</p> <p>Adur & Worthing Councils are responsible for setting up and managing a Rest Centre.</p> <p>West Sussex County Council will provide support for Social Services, transport solutions and assist in coordinating the voluntary sector.</p>

3.5.3 FRIENDS & FAMILY ASSISTANCE CENTRE (FFRC)

TIME TO ACTIVATE (MEDIUM TERM AFTER ESTABLISHMENT OF SuRC and RC)

PURPOSE	ACTIVATION / RESPONSIBILITY
<p>Established to cater for the family and friends of people affected by an emergency.</p> <ul style="list-style-type: none"> Provide family and friends with privacy and comfort Provide family and friends with accurate and timely information Provide initial practical and emotional support. Obtain details from family and friends of those they believe have been involved and who are unaccounted for. 	<p>Sussex Police are responsible for establishing a FFRC, which will be done in consultation with the Adur & Worthing Councils and West Sussex County Council.</p> <p>The overall management of a FFRC is the responsibility of Sussex Police. They are also responsible for obtaining details from family and friends. The FFRC Manager will establish a coordinating group to include each organisation present to ensure a coordinated approach. West Sussex County Council Adult Social Care will coordinate the welfare response. Adur & Worthing Councils staff will assist with the</p>

documentation process if requested to do so by Sussex Police.

3.5.4 HUMANITARIAN ASSISTANCE CENTRE (HAC) NOW KNOWN AS HUMAN ASPECTS

TIME TO ACTIVATE - LONG TERM (48-72 hours after the incident)

PURPOSE	ACTIVATION / RESPONSIBILITY
Act as a single focus, or a central focal point, for survivors, relatives and all those impacted by the disaster, through which they can access support, care and advice. It may need to remain open for several weeks.	This is a multi agency function whereby Adur & Worthing Councils will provide a suitable location and resources based upon the types of help required by the community. A HAC may be the same location as a rest centre as the recovery develops.

3.5.5 Designated Emergency Assistance Centres

Worthing		
REDACTED - OPERATIONALLY SENSITIVE		

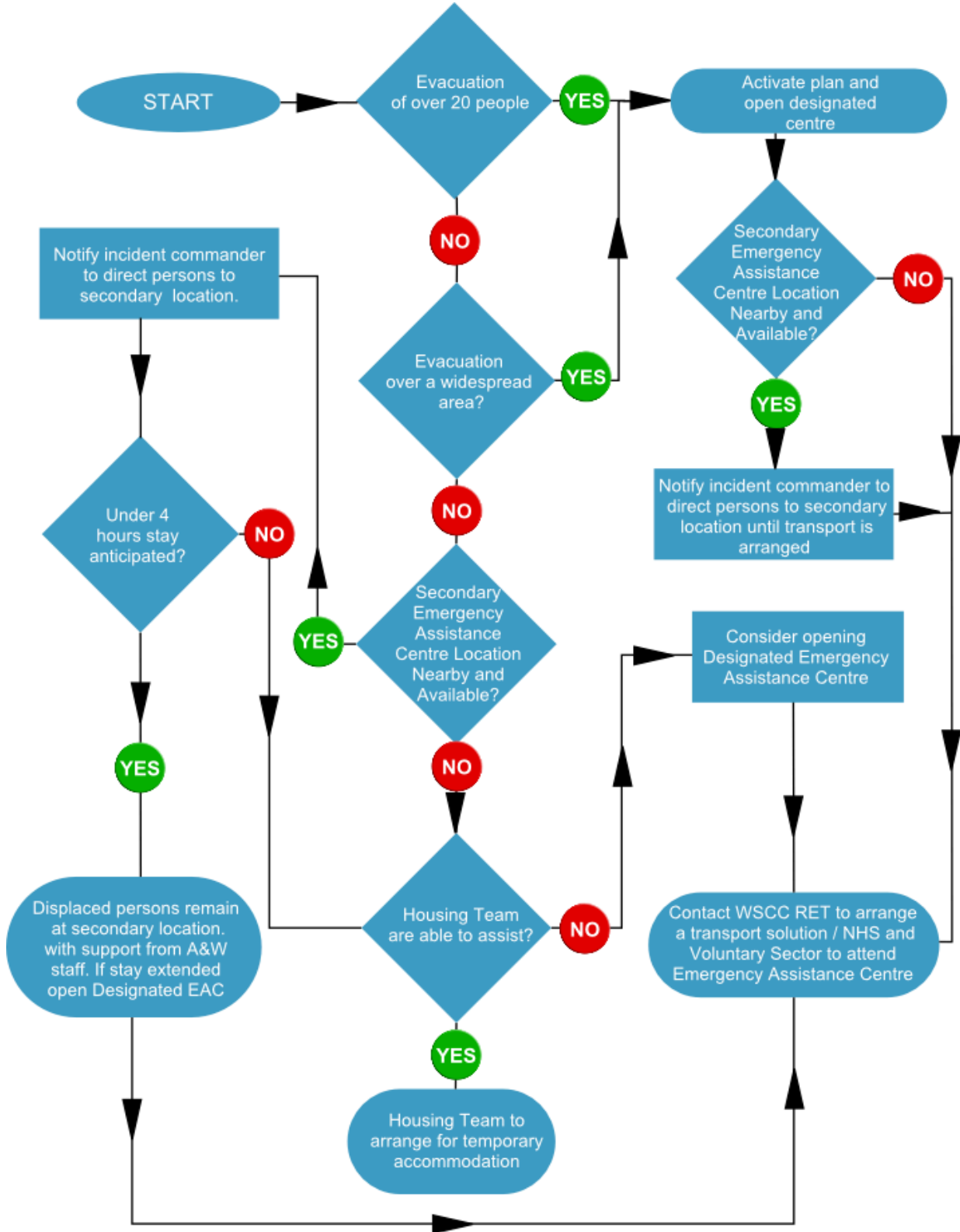
Adur		
REDACTED - OPERATIONALLY SENSITIVE		

3.5.6 Emergency Assistance Centre Equipment

Emergency Assistance Centre kits are stored at each of the locations. Additional equipment is stored at the Town Hall. The Safety and Resilience Manager holds an express kit for rapid deployment at other locations.

3.5.7 Decision to Establish an Emergency Assistance Centre

The decision to establish an Emergency Assistance Centre (EAC) will be dependent on a number of factors including number of persons involved, duration and any evacuation and specific requests made by the emergency services. Below is a flowchart which provides guidance on the options available.



For further information on Emergency Assistance Centres go to (or click on) [Emergency Response folder >> Emergency Assistance Centre Plans](#)

3.6 Incident Liaison Officer

The Incident Manager will send an Incident Liaison Officer (ILO) to liaise with the emergency services at the Forward Command Post (FCP) or the engagement in the Tactical Coordinating Group (TCG). The ILO's role is to provide a direct link between tactical incident managers at the scene and the Councils' Incident Manager. The ILO will direct any requests from the emergency services to the Incident Manager to be dealt with or passed on to the relevant Local Authority internal service area. This will help provide direct Local Authority support to the emergency services. Other supporting organisations may also provide incident liaison officers.

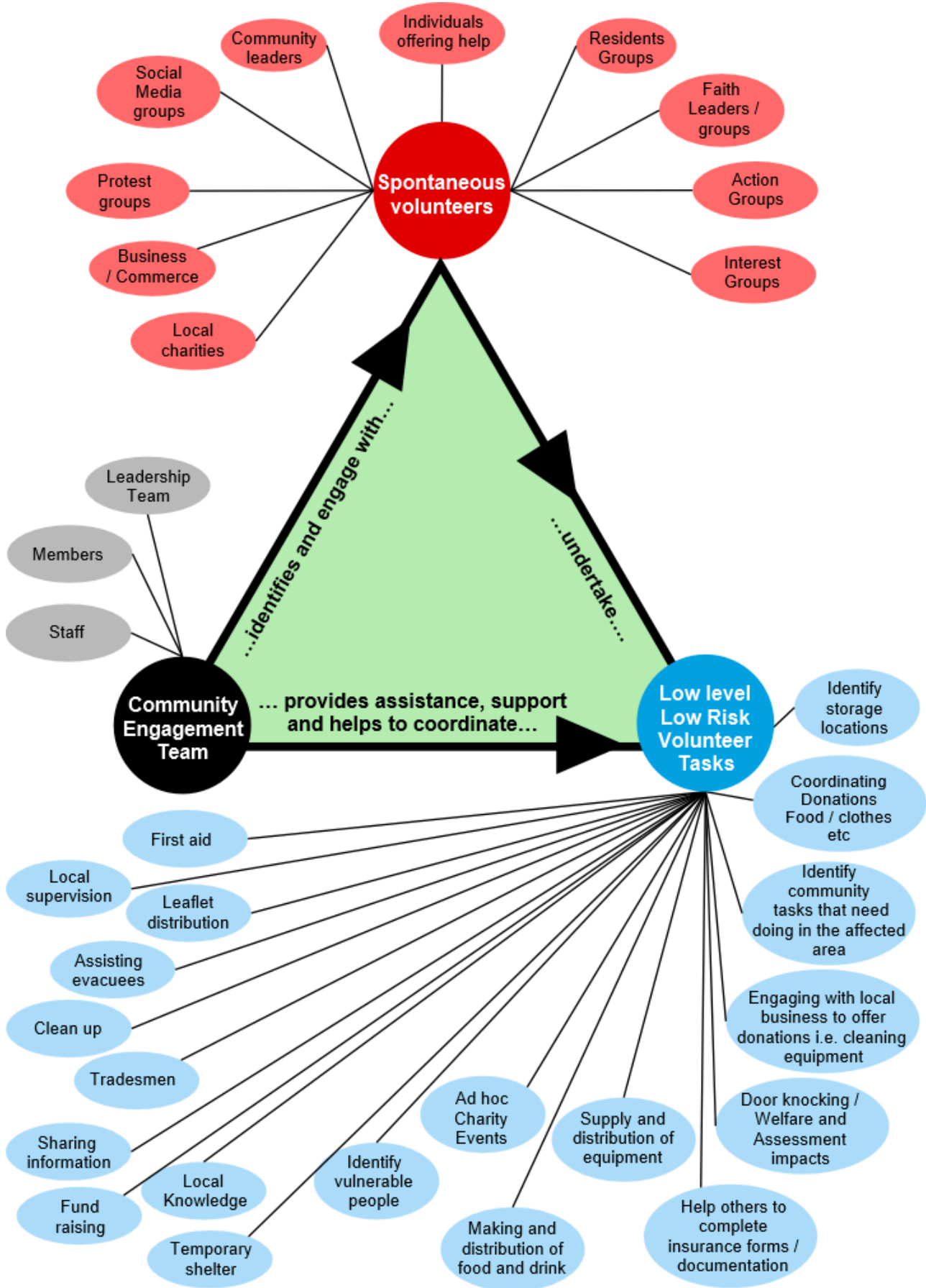
See Incident Liaison Officer Guidance REDACTED - AS INTERNAL LINK

3.7 Community Engagement Team

Once scene management is established and sufficient controls are in place, the affected community will in most cases come together as spontaneous volunteers with a common purpose to help where they can assist themselves and others.

These spontaneous volunteers are individuals who are unaffiliated with existing official response organisations yet, without extensive preplanning, are motivated to provide unpaid support to the response and/or recovery to an emergency. Spontaneous volunteers potentially represent an important valuable resource available to responders.

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Local authorities are responsible for coordinating volunteers and it is important that Adur & Worthing Councils establish strong community links to support the work of the affected community with a view to providing support and direction so that they can begin to return to a “new” normality.”

At the earliest opportunity with agreement of other responders at the scene, a Community Engagement Team should be sent to the locality to identify the key individuals and groups and assist them in the volunteer work.

3.7.1 Objectives of a Community Engagement Team

- Provide a visible presence to those affected by the incident;
- Offer support, guidance and coordination for volunteers;
- Facilitate the needs of the volunteers and provide a liaison role between the volunteers and other responders;
- By consensus of the community, offer to take a leading role in managing various functions.

3.7.2 Community Engagement Team Composition

A Community Engagement Team may comprise of a combination of staff, members and senior officers and will come under the responsibility of a Tactical Lead (Assistant Director)

3.8 Building Control - Dangerous Structures

As part of a response the emergency services may request that a building control officer attends an incident where dangerous structures are present.

Section 77/78 of the Building Act 1984 gives powers **but not a duty** to local authorities to deal with dangerous structures. Officers also have a responsibility and obligation for ensuring that reported dangerous buildings and structures are dealt with so that no threat is posed to people in the vicinity.

SECTION 4
MULTI AGENCY RESPONSE
(COMMAND, CONTROL, COORDINATION AND
COMMUNICATION)
AWAY FROM THE SCENE

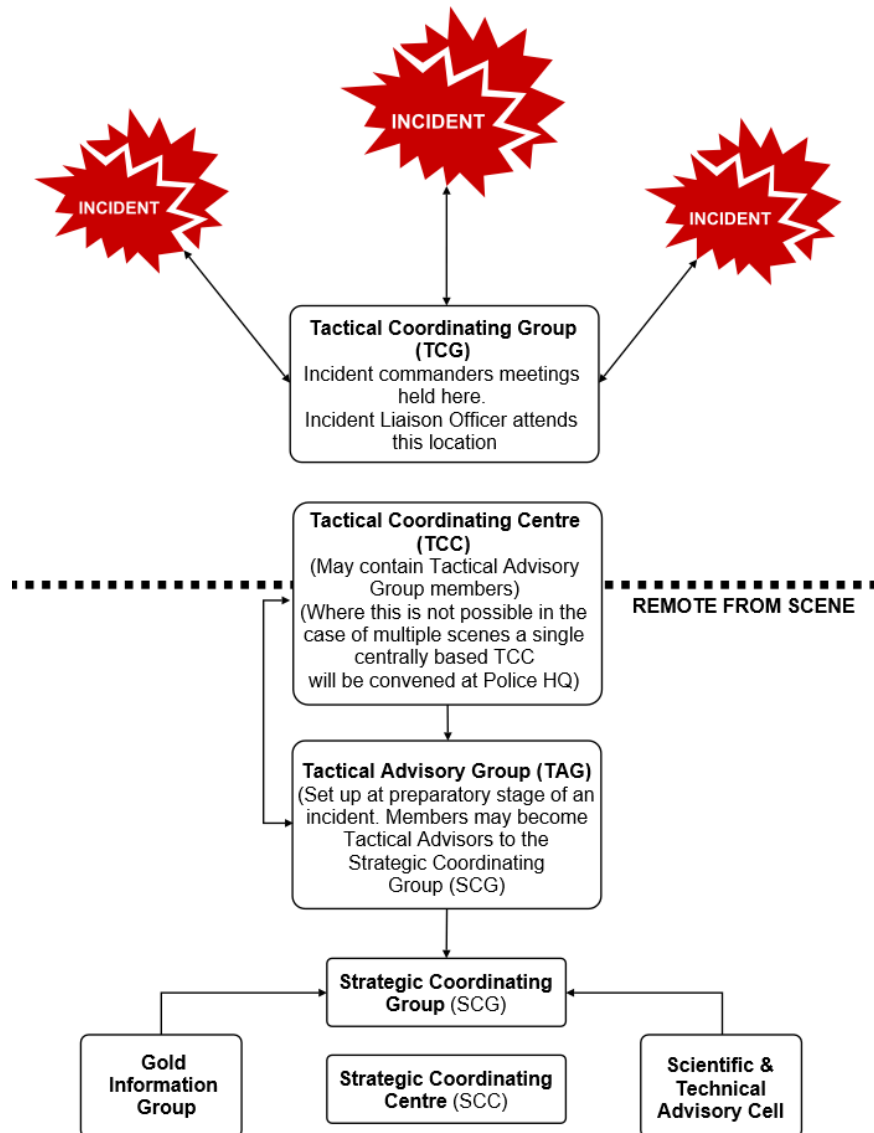
4.0 Introduction

This section provides an overview of the multi agency locations and functions established to support a multi agency response.

For detailed information refer to the Sussex Emergency Response & Recovery Document. Go to REDACTED - AS INTERNAL LINK

4.1 Multi- Agency Command and Control Overview

The diagram below demonstrates a typical multi agency command and control structure that would be established for managing an emergency.



4.2 Tactical Coordinating Group / Centre

See Section 3.3.3 Tactical Coordinating Group / Centre (TCG / TCC)

4.3 Tactical Advisory Group (TAG)

4.3.1 Purpose

There are many occasions when the potential for a 'Major Incident' or serious disruption to Sussex has been identified in advance, i.e. warnings of severe weather, impending industrial action or the outbreak of disease. Collectively these events can be termed as "rising tide events", however the onset of each of these events may vary greatly e.g. industrial action and drought may be anticipated months in advance whilst the impacts of coastal flooding or heavy rainfall may occur within days or even hours of them being predicted.













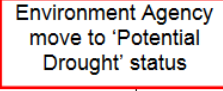
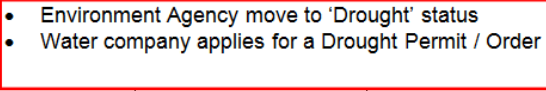
The Tactical Advisory Group (TAG) is the forum for specialist tactical advisors who are sitting members of the Sussex Resilience Forum (SRF) working groups or Emergency Planning Officers.

Their role in a Tactical Advisory Group (TAG) is to consider what plans are aligned to the type of incident and undertake an assessment of the risks the incident may pose and put in place mitigating actions to minimise disruption. This may include providing information to the public, placing resources on standby and moving assets to the areas that are likely to be affected the most.

It may not be necessary for all the Emergency Planning Officers (Safety & Resilience) or working group chairs to assemble. Only one or two members who have a good working knowledge of the plan associated with the incident plus the affected Emergency Planning Officer (Safety & Resilience) may participate. It is envisaged that any representative sitting on the TAG will, where possible and practical, perform a dual role as both Tactical Advisor to their own organisations' Strategic Officer as well as being part of the TAG.

4.3.2 Activation Triggers - Adverse Weather

A Tactical Advisory Group (TAG) is commonly used when managing adverse weather events. The illustration below provides an indication of when a TAG teleconference, TAG Office or the establishment of the Strategic Coordinating Group (SCG) should take place.

Response Trigger	Normal Operational Response	TAG Telecon	TAG Office	Strategic Co-ordinating Group	Lead for Activation
Flood Guidance Statement					Environment Agency / Met Office
Flood Warnings for coastal / fluvial flooding	 FLOOD ALERT	 FLOOD WARNING	 SEVERE FLOOD WARNING		Environment Agency
Met Office Severe Weather Warning or PWSA Advice					Met Office
Cat 1/2 Responder Reports of Adverse Weather	e.g. Reports of: • Trees blown down • Roads flooding	e.g. Reports of: • Widespread traffic disruption • Properties flooding	e.g. Reports of: • Severe impact on infrastructure • Significant property flooding		Any Cat 1 or 2 responder
Drought					Environment Agency

Any agency can call a TAG upon receipt of information which they believe has the potential to cause harm to people, property, economy or the environment of Sussex above and beyond normal business. Partners in Sussex respond to all of these events using the Tactical Advisory Group (TAG). The format of the TAG can be tailored to the timing of the event. In all cases the TAG will undertake a Community Impact Assessment based on the anticipated impacts. The results of that assessment will be used by the TAG to determine the appropriate level of response. The TAG may also advise that the Strategic Coordination Group (SCG) is activated and/or specific emergency plans are activated. In the case of the TAG Office, the TAG will determine whether to declare a Multi-Agency 'Major Incident'.

- TAG Teleconference – This may be set up in a pre-planned way for slower events such as drought or industrial action or reactively in response to events that may arise within hours/days. When they are pre-planned the organisation with the greatest expertise may chair the meeting. For reactive teleconferences the Police will chair.
- TAG Office – The aim is that the TAG Office is set up just ahead of the anticipated incident. The TAG Office is where key partners come together to ensure there is a single multi-agency understanding of the situation thus enabling appropriate levels of advice to be given.

Refer to the SRF Adverse Weather Framework for further information. Go to REDACTED - AS INTERNAL LINK

4.3.3 Activation Triggers (All other incidents)

Any agency having either received information to necessitate a TAG or trigger levels being met within specific plans will contact Sussex Police Force Command and Control and ask that the Duty Force Emergency Planning Officer activate a TAG.

4.4 Strategic Coordinating Centre (SCC)

Representatives attending the Strategic Coordinating Group should refer to the SCC / TCC Delegates Handbook. REDACTED - AS INTERNAL LINK

Further information about Strategic Coordination can be found in the Sussex Emergency Response and Recovery Document. REDACTED - AS INTERNAL LINK

The Police Strategic Incident Commander may decide to establish a full Strategic Coordination Centre (SCC). Police forces have a responsibility to ensure they have contingency plans to activate an SCC in response to a terrorist incident. The concept can, however, be extended to a range of emergencies or major incidents, with a flexible plan to open elements of an SCC to provide the support necessary for specific incidents.

The function of the SCC is to provide support to the SCG and to coordinate the strategic response to the emergency or major incident.

The default location for the Strategic Coordinating Centre is Sussex Police Headquarters, Church Lane, Lewes BN7 2DZ.

In the event that Sussex Police Headquarters is not available, the following fallback locations have been agreed and which one will be chosen at the time.

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4.5 Strategic Coordinating Group

- Representatives attending the Strategic Coordinating Group should refer to the SCC / TCC Delegates Handbook. Go to REDACTED - AS INTERNAL LINK
- Further information about Strategic Coordination can be found in the Sussex Emergency Response and Recovery Document. Go to REDACTED - AS INTERNAL LINK

4.5.1 Purpose & Necessity

When the strategic level commanders from individual responding organisations meet they are collectively referred to as a Strategic Coordinating Group (SCG).

The purpose of the Strategic Command level is to be in overall command of the incident(s) or emergency within the context of a Local, Sub National and National perspective. The Strategic level will establish a framework of policy within which the Tactical Coordination will operate.

A Strategic Coordinating Group is necessary when an event or situation has an especially significant impact or substantial resource implications, involves a large number of organisations or lasts for an extended duration, then it may be necessary to implement multi-agency management at the strategic level.

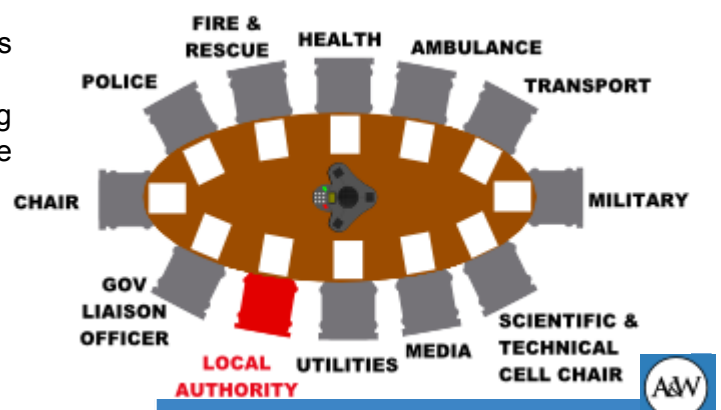
4.5.2 Objectives

- Determine and promulgate a clear strategic aim and objectives and review them regularly;
- Establish a policy framework for the overall management of the event or situation;
- Prioritise the requirements of the tactical tier and allocate personnel and resources accordingly;
- Formulate and implement media handling and public communication plans, potentially delegating this to one responding agency;
- Direct planning and operations beyond the immediate response in order to facilitate the recovery process.
- Liaise with Central Government and other bodies in providing additional resources for the scene and maintaining a strategic overview.

4.5.3 Membership

The SCG is normally made up of senior members from each key responding organisation.

The membership of a Strategic Coordinating Group will vary depending on the scale and nature of the incident, but may include: -



Police

- Strategic Incident Commander - Chief Level Officer (who will normally chair the meeting).
- Tactical Incident Commander (Unlikely to physically be at the SCG but may take part by teleconference)
- Senior Investigating Officer (SIO).
- Senior Identification Manager (SIM)
- Media Officer (where Police are chairing Gold Information Group (GIG))
- Chief of Staff
- Loggist
- Administrative Officer for minutes

Fire & Rescue

- Strategic Incident Commander - Chief Fire Officer or nominated representative.
- Tactical Incident Commander (Unlikely to physically be at the SCG but may take part by teleconference)

Ambulance

- Strategic Incident Commander - Chief Executive or nominated representative.
- Tactical Incident Commander (Unlikely to physically be at the SCG but may take part by teleconference)

Local Authority

- Chief Executive(s) or nominated representative. (Consider taking a loggist to assist in this role)

Department of Levelling Up Communities and Housing (DLUHC)

- Government Liaison Officer (GLO)

Other

- Additional representation will depend on the particular incident, e.g., Met Office, HM Coastguard, The Military, Public Health, Environment Agency (Gold Lead Officer, Gold Support Officer, Loggist and STAC liaison), Highways England, Food Standards Agency, HSE Inspectors, British Transport Police, senior Rail Safety Staff, Air Accident Investigation Branch (AAIB), Marine Accident Investigation Branch (MAIB), Rail Accident Investigation Branch (RAIB), Harbour Masters and Public Utilities, this is not an exhaustive list and other membership should be considered as appropriate.

[See Section 4.9 For Scientific and Technical Advisory Cell \(STAC\)](#)

4.5.4 Individual Decision Making and Responsibilities

Each member of the respective organisations must be able to make executive decisions about their own organisations resources and have the authority to seek the aid of others in support of their role.

Each Responding Agency will have ultimate responsibility for all operations within their own agency, when deployed in response to a Major Incident. As referred to below, the SCG does not have the collective authority to issue executive orders.

Each organisation represented retains its own responsibilities and should exercise control of its own operations.

4.5.5 Council Involvement

If an SCG is convened, a senior officer from the local authority area affected is expected to attend. It is advisable that a loggist attends with the senior officer to assist in making notes and communicating any issues to the Incident Manager / Strategic Duty Officer.

If travel is not possible there will be facilities for teleconferencing made available.

If more than one local authority is affected, a discussion should take place at the earliest opportunity to agree which local authority will take the leading role.

4.6 Sussex Situation Report (SITREP)

Each service should summarise the situation as it affects its own operations. If necessary, matters which directly affect other agencies should be raised by exception. All matters will be compiled onto the SITREP and presented to each SCG meeting. The business manager of the Sussex Resilience Forum will in most cases email the template to emergency planning officers for completion. (Safety and Resilience Team).

In order to accurately assess our current operational status a RAG assessment should be carried out for all services to determine our capacity and limitations. This will be fed into the Response Group meetings.

4.7 Gold Information Group (GIG) / Multi Agency Information Group (MIG)

During an emergency or major incident, the lead agency for that incident will also lead communications. The lead agency will be responsible for ensuring there is a joint multi-agency media strategy in response to the emergency.

At the strategic tier of command, it is normal practice for a communications cell, often known as the Gold Information Group (GIG) or Multi Agency Information Group (MIG) to be established. This will act as the press office for the incident as well as dealing with other communication as appropriate (internal/social media etc). Early consideration should

be given to the issues around social media and its use for information and intelligence gathering purposes.

Depending on the size and complexity of the incident, the cell may vary in size from one press / communications officer to larger units staffed by communications professionals from a range of responder organisations (e.g. emergency services, Local Authorities, the Environment Agency and the Maritime and Coastguard Agency).

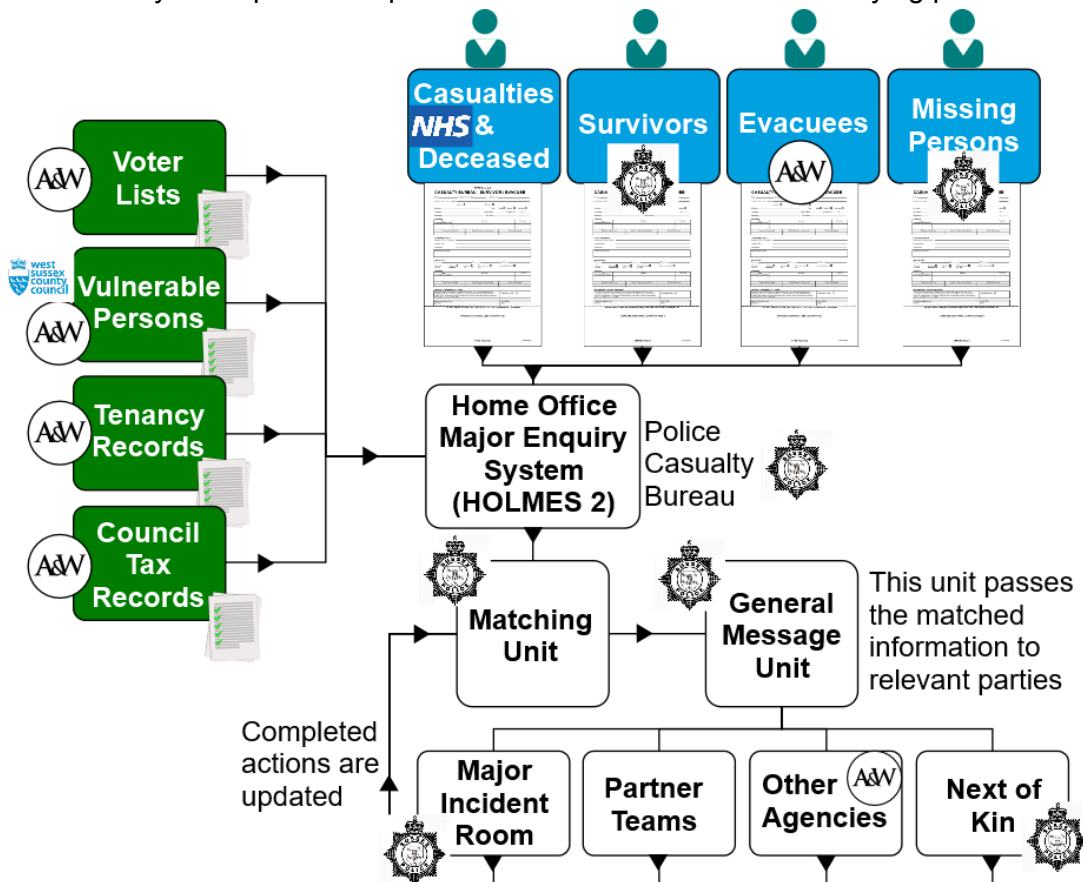
The GIG / MIG act as the liaison with the Strategic Coordinating Group (SCG). It will report to the SCG, enabling the press / communications officers to advise on, and assist with, all relevant issues. If directed by the SCG, this includes feeding back incoming intelligence particularly from the media (which can be an important source of information).

As the emergency develops, there will be a requirement for a more comprehensive media response structure. This should be headed by a communication specialist, ideally with previous crisis experience. It is essential that this person has sufficient seniority and personal authority to make decisions. Public and media communications should be an integral part of the strategic decision-making arrangements for handling the emergency. The GIG / MIG Chair will sit on the SCG to ensure that public and communications are an integral part of the strategic decision-making arrangements for handling the emergency and to action related decisions without delay.

See SRF Sussex Warning and Informing Group Communications Plan for Major Incidents. Go to REDACTED - AS INTERNAL LINK

4.8 Casualty Bureau

Where there are large scale fatalities, casualties, evacuees or missing persons, Police will set up a Casualty Bureau to obtain and collate details of survivors, evacuees, friends and relatives and those who have died. They will then match details of those involved with those making enquiries about them. The Police will then notify the enquirer either by phone or in person when bad news has to be given. Adur & Worthing Councils may be requested to provide information to assist in identifying persons.



Further information and report templates can be found in the Sussex Emergency Response and Recovery Document. Go to (or click on) [Emergency Response >> Sussex Emergency Response and Recovery Document](#)

Further guidance is available by going to (or clicking on)

<https://www.app.college.police.uk/app-content/civil-emergencies/casualty-bureau/>

4.9 Scientific Technical & Advisory Cell (STAC)

A Scientific Technical and Advisory Cell (STAC) will normally be established for any emergency that may present significant wider environmental or health consequences. The STAC may be activated at the request of the Strategic Coordinating Group Chair / Gold or at the request of Public Health England South East Centre Director. The STAC will support the Strategic Co-ordinating Group (SCG) and the Recovery Coordinating Group (RCG) if needed.

The role of the STAC is to ensure timely coordinated scientific, technical, environmental and public health advice to the SCG during the response to an emergency. It will;

- Provide a single point of scientific advice to the Strategic Commander and other members of the SCG on the scientific, technical, environmental and public health consequences of the incident via a nominated STAC representative;
- Monitor and corral responding scientific and technical community to deliver on strategic high level objectives;
- Agree any divergence from agreed arrangements for providing scientific and technical input;
- Pool available information and arrive, as far as possible, at a common view on the scientific and technical merits of different courses of action;
- Provide a common brief to the technical lead from each agency represented in the cell on the extent of the evidence base available, and how the situation might develop, what this means, and the likely effects of various mitigation strategies;
- Agree with the Strategic Commander on the advice to be given to the public on the health aspects of the incident and advice on actions to protect the public, including the consequences of any evacuation or containment policies;
- Provide clarification on advice provided to the SCG, to a single, nominated, point of contact within a multi-agency TCG;

The provision of advice may continue into the recovery phase of an incident;

The STAC will normally be located in the Strategic Coordinating Centre, with the chair of the STAC attending the SCG/RCG meetings, with meetings earlier on in activation possibly being conducted via teleconference.

4.9.1 Council Involvement (STAC)

Assistance may be requested for representatives of Environmental Health, Engineers and Building Control.

Refer to the Public Health England South East Scientific & Technical Advice Cell (STAC) Plan. Go to REDACTED - AS INTERNAL LINK

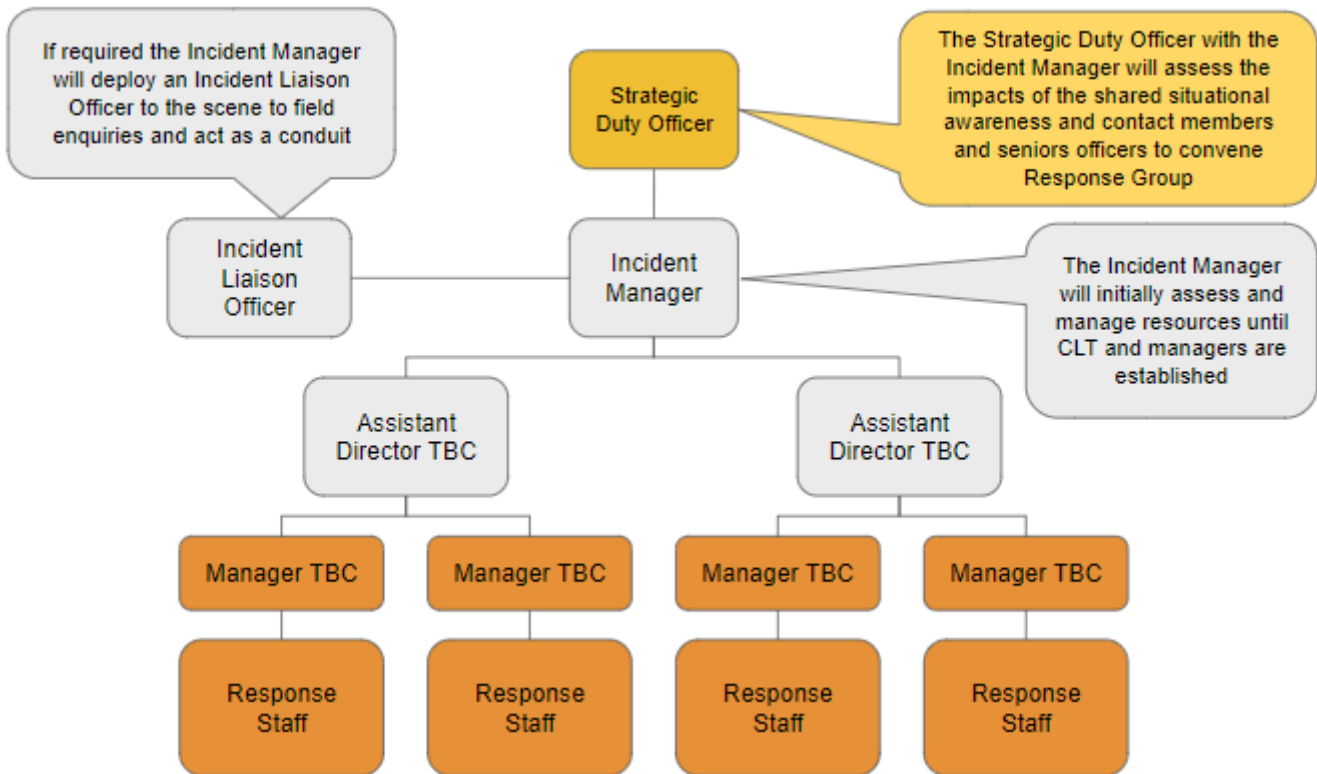
SECTION 5
COUNCIL RESPONSE MANAGEMENT
(COMMAND / CONTROL / COORDINATION &
COMMUNICATION)

5.0 Introduction

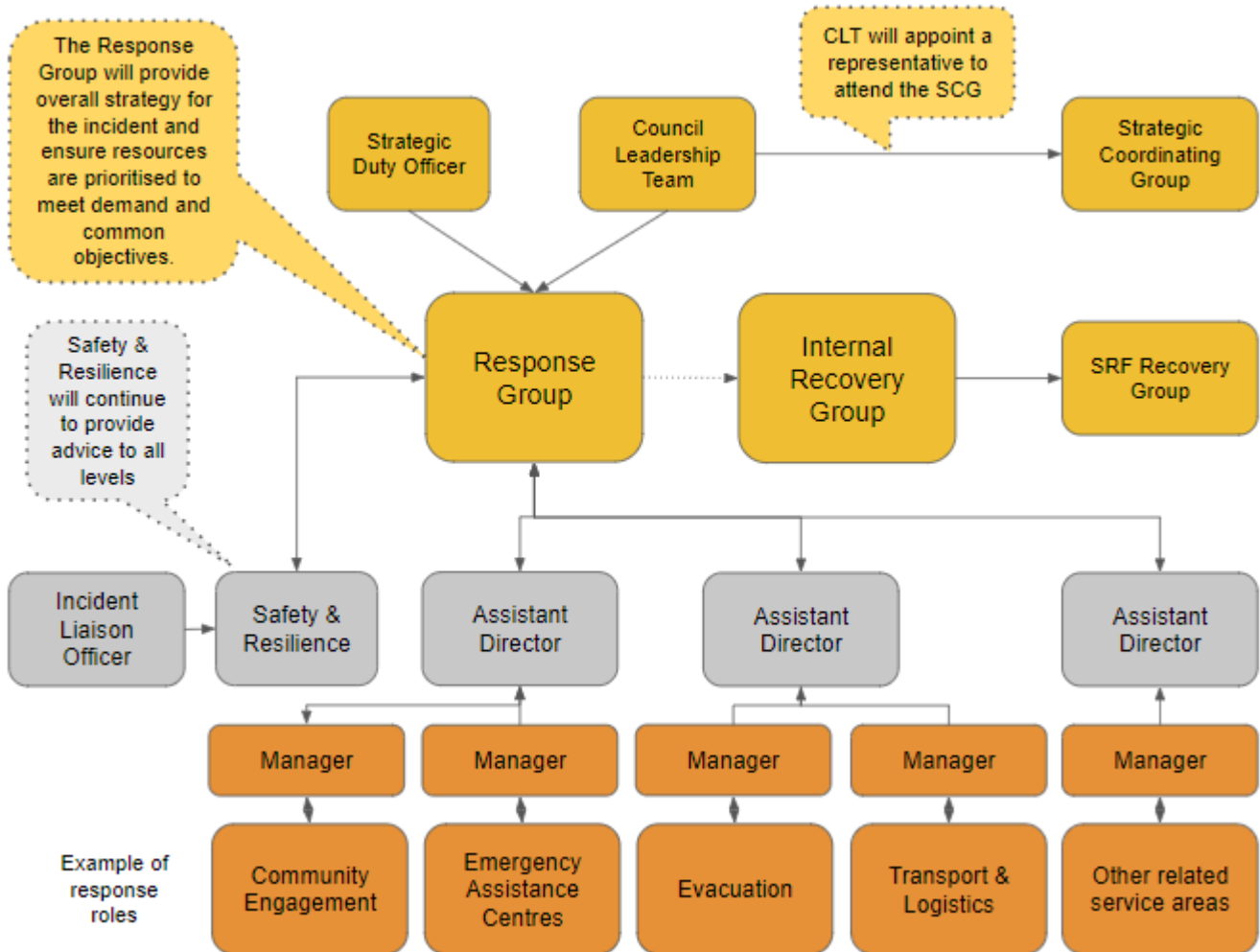
This section sets out the principles of local command, control, coordination and communication (C4) arrangements to manage our response. As a Local Authority, our core business differs from that of the emergency services; however, the general duties placed upon us remain the same as the emergency services and other category 1 responders during an emergency. In larger scale major incidents / emergencies, the council will prioritise resources to meet the duties and expectations of the other responders and the community we serve. In the early stages of an incident an initial command and control structure will be established. The Incident Manager (Tactical) and Strategic Duty Officer will begin the process of notification and coordinating resources. As soon as reasonably practicable, the Response Group will be established to set a strategy, prioritise resources and establish command roles.

5.1 Initial Command and Control Structure

Once information has been assessed and the decision made to declare an emergency to support any response, the initial command and control structure will be established until roles are delegated through the first Response Group meeting. This provides an immediate response mechanism to deploy and manage resources identified during the assessment and formal requests made by other responders.



5.2 Established Command and Control Arrangements



5.3 Response Group

The Response Group is the strategic and leading function of emergency management within the councils. This section provides detailed information as to the set up and management of the team and how it relates to the overall response.

5.3.1 Purpose

The purpose of the Response Group is to be in overall command of the councils' response to an emergency and ensure the strategy set by the Strategic Coordinating Group (SCG) is supported for the Tactical coordination within the council and the wider responder community.

Each responding organisation has a “Gold” function which oversees the resources and direction of the councils’ response. This councils’ strategic level will work in unison with other responders through the Strategic Coordinating Group (SCG) to meet the response aim, objectives and strategy set at the multi agency level.

This team will assess the scale, duration and impacts of the incident with the information available to provide sufficient resources, command, control, coordination and plan ahead for prolonged response and recovery.

5.3.2 Objectives

The objectives of the Response Group are closely aligned to the overall objectives of the Strategic Coordinating Group (SCG).

The objectives of the Response Group are to;

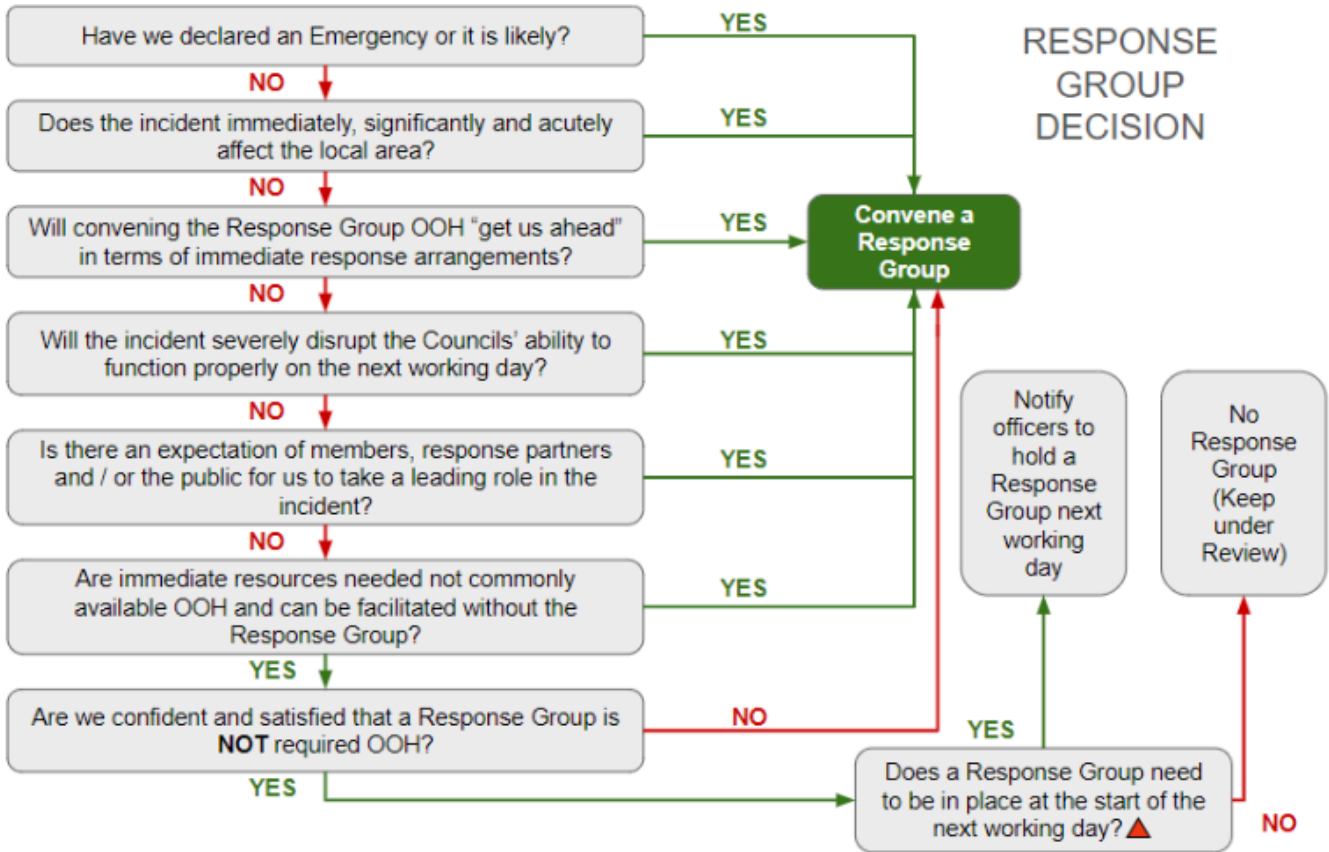
- Set, review and update strategy using the overall principles and common objectives;
- Identify Tactical level officers and communicate strategy;
- Support the multi agency media policy;
- Ensure there are clear lines of communication with Tactical and Operational officers;
- Ensure there is long-term resourcing and expertise for management / command resilience;
- Prioritise the demands of Tactical and Operational level officers;
- Allocate resources and expertise to meet Tactical officers’ requirements;
- Avoid and prevent engagement in details and decisions more properly and effectively managed at lower levels;
- Coordinate and manage the overall financial control of the incident(s) from a councils’ perspective;
- Undertake appropriate liaison by being represented at the Strategic Coordinating Group (SCG);
- Consider Business Continuity Management (BCM) issues;
- Consider initial issues beyond the immediate response phase and delegate the setting up of a Recovery Cell for the rehabilitation of the affected community;
- Ensure the recovery lead is actively represented at the Recovery Coordinating Group (RCG).
- Communicate Health and Safety advice and briefings at a Strategic level for the benefit of Tactical Officers;
- Ensure adequate audit trails are in place for recording strategy, objectives and decisions by keeping a decision log;
- Receive and request advice from the Safety and Resilience Team or other Tactical Advisory Groups;
- Brief elected members;
- Ensure community engagement is established to provide support to the affected community.

5.3.3 Response Group Activation

The Response Group will convene depending on the type and severity of the emergency. The Strategic Duty Officer / Chief Executive may convene the team at any time.

The flowchart below is a useful tool to determine whether a Response Group should be convened

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5.3.4 Membership

The Strategic Duty Officer will be responsible for informing the Chief Executive and other key stakeholders to convene the Response Group.

The Chief Executive Officer will make an assessment of whether to chair the Response Group or delegate the function to the Strategic Duty Officer or another member of the Council Leadership Team. If the Chief Executive Officer is not available for the role of chair will default to the Strategic Duty Officer or any available director. If no director is available, responsibility will pass to an officer who is on the Strategic Duty Officer Rota.

Membership of the group will be at the discretion of the chairperson however, it is recommended that in the first meeting the following are present:

- Council Leadership Team (CLT)
- Affected Assistant Directors
- Communications
- Safety & Resilience Team
- Strategic Duty Officer
- Loggist / PA
- Key expert officers relevant to the emergency

The Emergency Response Contact list also highlights the standing members of the response group

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The first agenda item will identify if the correct staff are present.

5.3.5 Response Group Meeting Locations

During office hours, the Response Group will convene virtually as a default or if required in person;

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Whilst every effort will be made to notify staff in advance, the Response Group shall take priority over any pre existing meetings.

Fall Back Location

In the event that the REDACTED - OPERATIONALLY SENSITIVE is unavailable, the Response Group shall convene at;

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Whilst every effort will be made to notify staff in advance the Response Group shall take priority over any pre existing meetings.

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5.3.6 Agenda

A standing agenda is available for the Response Group and can be adapted to fit the circumstances. available for the Response Group. This is accompanied by a Response Group Considerations Checklist which covers each agenda item in detail to be considered.

“Move to Critical” terrorism threats agenda

See [APPENDIX 3](#) for Response Group Agenda or go to (or click on) REDACTED AS INTERNAL LINK
See [APPENDIX 4](#) for Considerations Checklist
A Copy of the Agenda and checklist is also available in the Strategic Duty Officer Guidance
See [Section 7](#) for Move to Critical Information and [APPENDIX 5](#) for the Move to Critical agenda

The chair should consider each section and question in turn to build up an accurate assessment and decision process that can be disseminated to Tactical Officers, Strategic Coordinating Group (SCG) representative, Recovery Lead and the Incident Liaison Officer.

5.4 Developing a Strategy

Once the assessment has been made of the incident, a multi-agency strategy will be devised by the Strategic Coordinating Group. Locally, the Strategic Duty Officer and Incident Manager, in consultation with the Response Group should consider the strategy to be adopted and tactical considerations. This strategy and tactical considerations should be recorded and communicated to tactical and operational level officers.

The strategy should be reviewed periodically and compared with the Strategic Coordinating Group to ensure compatibility.

Any subsequent decisions made should be assessed against the Strategy and overriding aim.

See [APPENDIX 6](#) for Suggested Generic Strategy and Associated Tactical Considerations Checklist
Or go to (or click on) REDACTED AS INTERNAL LINK

5.5 RAG Impact Assessment

It is important early on in any process to determine the current status of the organisation. The Response Group or Incident Manager will instruct service managers to report their level of capability. Heads of Service are ultimately responsible for ensuring impact assessments are completed and submitted within the requested time frame.

The information can be completed via the Intranet or a link to a cloud based form. In the event of a total ICT failure, manual copies can be distributed.

This request will enable the Response Group to assess the following information and prioritise resources where they are needed most. The information will include;

- Highlight any deficiencies in the key areas such as people, premises, information, ICT and suppliers
- Clarify the specific issues affecting a service.
- Identify current resources available to maintain critical services
- Identify any spare capacity to assist with any other critical services
- Actions taken to recover from the incident.
- Requests for assistance to maintain critical services.

To complete the online RAG Assessment go to or (click on) REDACTED AS INTERNAL LINK

OR for Google form and responses spreadsheet. Open the form and select **SEND** to email the form to relevant staff. Folder location go to (or click on) REDACTED AS INTERNAL LINK

5.6 Communication with the Media

Communication is generally accepted as the main cause of failure in an emergency. It is essential that accurate and verified information is released as soon as reasonably practicable to do so. The following points should be considered in managing communication.

- Use a variety of communication channels to convey messages including written, face to face, telephone and online presence.
- Monitor social media and acknowledge that the local authority is listening.
- Develop a Frequently Asked Questions portal as soon as possible. (See below)
- Establish an emergency number for affected persons to call the Local Authority. This should be independent of the 239999 number so that an experienced and dedicated team can answer any queries and pass on information.

It is essential that accurate, timely information and advice is given to the public. If established, the Strategic Co-ordinating Group (SCG) will set the policy for managing the media and release of public information. The police will normally take the lead and will work closely with other organisations to ensure everyone releases the same information.

The media will arrive at the scene of a major incident very quickly. The Head of Communications will initially take the role of media spokesperson in the absence of any senior officer or councillor and release information that has been agreed by the lead agency or SCG. The media may approach other members of staff for information and interviews. If this happens, politely decline and refer the media representative to the Communications Team.

It is important that staff are not drawn into conversations with the media.

Inaccurate or assumed information may give rise to false hope, panic or anger. The key consideration for media relationships is to provide frequent, consistent and accurate information without speculation.

Consider an early holding statement which acknowledges work undertaken by the local authority to support other responders. If there is no update it is important to broadcast this fact rather than not release any information at all as this can lead to frustration and inaccurate assumptions.

See [Section 8.8](#) - Communications Team Role and Responsibilities

5.7 Developing a Frequent Asked Questions (FAQ) Information Source

A Frequently Asked Questions (FAQ) portal is an excellent tool for broadcasting accurate information about the incident and longer term information that those affected may be seeking.

It is important to consider some key points before building an FAQ document;

- Agree amongst partners who will take the lead in compiling and maintaining the FAQ.
- Consider the long term view when deciding. This role should sit with the Local Authority as the lead for recovery.
- Ensure the function is properly resourced, allowing for prolonged periods of work.
- Ensure the presence of the FAQ can be easily accessible by the majority of the affected community.
- Provide a method for unanswered enquiries to be logged for resolution(See below))

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A guidance document has been developed to assist communication officers to consider the different areas to generate information that may be of benefit to the affected community and call handlers responding to enquiries.

For detailed information, go to (or Click on) REDACTED AS INTERNAL LINK

5.7.1 FAQ - Capturing Questions & Answers

As the incident develops there will be a number of unanswered enquiries which require resolution. The answer may not be readily available and will require research or an agreed response.

All staff may log a question using the designed Emergency FAQ Google Form. All questions will be submitted to a spreadsheet which should be monitored by the Safety & Resilience Team or another resource whose primary role is to develop answers to the questions.

All staff may check back on the responses using the spreadsheet and the Communication Team may also use this information to build the FAQ.

The form may also be used to add information where the answer is known to assist in building a public facing FAQ presence.

To complete the form go to (or click on) <https://goo.gl/LQUXdV>

For Emergency FAQ Form and Responses go to (or click on) REDACTED AS INTERNAL LINK

5.8 Record Keeping / Digital Log

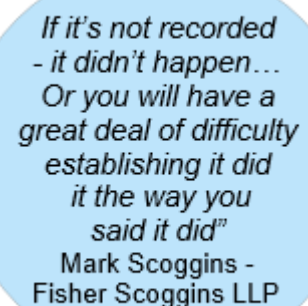
In all cases the Incident Manager will commence a log using a Google Sheets template. This task can be performed by any officer.

If access to the digital log is not accessible, officers must record all of their actions and decisions on a manual record and a summary must be communicated with other officers as soon as reasonably practicable.

Most major incidents are caused by human or mechanical fault and an investigation of some sort will be carried out afterwards. This may take the form of a coroners court, public enquiry, civil or criminal proceedings. It is therefore essential that clear and accurate records of what happens are made by all staff.

It is therefore vital that everybody involved in the response keeps an accurate record of what has happened, information passed to them and conversations, whether in person or by telephone.

A decision based on information that was available at the time might turn out to be wrong with the benefit of hindsight. You may be asked to account for your actions and justify why you made some decisions and it will be easier to do this if you start a log immediately and maintain it as you go.



*If it's not recorded
- it didn't happen...
Or you will have a
great deal of difficulty
establishing it did
it the way you
said it did"*
Mark Scoggins -
Fisher Scoggins LLP

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Everyone involved in the response is responsible for ensuring they record their own actions in the central log or if this is not available, create their own record.

Log all decisions, the reasons behind those decisions and any other supporting information. Details of where a decision has been made not to act on a request, information must be included as well as where a decision has been made to act.

The Response Group will keep minutes of their meetings along with a record of all decisions made. They will use them to monitor progress and to help them set priorities and make decisions. Individual members may wish to keep their own records of the meetings as well.

Public inquiries can be ordered years after the event so all paper and electronic records generated as a result of the incident must be kept for at least five years. The Marchioness inquiry was ordered more than eleven years after the disaster.

For further information on [Creating , storing and Working on Digital Logs](#) go to (or click on) [REDACTED AS INTERNAL LINK](#)

5.9 Finance - Expenditure

In an emergency all invoices and records of expenditure must be recorded. This includes;

- Services;
- Equipment;
- Overtime;
- Catering;

and any other expenditure related to the incident.

It is the responsibility of every officer to collate this information and forward it to the officer identified at the conclusion of the emergency.

For further information regarding finances and expenditure, see below

5.9.1 Finance - Cost Code

Finance will be requested to provide a budget code by the Incident Manager.

The budget code will be used to identify all expenditure arising from the emergency.

5.9.2 Finance - Corporate Credit Cards

A number of officers have in their possession a corporate credit card. The permissions for what they can be used for are dependent on their role.

Three officers have authority for purchasing in most categories and should be contacted if urgent purchases are required.

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5.9.3 Finance - Bellwin Scheme

The Government may give financial assistance to Local Authorities following a major incident. A claim must be made within one month of the incident occurring and full details of monies spent must be sent through within three months.

For further information about the Bellwin Scheme go to (or click on) <https://www.gov.uk/government/publications/bellwin-scheme-guidance-notes-for-claims>

5.10 Mutual Aid

This is an agreement between Local Authorities to provide assistance with additional resources during an emergency, which may overwhelm the resources.

In summary a Chief Executive officer may call upon the resources and expertise of staff and resources from another local authority if the requesting local authority becomes overwhelmed and cannot meet the demands of the emergency response.

For Mutual Aid Guidance go to (or click on) REDACTED AS INTERNAL LINK

5.11 Role of Elected Members

The Councils' operational response to a major incident is essentially the responsibility of officers, rather than elected Members. However, Members can provide a useful link with local communities and be a source of information in an emergency. The Council's Leader and Portfolio holders may become involved should the Strategic Duty Officer / Chief Executive seek guidance in respect of any matter which they feel to be in need of urgent decision. The Strategic Duty Officer / Chief Executive will ensure Members are sufficiently briefed to enable them to carry out their duties.

The Local Government Association has made recommendations that elected members should actively engage by canvassing affected homes and leave "we missed you" cards with the hotline number. The Safety & Resilience Team will be able to advise on safe areas. Elected members are requested to not attend the locality of an incident until their welfare is assessed and cleared to do so by any police or lead responder restrictions.

Members will be encouraged to form part of a Community Engagement Team.

See [Section 3.7](#) Community Engagement Team

5.12 Staff Shifts and Welfare

Staff should only be responding to an incident as an extension of their everyday roles. However, they may need to work shifts to be able to cover the response over 24 hours during a protracted incident. Shifts should ideally be between 6-8 hours and must include an overlap between shifts to facilitate the handover.

Managers must ensure that they and their staff have regular and sufficient breaks away from their working environment to allow them to rest. Depending on their role, staff may need practical and emotional support during and immediately after the incident. Managers will debrief staff before they go off duty. Where a need for emotional support is identified, Human Resources will be responsible for arranging appropriate welfare support and provide details of how to contact the Council's counselling service.

Strategic Officers must be prepared to send staff home if it is anticipated that the emergency will extend beyond a 24 hour period. This will provide succession planning to ensure sufficient resources are available to cover long periods.

Managers must conduct welfare checks on staff every hour when officers are away from their usual work location. Failure to contact an officer should be brought to the attention of the Incident Manager or their Tactical Lead.

For a simple roster and scheduler template go to (or click on) REDACTED AS INTERNAL LINK

5.13 Emergency Communications

During an emergency there are a variety of tools that can be employed to manage the flow of information and notify staff / residents / partners of important information.

5.13.1 Digital Log

See [Section 5.8](#) - Record Keeping / Digital Log

5.13.2 Mobile Telecommunications Privileged Access Scheme (MTPAS)

Public cellular mobile telephony has played an important part in enabling communications during the response to recent emergencies, but mobile networks can become overwhelmed by a high concentration of calls that often occur immediately after a major incident.

Privileged access is achieved by the installation of a special SIM (Subscriber Identity Module) card in the telephone handset. These special SIMs are only available to entitled users within the responder community and not to members of the public. Privileged access SIMs are provided by the networks to their customers without additional cost. Adur & Worthing Councils have a number of MTPAS enabled SIM cards pre installed in phones. Their use is for managing an emergency only and not for business continuity purposes.

The scheme is activated by a Police Gold Commander in the locality of an incident. All cellular traffic is suspended for normal users which provides sufficient capacity for phones with MTPAS sim cards to operate. There is limited capacity during an MTPAS activation, so once MTPAS has been invoked, calls should be kept as short as possible.

The Safety & Resilience Team is responsible for the administration of this scheme.

5.13.3 Emergency Telephone System

Adur & Worthing Councils are able to deploy an emergency telephone system to any location where there is an internet connection. This system is separate from the council's normal telephony system.

Functionality includes

- Thirty handsets plug in and play (minimal set up required);
- Hunt groups set up;
- Individual direct dial numbers;

The handsets are stored in REDACTED OPERATIONALLY SENSITIVE

Digital Services will be responsible for setting the telephony

The scheme is managed by the Safety & Resilience Team.

5.13.4 Emergency Email

In the event of an emergency the email address REDACTED OPERATIONALLY SENSITIVE can be used to send and receive all messages. Up to 25 officers may use this system and its primary use will be to manage information flow and requests.

In order to use the inbox, officers will require delegated access. This will be undertaken by the Digital team using a list compiled from a Google request form which will be sent to relevant staff for completion.

It is important that all staff and external partners are advised of this address and its use. All messages inadvertently sent to officers' work emails must be forwarded to this address to ensure all information is captured.

To complete the request form go to REDACTED AS INTERNAL LINK

For detailed information on operating the Emergency Email Address and links to the request form and spreadsheet go to (or click on) REDACTED AS INTERNAL LINK

5.13.5 Emergency SMS System

Adur & Worthing Councils employ an SMS system to alert key staff (not all) to an incident out of hours. This allows a large number of resources to be mobilised at once.

For detailed information on operating the Emergency SMS System go to (or click on) REDACTED AS INTERNAL LINK

5.13.6 Teleconferencing

REMOVED

5.13.7 Emergency Web Page

REMOVED

5.13.8 Digital Dashboard

During the Shoreham Air Crash the councils' developed a digital dashboard which could be accessed by residents to enter ad hoc events, view important information and enter the details into a digital book of condolence. This remains inactive and can be activated and amended to fit the incident being managed. This portal could be used as a presence for a Frequently Asked Questions (FAQ) portal.

Contact Digital for activation and amendments

5.13.9 Videoconference

As recently demonstrated with the Coronavirus pandemic, there has been a significant shift in the way we work. The preferred method of communicating is by using Google Meet for internal meetings.

5.14 Stand Down

People who have been put on standby or who have responded must be stood down when they are no longer required or the response is over. All managers should ensure that officers they are responsible for are accounted for and confirmation is sent to the Safety & Resilience Team.

All records and equipment must be returned to the Safety & Resilience Team.

5.15 Debrief and Learning Lessons

At the end of the incident, the Tactical and Operational Officers will provide a hot debrief for staff prior to standing down from an incident where possible.

A further detailed debrief will be arranged by the Safety and Resilience Team to examine what went well and not so well regarding their area of response and look at issues that affect two or more areas and links with other organisations. The Councils' will also attend inter-agency debriefs which will be coordinated by the lead agency. Minutes will be made of all debriefs.

5.16 Post Incident Report

Once all debriefs have been carried out, on behalf of the Chief Executive, Safety & Resilience will commission a post-incident report to include:-

- A summary of the incident
- Alerting process
- The Council's response
- Coordinating arrangements
- Lessons learned; and
- Recommendations for future improvement

The Chief Executive / CLT / Health and Safety Board will consider the recommendations.

The process for the debrief and post incident report is as follows;

- Physical or virtual debrief takes place. In most cases this will be conducted using a questionnaire.
- Responses compiled
- Draft debrief report compiled
- Draft out to interested parties with a thirty day consultation period
- Any amendments to the debrief report completed.
- Final version of debrief report published to CLT, those involved in the response and lead responders.
- Review this emergency plan.

5.17 Review, Training and Exercising

This Emergency Plan will be reviewed on an bi-annual basis in conjunction with associated procedures or after an emergency / major incident has occurred, following recommendations of any debrief, whichever is sooner.

At least every three years aspects of training relating to specific roles and exercising will take place. Awareness communications will take place on a regular basis following any local, regional or national emergency to ensure officers are reminded of the councils' responsibilities and methods of operation.

SECTION 6 RECOVERY

6.0 Introduction

Recovery is the process for initiating and organising the multi-agency recovery effort during the early recovery stage following an emergency.

This process should begin as soon as reasonably practicable to start planning for solutions to impacts that have affected the community so that it can return to a “new” normality.

Recovery is a multi-agency function; however the lead for recovery will be the Local Authority. The lead Local Authority will depend on the scale and geographic nature of the incident. As tier 1 and 2 authorities have different responsibilities, all authorities should work in unison and pull together expertise to provide the framework for delivery.

This section summarises the multi-agency and local framework for recovery. Recovery leads should refer to the SRF Recovery Plan for detailed guidance in respect of multi-agency working arrangements.

6.1 SRF Recovery Plan - Executive Summary

The SRF Recovery Plan sets out the recovery structure, which Sussex Resilience Forum (SRF) members and other organisations would use to coordinate their efforts to help affected communities to recover and establish a new normality following a major emergency in Sussex.

The plan contains activation arrangements, as well as membership lists, issues and initial priorities to be addressed by the Recovery Co-ordinating Group (RCG) and its sub-groups. Initial arrangements for supporting this structure – the appointment of a recovery coordinator and a recovery secretariat, as well as continuing communications support and specialist advice – are also covered.

It is possible that these default provisions may need to be modified once the nature, location and extent of the emergency incident – from which recovery is underway – becomes clear. In any case, it is expected that authorities serving the affected communities would contribute to the recovery effort by sending appropriate senior representation to the RCG and its sub-groups and making resources available in keeping with their responsibilities and capability.

See SRF Recovery Plan. Go to (or click on) REDACTED AS INTERNAL LINK

6.2 Recovery Coordinating Group (RCG)

The Recovery Coordinating Group is established when the Strategic Coordinating Group (SCG) requests it.

The SCG tasks the relevant local authority representative present to ensure that;

- Either the Chair of the Recovery Co-ordinating Group is provided from that authority;
- OR that the chief executives of the affected local authorities consider the options and agree on a suitable chair and deputy chair for the RCG depending on the location and impact of the emergency.

The SRF Recovery Plan provides further information on determining lead authority.

See SRF Recovery Plan. Go to (or click on) REDACTED AS INTERNAL LINK

6.3 Local Recovery Arrangements

Regardless of the decision to establish a Recovery Coordinating Group, the councils' will consider recovery arrangements prior to any formal request.

6.4 Recovery Lead

The first Response Group meeting will explore the requirements for recovery and will appoint a recovery lead to begin the process. This role will be the responsibility of a Director or Assistant Director who will report to the Response Group and subsequent Recovery Coordinating Group once established.

Early planning should take place to ensure there is more than one Recovery lead and suitable handover arrangements are in place to cover rest periods and annual leave.

See [Section 8.5 Recovery Lead](#)

6.5 Establishing a Recovery Cell

The recovery lead will invoke the request for a secondment of staff with relevant skills and experience to look at different areas of recovery.

Recovery should be treated as a priority workstream and staff should be released from their normal business to focus solely on recovery.

6.6 Planning for Recovery

The recovery cell will form to create a task and finish group to look at the various aspects of recovery. The initial group will use the Recovery Cell Aide Memoire to look at the different recovery considerations in turn and assess and rank the impacts for prioritisation.

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Once this initial task has taken place the group should review its membership and provide a summary of the priority areas as well as possible solutions.

For Recovery Aide Memoire go to (or click on) REDACTED AS INTERNAL LINK

SECTION 7

MOVE TO CRITICAL PROTOCOL



7.1 Aim

This section sets out the actions and considerations that Adur & Worthing Councils should make in the event of the UK Threat Level moving to Critical.

7.2 Scope

This protocol is an addition to the Adur & Worthing Council emergency plan. Activation of this process provides an additional layer of actions that need to be implemented in the event of a move to critical. The Response Group meeting will follow the Move to Critical Agenda (APPENDIX 5) to implement actions. This protocol also contains actions to be carried out as a baseline level of normal and heightened level.

7.3 UK Threat Levels and Level of Awareness

Threat levels are categorised into three distinct groups;

- International terrorism
- Northern Ireland terrorism
- Domestic extremism

The table sets out the UK threat levels and the level of awareness that should be in place.

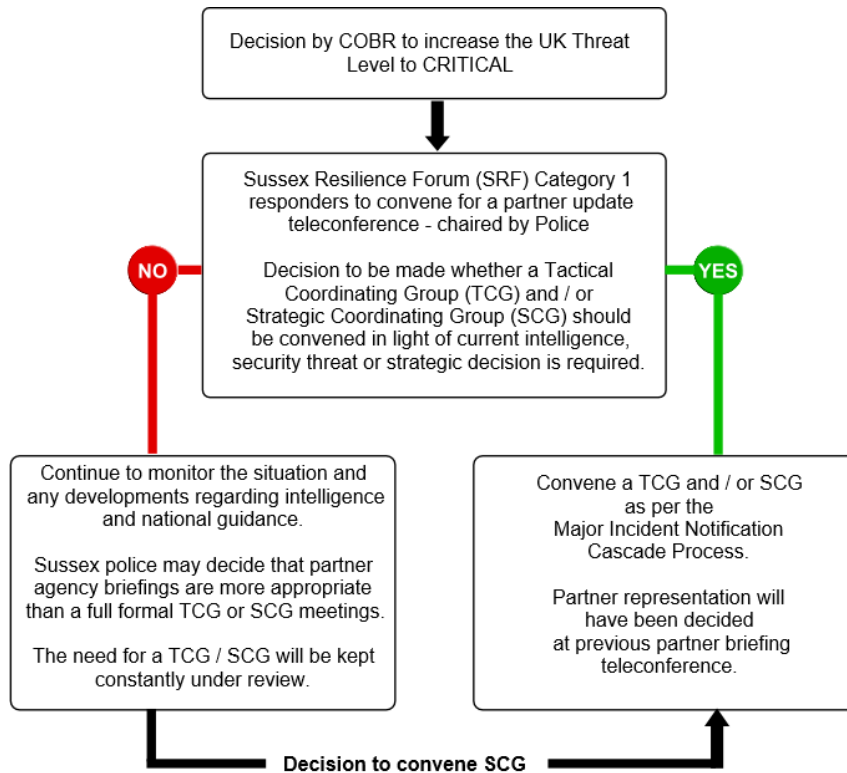
UK Threat levels & expected level of activity					
THREAT LEVEL	CRITICAL	DEFINITION	An attack is expected imminently	LEVEL OF AWARENESS	CRITICAL
	SEVERE		An attack is highly likely		HEIGHTENED
	SUBSTANTIAL		An attack is a strong possibility		
	MODERATE		An attack is possible but not likely		
	LOW		An attack is unlikely		NORMAL

7.4 Assessment & Notification of Change to Threat Level

Assessments of the level and nature of the threat from international terrorism are made by the Joint Terrorism Analysis Centre (JTAC). JTAC is a self-standing organisation of representatives from 16 government departments and agencies. It forms a key element of the [national intelligence machinery](#). Consisting of the three Intelligence and Security Agencies, [SIS](#) (MI6), [GCHQ](#) and MI5.

Cabinet Office Briefing Room A (COBRA) is convened to consider the implications of escalating the threat level and formalises the threat level.

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7.5 Activation

Upon receipt of the notification to “Move to Critical”. The Incident Manager will engage in the partner update teleconferences and communicate the outcomes with the Strategic Duty Officer.

In the event of the Sussex Resilience Forum convening a Tactical / Strategic Coordination Group, the Incident Manager in consultation with the Strategic Duty Officer will;

- Communicate the increase in threat level;
- Consider convening a Response Group meeting;
- Ensure the actions detailed in this protocol are implemented.

In the absence of a full activation of the emergency plan, the Strategic Duty Officer should consider the requirement for establishing a Response Group meeting to consider the actions to be implemented and should use the agenda detailed in this protocol.

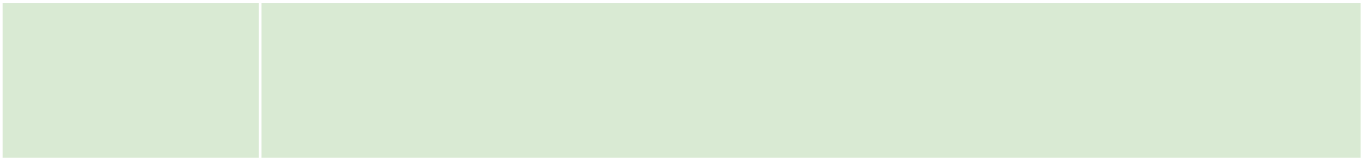
A full activation of the emergency plan will be determined on current intelligence, security threats and national guidance. The two tests should be applied as per the emergency plan triggers.

See [Section 2.4 Plan Triggers](#)

7.6 Actions at Normal Level

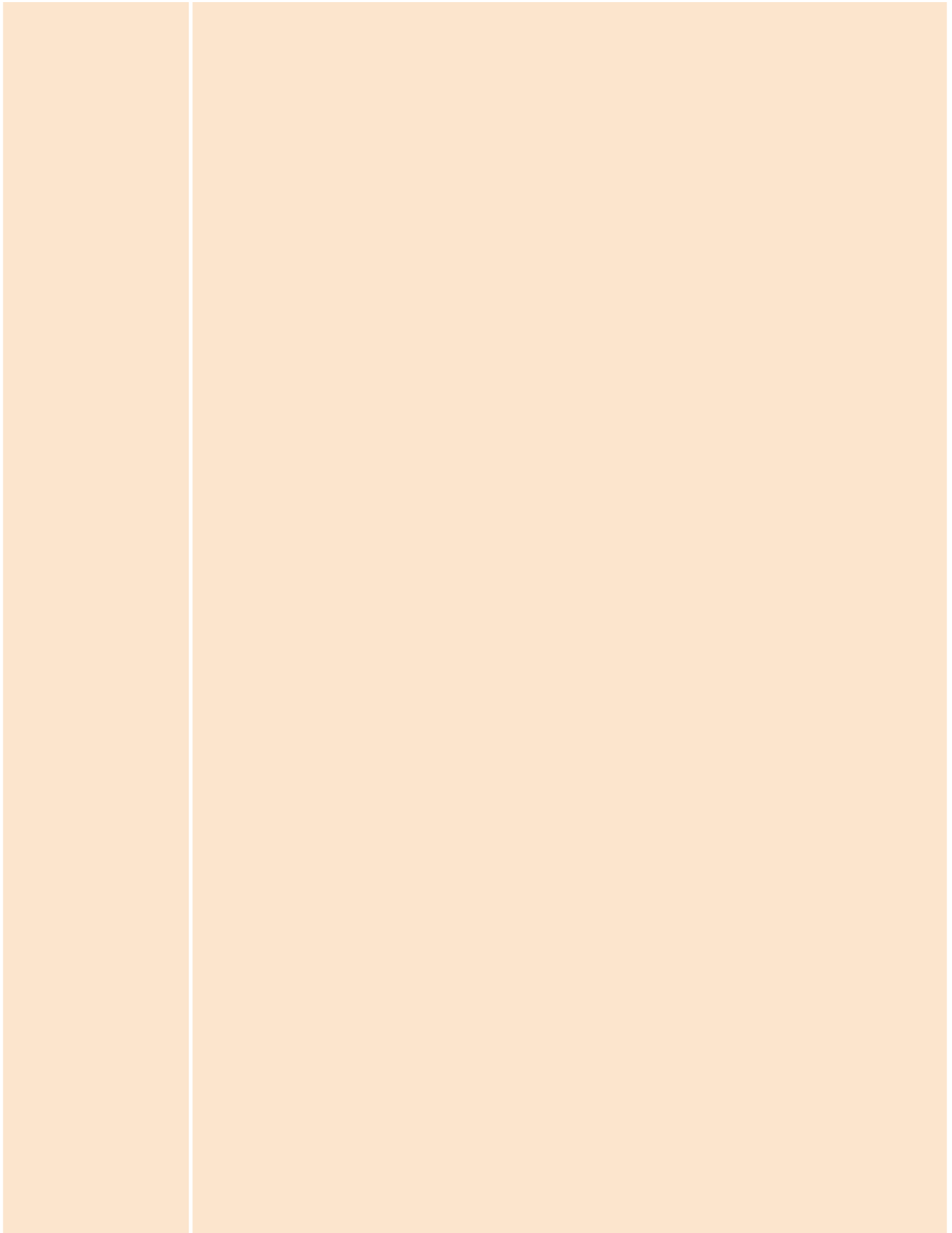
Service Area	Normal Baseline Security Actions
	REDACTED - OPERATIONALLY SENSITIVE

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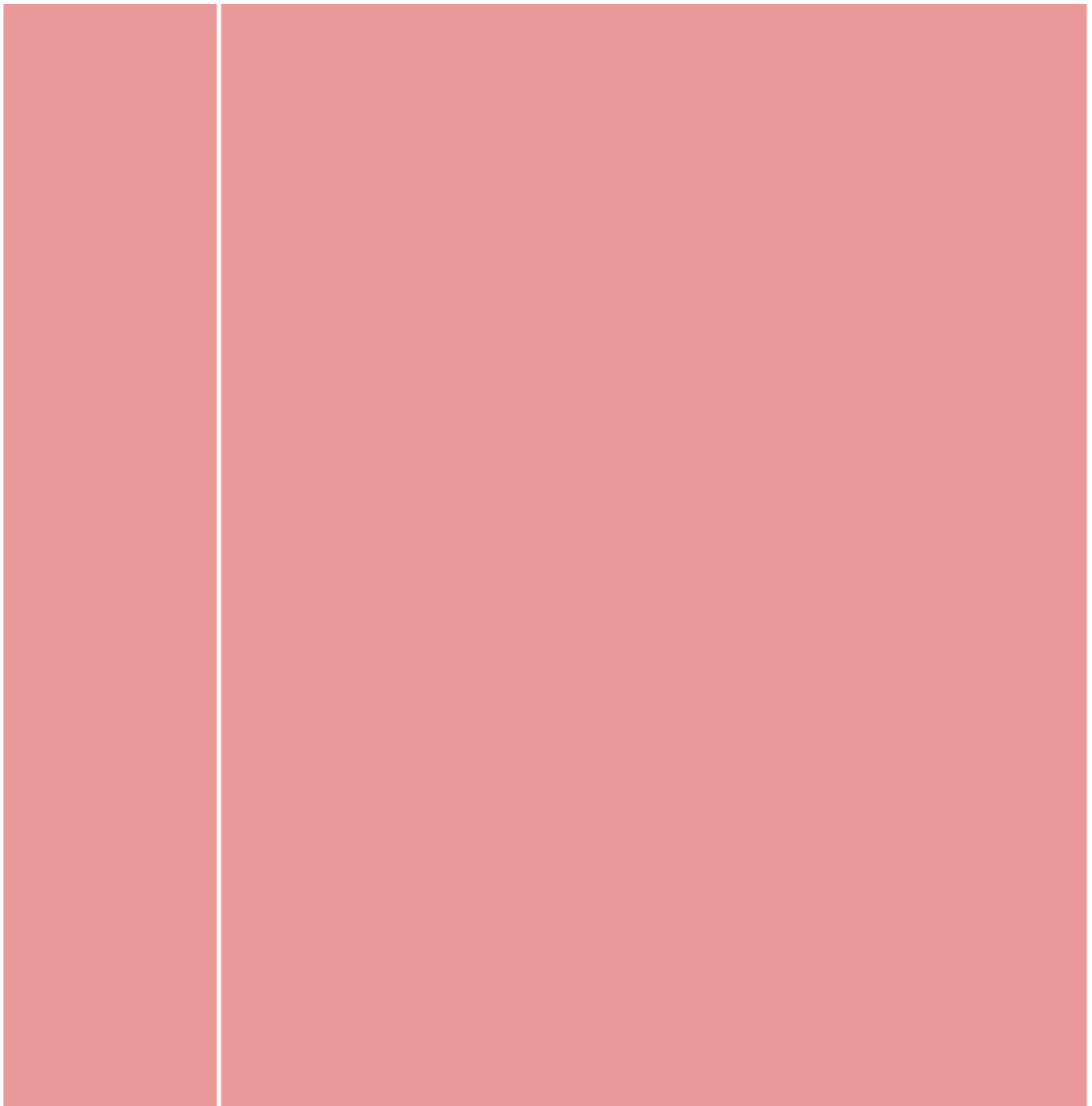
7.7 Actions at Heightened Level

Service Area	Heightened Security Actions
	REDACTED OPERATIONALLY SENSITIVE



7.8 Actions at Critical Level

Service Area	Critical Security Actions
	REDACTED - OPERATIONALLY SENSITIVE



7.9 Move to Critical Agenda

See [APPENDIX 5](#) Move to Critical Agenda

SECTION 8

STAFF ROLES AND RESPONSIBILITIES (AND SPECIFIC ACTIONS)

8.1 Strategic Duty Officer

Role and Responsibilities

- Overall command of the incident and ensure compliance of the Civil Contingencies Act.
- Upon notification of an emergency / major incident undertake assessment of scale, duration and impacts.
- Maintain a record of all actions, decisions and rationale using preferably the combined digital log or personal record.
- Notify the leader(s) of the council(s) of the situation and briefing them of our involvement.
- Notify other senior stakeholders i.e. CLT, Cabinet leads and affected members of the situation.
- Managing members who have expressed a wish to attend the affected area or are being interviewed.
- Direct Assistant Directors to release staff for the purposes of supporting the various functions required to manage the emergency / major incident.
- Participate or delegate a representative to the Strategic Coordinating Centre (SCC) at Sussex Police HQ where the Strategic Coordinating Group (SCG) will meet.
- Maintain appropriate levels of resources over a prolonged period of disruption. This may include sending staff home in order to create a 24 hour rota.
- Convene and chair the Response Group meetings to set a strategy for how we will manage our involvement in the emergency whilst maintaining business continuity.
- Prioritise resources to ensure critical council functions are maintained.
- Suspend council functions if required to prioritise resources to the response.
- Arbitrate in any contentious issues that require resolution.
- Take action to reduce any reputational damage.
- Appoint a lead officer to consider recovery implications and chair the recovery coordinating group (RCG).
- Authorise expenditure to support the emergency response.
- Consider the need to implement mutual aid if our resources are insufficient and we need to call upon other local authorities to assist.
- Be part of a Community Engagement Team or delegate to another senior officer to attend the locality of the incident to represent the council and listen to concerns and needs of the community.

Associated Guidance

- Strategic Duty Officer Guidance
- SCC / TCC Delegate Handbook

Additional Assistance

Recruit the role of a loggist / assistant at the earliest possible opportunity to;

- Keep a record of actions, decisions and rationale;
- Research documents and procedures;
- Make enquiries on your behalf.

8.2 Director

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using the preferably the combined digital log or personal record;
- Pass all information through the Response Group;
- Support the Strategic Duty Officer / Chief Executive at a strategic level;
- Engage in Response Group meetings;
- If required, represent the Councils' at the Strategic Coordinating Group;
- Lead or delegate responsibility for a Recovery Cell and any subsequent formulation of the Recovery Coordinating Group (RCG);
- Participate in Community Engagement;
- Release resources for emergency response duties;
- Suspend council functions if required to prioritise resources to the response;
- Free up available resources to support the response.

Associated Guidance

- Strategic Duty Officer Guidance
- SCC / TCC Delegate Handbook

8.3 Strategic Coordinating Group Representative

Nominated Persons

- Chief Executive Officer
- Assistant Director with delegated responsibility to make strategic decisions and commit council resources.

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using the preferably the combined digital log or personal record;
- Attend or engage in teleconference meetings of the Strategic Coordinating Group;
- Make decisions as to the commitment of resources on behalf of the Councils;
- Disseminate or arrange for information to be communicated to the Response Group

Associated Guidance

- Strategic Duty Officer Guidance
- SCC / TCC Delegate Handbook

Specific Actions

If attending the SCG in person recruit an assistant to accompany you to;

- Keep a record of actions, decisions and rationale;
- Facilitate communication between the SCG and the Response Group;
- Research documents;
- Make enquiries on your behalf ;

Have in possession a copy of the Strategic Duty officers Guidance , Emergency plan, Emergency Assistance Centres Plan and SCC / TCC Delegate Handbook. (Contained within the Emergency Response Folder)

8.4 Incident Manager

Nominated Persons

- Safety & Resilience Team

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using preferably the combined digital log or personal record.
- Bring to the attention of the Response Group any issues that pose an imminent threat to life and property;
- Undertake an assessment of scale, duration and impact in consultation with the Strategic Duty Officer;
- Determining whether a situation merits the activation of a strategic level;
- Establishing a common view of the situation, identifying capabilities (including gaps);
- Ensuring appropriate lines of communication between responders;
- Managing operational level managers;
- Pass all decisions and actions through the Incident Manager
- Provide briefing, advice and support to the Strategic Duty Officer / Chief Executive Officer / Directors and Heads of Service;
- Deploy Incident Liaison Officer(s) to key locations;
- Activate Emergency Assistance Centres and provide resources;
- Deploy council services to the response;.
- Arrange for Community Engagement Team(s) to be deployed;
- Report to the Response Group;
- Ensure arrangements are in place for the welfare of staff;
- Arrange for RAG Impact Assessment to be undertaken.

Associated Guidance

- Emergency Assistance Centres Plan
- Strategic Duty Officer Guidance

8.5 Recovery Lead

Nominated Persons

- Director
- Assistant Director

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using the digital log (Recommended) or personal record.
- Investigate the issues that are likely to or have impacted the community.
- Recruit staff and sufficient resources with relevant skills and expertise to assist in exploring recovery options
- Review the SRF Recovery Plan to build a process for recovery.
- Establish relationships with partner responders to share the responsibilities.
- Delegate tasks and finish groups to work on specific elements i.e. clean up, businesses, community tensions.
- Report progress to the Response Group
- Engage in the Recovery Coordinating Group (RCG)
- Succession Planning for maintaining resourcing levels and continuity of work.

Associated Guidance

- Refer to Section 7 - Recovery
- SRF Recovery Plan
- Recovery Cell Aide Memoire

Specific Actions

- Convene an initial working group to review the impacts. Source information from;
 - Response Group / Strategic Duty Officer to review impact assessment and expand if necessary (see 2.3.2)
- Identify community needs via Community Engagement Team
- Provide staff to assist with coordination of the emergency response and to capture information and process enquiries;
- Refer to the SRF Recovery Plan and work to the guidance within the plan.
- Brainstorm impacts and divide the work into task and finish groups.
- Establish a “battle rhythm” for reporting and frequent updates. i.e. 0900 Situation Report 1200 Briefing to Response Group 1600 Sitrep and priorities
- Prioritise tasks for completion
- Report updates to Response Group and Recovery Coordinating Group.

8.6 Assistant Director / Head of Service

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using preferably the combined digital log or personal record;
- Bring to the attention of the Response Group any issues that pose an imminent threat to life and property;
- Pass all decisions and actions on to the Response Group;
- Deliver the strategy and decisions made by the Response Group;
- If requested, attend the Response Group, if not available ensure a suitable service representative can attend;
- Prioritise the emergency over normal business activity;
- Provide resources to support the emergency as required;
- Undertake RAG Impact Assessments at the request of the Incident Manager to determine capability, limitations and any business continuity issues;
- Ensure the welfare of staff and communicate with managers to identify any staff requiring additional support;
- Ensure appropriate resources are made available to support the response and maintain business continuity;.
- Bring to the attention of the Strategic Duty Officer and / or the Incident Manager any gaps in response capability or critical service delivery;
- Implement rosters for staff and consider sending staff home for suitable rest periods in the event of prolonged incidents.

Associated Guidance

- 1.5.7 Emergency plan

8.7 Assistant Director Financial Services

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using the preferably the combined digital log or personal record;
- Pass all decisions and actions on to the Response Group;
- If requested, attend the Response Group meetings, if not available ensure a suitable service representative can attend;
- Provide code codes;
- Provide documentation for accounting;
- Ensure that the Chief Executive is informed of expenditure on a regular basis throughout the emergency
Assist with the setup of a Disaster Recovery Fund;
- Provide advice in the circumstances of the Bellwin Scheme being established;
- Prioritise the emergency over normal business activity;
- Implement rosters for staff and consider sending staff home if required for suitable rest periods.

Associated Guidance

- Section 5.9 Emergency Plan

8.8 Assistant Director People and Change

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using preferably the combined digital log or personal record;
- Bring to the attention of the Response Group any issues that pose an imminent threat to life and property;
- Deliver the strategy and decisions made by the Response Group;
- If requested, attend the Response Group meetings, if not available ensure a suitable service representative can attend;
- Prioritise the emergency over normal business activity;
- Contact individual staff from the staff contact list if requested to do so by the Incident manager / Strategic Duty Officer;
- Arrange for Employee Assistance Programme to supply counsellors to attend if there are staff suffering from Post Traumatic Stress Disorder (PTSD);
- Provide frequent communication to all managers on the availability of welfare support.

Associated Guidance

- Emergency Plan

8.9 Communications Manager

Role and Responsibilities

- Maintain a record of all actions, decisions and rationale using preferably the combined digital log or personal record;
- Bring to the attention of the Response Group any issues that pose an imminent threat to life and property;
- Deliver the strategy and decisions made by the Response Group;
- Attend the Response Group meetings, if not available ensure a suitable service representative can attend;
- Establish contact with the lead agency to obtain updated information.
- Engage in the Gold Information Group (if established) to share information and produce agreed lines of communication. (See Section 4.7)
- Create a FAQ document in conjunction with other partners for use by residents and contact centre staff. (See section 5.8)
- Monitor social media channels and proactively respond with agreed lines of communication set by the Strategic Coordinating Group.
- Brief and prepare officers and members for media interviews.

Associated Guidance

- Section 5.6 Communicating with the Media
- Section 5.7 Developing a Frequently Asked Questions (FAQ) Document
- Sussex Warning and Informing Plan

Specific Actions

On declaration of an emergency;

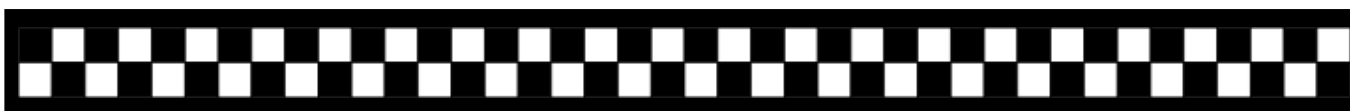
- Establish links with partner agencies and work towards a teleconference / meeting as soon as reasonably practicable to formulate agreed lines of communication and lead agency
- Manage enquiries from media organisations.
- Prepare officers and members for media interviews.
- Prepare and broadcast holding statement using verified and agreed lines of communication
-
- Provide representation to any Gold Information Group that is established.
- Consider early on establishing a FAQ portal for information. Obtain and verify information from all available sources.
- Monitor social media channels and bring to the attention of the Response Group any issues that require a proactive response. These should be passed to Multi agency Coordinating Groups.
- Forward any requests for assistance to the Emergency Control Centre for action.
- Consider establishing a roster and hand over arrangements as soon as possible. Utilise additional staff with media training in other areas of the council.

8.10 Emergency Staff Resources

All Staff	Emergency Assistance Centre staffing; Assist with evacuation.
Community Safety / Wellbeing	Assist with evacuation; Form part of the Community Engagement Team; Assist in Emergency Assistance Centres; Assist in identifying vulnerable persons in the community.
Digital & Design	Manage digital dashboard; Website updates.
Dog wardens	Managing pets at Emergency Assistance Centre
Safety & Resilience	Tactical emergency management. Initial Incident Manager; Advisor to operational, tactical and strategic officers; Assessment of organisational business continuity status.
Engineering / Surveying	Provide technical advice to Strategic and Technical Advisory Cell; Assessment of sandbag deployment
Public Health and Regulation	Provide technical advice to Strategic and Technical Advisory Cell; Provide Public Health protection advice
Facilities	Logistics, asset deployment and security
Heads of Service	Tactical level Officers
Housing	Emergency Assistance Centre staffing; Managing temporary accommodation; Assistance in Humanitarian Assistance Centre giving general advice
I.T	Administration of user to emergency inbox. General IT support for emergencies
Parks & Foreshore	Site clearance; Sand bag deployment; Marine pollution support;
Park Rangers	Assist with evacuation; Incident liaison support; General assistance where required.
Personal assistants	Decision loggist; Strategic / Tactical support.
Revenues and Benefits	Assist in running reports to identify vulnerable persons; Emergency benefits / rates relief;


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	Assistance in Humanitarian Assistance Centre giving general advice
Communications	Media releases, Prepping members for interview, FAQs










APPENDIX 1 - Specific Emergency Types and Associated Plans

Copies of all plans in this appendix are held with the Safety & Resilience Team and available upon request.






ALL INCIDENTS	PRINCIPAL PLANS	Councils Responsibilities / Actions Summary (Response Phase)
<p>FOR ALL INCIDENTS</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> Adur & Worthing Councils Emergency plan SRF Emergency Response and Recovery (SERR) SRF Warning and Informing Communications Plan. 	<ul style="list-style-type: none"> Activate our emergency plan (if triggers are met and either of the two tests apply) Maintain critical services to an acceptable minimum level. Warning and informing residents, businesses, staff and neighbouring local authorities Support other responders with resources and equipment (where feasible) Request or provide additional resources from / to neighbouring local authorities (Mutual Aid) Follow and implement any guidance / instructions provided by lead responders / Government. Provide support to affected communities through the establishment of Community Engagement Teams utilising staff, senior officers and members. Take the lead on recovery arrangements
Specific Incidents	Principal and Supporting Plans	Councils Responsibilities / Actions Summary (Response Phase)
 <p>Animal Diseases</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> SRF Animal Diseases Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> UK Contingency Plan for Exotic Notifiable Animal Diseases of Animals. DEFA Contingency Plan for Exotic Notifiable Diseases of Animals in England. West Sussex County Council Animal Diseases Plan. SRF Mass Casualties Plan PHE Surrey/Sussex/Kent 	<ul style="list-style-type: none"> Provide emergency planning resource to participate in a Tactical Advisory Group teleconference or office Provide strategic level officer to the Strategic Coordinating Centre / Group (SCC/SCG) Provide Environmental Health Officers to participate in any Scientific and Technical Advisory Cell. (STAC) Identification of locations where affected animals are kept Deal with abandoned birds Capture and detain stray animals Trace animals and / or animal products




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	<p>Scientific and Technical Advisory Cell Plan</p>	
 <p>Chemical Biological Radiological /Nuclear / Explosives /HAZMAT</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> Multi-Agency Generic CBRN(E) Response plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> SRF Evacuation Plan SRF Emergency Assistance Centres Plan (Part 1) Generic Procedures Adur & Worthing Councils Emergency Assistance Centres Plan (Part 2). SRF Site Clearance Plan SRF Warning and Informing Communications Plan. PHE Surrey/Sussex/Kent Scientific and Technical Advisory Cell Plan Strategic National Guidance - The decontamination of buildings, infrastructure and open environment exposed to chemical, biological, radiological substances or nuclear materials. 	<ul style="list-style-type: none"> Implement flexible working arrangements to reduce non essential travel. Provide Incident Liaison Officer to the Tactical Coordinating Centre / Group (TCC/TCG) Provide a Strategic level Officer to the Strategic Coordinating Centre / Group (SCC/SCG) Warning and informing residents, businesses, staff and neighbouring local authorities Provide Environmental Health support to the Scientific and Technical Advisory Cell. Establish Rest Centres if required. Consideration should be given to separate provision for those who required decontamination and those who did not. Support the emergency services in establishing Survivor Reception Centres, having regard to risk assessments and the need for, and availability of, Personal Protective Equipment (PPE). Support the Police in establishing a Families and Friends Reception Centre. Lead on site clearance and clean waste disposal, and provide advice on contaminated waste disposal. If emergency assistance centres are activated for people travelling from hot zones, specific technical guidance is required for decontamination.
 <p>Civil Death</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> National Association of Civic Officers (NACO) Protocol Operation London Bridge Memorial Tributes Operation London Bridge Local Parallel Events 	<p>Not an emergency however additional resources may be required to administer this process</p> <ul style="list-style-type: none"> Follow specific guidance within the protocol. Democratic Services lead
<p>Crash including</p> 	<p>PRINCIPAL PLAN</p> <p>Responders will operate using their own incident emergency plans / major incident protocols. All responders will be working within the Joint Emergency Services Interoperability</p>	<p>No specific responsibilities or actions</p>

<p>Plane Crash</p>  <p>Train Crash</p>	<p>Programme principles (JESIP)</p> <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> • SRF Evacuation Plan • SRF Emergency Assistance Centres Plan (Part 1) Generic Procedures • Adur & Worthing Councils Emergency Assistance Centres Plan (Part 2). 	
 <p>Drought / Water shortage</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> • Adverse Weather Response Framework <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> • SRF Recovery Plan • Identifying the vulnerable during an emergency Plan • SRF Mass Casualties Plan 	<ul style="list-style-type: none"> • Provide emergency planning resource to participate in a Tactical Advisory Group teleconference or office • Provide strategic level officer to the Strategic Coordinating Centre / Group (SCC/SCG) • Identify (and where feasible provide) sites for water companies to use for the storage or distribution of bottled water • Increased enforcement of food safety issues • If requested, source suitable locations for water distribution points. • Assist in identifying vulnerable persons. • If requested provide staff resources to assist in water distribution
 <p>Evacuation</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> • SRF Evacuation Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> • SRF Emergency Assistance Centres Plan (Part 1) Generic Procedures • Adur & Worthing Councils Emergency Assistance Centres Plan (Part 2). 	<ul style="list-style-type: none"> • Provide Incident Liaison Officer to the Tactical Coordinating Centre / Group (TCC/TCG) • Provide strategic level officer to the Strategic Coordinating Centre / Group (SCC/SCG) • Identify suitable evacuation assembly points and evacuation routes in liaison with partners. • Assist Sussex Police in evacuation. • Set up and manage Emergency Assistance Centres • Where buildings have been evacuated due to structural damage provide Building Control Officers to inspect dangerous structures.
 <p>Flooding</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> • Adverse Weather Response Framework (Which includes SRF Multi Agency Flood Plan - Part 1) • Adur & Worthing Multi Agency Flood Plan (Part 2) <p>SUPPORTING PLANS</p>	<ul style="list-style-type: none"> • Refer to the Adur & Worthing Multi Agency Flood plan • Implement flexible working arrangements to reduce non essential travel. • Provide Incident Liaison Officer to the Tactical Coordinating Centre / Group (TCC/TCG) • Provide Strategic level Officer to the Strategic Coordinating Centre / Group (SCC/SCG) • Provide emergency planning resource to

	<ul style="list-style-type: none"> ● SRF Emergency Assistance Centres Plan (Part 1) Generic Procedures ● Adur & Worthing Councils Emergency Assistance Centres Plan (Part 2) ● Local arrangements. ● SRF Vulnerable Persons Plan ● Adur & Worthing Councils Sand bag & Flood Protection Procedure. ● Identifying the vulnerable during an emergency Plan. ● SRF Site Clearance Plan ● SRF Mass Casualties Plan ● SRF Warning and Informing Communications Plan. ● SRF Evacuation Plan 	<ul style="list-style-type: none"> ● participate in a Tactical Advisory Group teleconference or office ● Provide sandbags to protect critical infrastructure and redients in conjunction with the Sandbag & Flood Protection Procedure. ● Operate and maintain own flood defence assets ● Where buildings have been evacuated due to structural damage provide Building Control Officers to inspect dangerous structures. ● Clear blocked watercourses as appropriate under Land Drainage Act powers ● Coordinate local scale incidents ● Promote local Environmental Health monitoring and management ● Implement rest centre plans ● May initiate communication & multi-agency response ● Assist with evacuation ● Set up rest centres ● Provide Tactical Coordinating Centre location (Shoreham Centre) if requested. ● Assist in identifying vulnerable people
 <p>Fuel Shortage</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> ● SRF Emergency Fuel Plan. ● National Emergency Plan for Fuel <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> ● Identifying the vulnerable during an emergency Plan. 	<ul style="list-style-type: none"> ● Implement flexible working arrangements to reduce non essential travel. ● Early assessment of available stocks and consider rationing fleet use. ● Warning and informing residents, businesses, staff and neighbouring local authorities ● Provide strategic level officer to the Strategic Coordinating Centre / Group (SCC/SCG) ● Manage Utility Fuel Scheme (UFS) for critical fleet.
 <p>Heatwave</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> ● Adverse Weather Response Framework ● Heatwave Plan for England (NHS / PHE) <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> ● SRF Mass Casualties Plan ● Identifying the vulnerable during an emergency Plan 	<ul style="list-style-type: none"> ● Provide emergency planning resource to participate in a Tactical Advisory Group teleconference or office ● Provide Strategic level Officer to Strategic Coordinating Centre / Group (SCC/SCG) ● Support other responders with resources and equipment (where possible) ● Assist in identifying vulnerable people

 <p>Incidents requiring scientific or technical advice</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> • PHE Surrey/Sussex/Kent Scientific and Technical Advisory Cell Plan 	<ul style="list-style-type: none"> • Provide Environmental Health and Engineering advice if a STAC is established by the Strategic Coordinating Group
<p>Marine Incidents including;</p>  <p>Major Maritime Incident</p>  <p>Coastal Pollution</p>  <p>Shoreham Port</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> • MCGA Major Incident Plan • SRF Major Maritime Emergency Plan • Shoreham port Oil Spill Contingency Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> • SRF Emergency Assistance Centres Plan (Part 1) Generic Procedures • Adur & Worthing Councils Emergency Assistance Centres Plan (Part 2). 	<ul style="list-style-type: none"> • Provide emergency planning resource to participate in a Tactical Advisory Group teleconference or office • Provide Incident Liaison Officer to the Tactical Coordinating Centre / Group (TCC/TCG) • Provide Strategic level Officer to the Strategic Coordinating Centre / Group (SCC/SCG) • Support the setup and management of a Survivor Reception Centre • Provide Environmental Health support to the Scientific and Technical Advisory Cell or Environment Group • Monitor coastline for pollution • Manage localised pollution incidents (Tier 1)
 <p>Mass Casualties</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> • SRF Mass Casualties Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> • NHS England South Mass Casualty Framework. • NHS England Emergency Preparedness Resilience and Response Framework • WHO Mass Casualty Management Systems 	<ul style="list-style-type: none"> • Provide emergency planning resource to participate in a Tactical Advisory Group teleconference or office • Provide Incident Liaison Officer to the Tactical Coordinating Centre / Group (TCC/TCG) • Provide Strategic level Officer to the Strategic Coordinating Centre / Group (SCC/SCG) • Mobilise appropriate community resilience groups where available within their Districts and Boroughs. • Set up relevant and appropriate Humanitarian Assistance Centre (HAC) as required.

 <p>Pandemic Influenza</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> SRF Pandemic Influenza Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> Identifying the vulnerable during an emergency Plan. SRF Information Sharing Protocol. SRF Mass Casualties Plan. Various other plans and guidance is available in the SRF Plan (See Section 10). PHE Surrey/Sussex/Kent Scientific and Technical Advisory Cell Plan 	<ul style="list-style-type: none"> Reduce transmission in the workplace through flexible working arrangements and enhanced cleansing and monitoring regimes. Provide emergency planning resource to participate in a Tactical Advisory Group teleconference or office Provide Strategic level Officer to the Strategic Coordinating Centre / Group (SCC/SCG) Identification of locations for a mass vaccine programme and provide staff to assist in setup and management. Monitor and amend Crematorium operations as per dynamic guidance. Identifying vulnerable people
 <p>Snow & Low Temperatures</p>	<p>PRINCIPAL PLANS</p> <ul style="list-style-type: none"> Adverse Weather Response Framework Cold Weather Plan for England Adur & Worthing Council Service Winter Preparation Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> SRF Gridlock Plan SRF Mass Fatalities Plan Identifying the vulnerable during an emergency Plan 	<ul style="list-style-type: none"> Implement flexible working arrangements to reduce non essential travel. Provide an emergency planning resource to participate in a Tactical Advisory Group teleconference or office. Provide strategic level officer to the Strategic Coordinating Centre / Group (SCC/SCG) Grit high foot traffic pedestrian town centre areas (resources permitting) Grit locations under council responsibility Assist in identifying vulnerable people.
 <p>Storms / Hurricanes</p>	<p>Responders will operate using their own incident emergency plans / major incident protocols. Implement the Emergency Plan if triggers are met and either tests apply.</p>	<ul style="list-style-type: none"> Implement flexible working arrangements to reduce non essential travel. Provide an emergency planning resource to participate in a Tactical Advisory Group teleconference or office. Provide strategic level officer to the Strategic Coordinating Centre / Group (SCC/SCG) Notify local caravan sites of weather forecast Where buildings have been evacuated due to structural damage provide Building Control Officers to inspect dangerous structures. Redeploy Parks and Waste services to assist in site clearance Assist other responders with fallen trees (chainsaw operators) Monitor damage to corporate building and deploy resources to make safe

		<ul style="list-style-type: none"> • Redeploy staff to services receiving a high demand for emergency actions i.e. Adur Homes tenant enquiries. <p>See also - Flooding for additional actions</p>
<p>Terrorism</p>  <p>Move to Critical</p>	<p>No Specific Plan Refer to Emergency Plan - Move to Critical Protocol</p>	<p>Follow Emergency Plan “Move to Critical Protocol”</p>
 <p>Traffic Gridlock</p>	<p>PRINCIPAL PLAN</p> <ul style="list-style-type: none"> • SRF Gridlock Plan <p>SUPPORTING PLANS</p> <ul style="list-style-type: none"> • SRF Emergency Assistance Centres Plan (Part 1) Generic Procedures • Adur & Worthing Councils Emergency Assistance Centres Plan (Part 2). 	<ul style="list-style-type: none"> • Implement flexible working arrangements to reduce non essential travel. • Warning and informing residents, businesses, staff and neighbouring local authorities. • Set up rest centres for stranded travellers

END OF APPENDIX

APPENDIX 2 - Assessment & Activation Process

The following Action Checklist provides a summary step by step process to consider actions and the method of response as a consequence of information received relating to an emergency / major incident or move to a critical incident. The plan reference refers to detailed information contained within this plan.

ACTION CHECKLIST

		Plan Ref
1	The Incident Manager (Tactical) will... Receive notification via the SRF Major Incident Cascade of;	2.1
	<ul style="list-style-type: none"> An emergency / major incident 	1.5.2 1.5.3
	<ul style="list-style-type: none"> A move to critical terrorist threat 	1.11 S.7 Apx 5
	<ul style="list-style-type: none"> A rising tide event i.e. adverse weather 	1.10.2
	OR <ul style="list-style-type: none"> Information received which indicates an emergency is happening or is likely to happen. An incident which seriously affects the ability of the council to perform its critical functions. 	
	OR a request to open an emergency assistance centre (i.e.) Rest Centre Gather Information by going to No 4 of this appendix.	3.5
2	Incident Manager will start a digital log using Google Drive. (Or create manual record)	5.8
3	Incident Manager and Strategic Duty Officer to confirm M.E.T.H.A.N.E information. (Use this template or go to (or click on) [REMOVED FROM PUBLIC VERSION] for A3 template	2.2

M.E.T.H.A.N.E INFORMATION		
Time of notification		
Date of notification		
Information Source		
Contact Tel No		
Callers Ref No		
M	Has a Major Incident been declared? Do we declare a Major Incident?	The declaration of a major incident prioritises resources. It may not be immediately obvious. If no, could a major incident be called sometime in the future?
E	What is the Exact Location of the incident?	
T	What Type of incident is it?	The type of incident will have a bearing on the councils' level of involvement
H	What Hazards or potential hazards can be identified that pose a danger to responders and the community?	The council has a duty to assist in broadcasting safety measures and warnings. Staff attending the incident will need to be aware of the risks and control measures. They will be briefed by the lead organisation controlling the scene.
A	Has a safe Access and Egress route been established. If so, what is it?	
N	What are the Number Of Casualties and / Or Displaced Persons ?	Initial requests may be made in the initial call to the Incident Manager. An Incident Liaison Officer may be requested to attend the incident to communicate any further requests back to the Incident Manager / Emergency Control Centre
E	What Emergency Services or other responders are in attendance and are there any requests for Local Authority Assistance?	

4 Gather information for Emergency Assistance Centre Activation

Advise the caller that this information is required so that the most appropriate location for an emergency assistance centre may be established and the correct level of resources can be deployed. Exchange contact numbers for future communication.

EMERGENCY ASSISTANCE CENTRE INFORMATION GATHERING			
Approximate number of persons requiring temporary accommodation		How long will it be before displaced persons can return to their homes or original location?	
Are there any special needs identified at this time?		What other agencies have been contacted?	
Has a Forward Command Post (FCP) been established? If so, what is the location?			
Has an Ad-Hoc location been established? If so, where?			

5 Incident Manager and Strategic Duty Officer to establish SITUATIONAL AWARENESS (Scale / Duration / Impacts) REDACTED AS INTERNAL LINK 2.3

?	What has happened?	
?	What is NOT happening but should?	
?	SCALE - (geography) - how far might this thing extend?	
?	What does it all mean?	

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?	What might happen?	
?	What if it did happen?	
🕒	<p>DURATION - How long? (hours, days, weeks, months or years)</p> <p>Response (activity to protect life, contain and mitigate the impacts of the emergency and create conditions for a return to normality)</p> <p>Recovery (rebuilding, restoring and rehabilitating the community following an emergency)</p> <p>(Make an initial estimate based upon the information so far. This is to plan for resources over a prolonged period)</p>	<p>Response phase?</p> <p>Recovery Phase?</p>

Impacts

(Not an exhaustive list) Add impacts based on the information received. (Use this template or go to (or click on) REDACTED AS INTERNAL LINK for A3 template

IMPACTS	Humanitarian	Fatalities	
		Casualties	
		Vulnerable	
		Psychological	
		Community	
	Social Disruption	Transport	
		Healthcare	
		Education	
		Telecommunications	

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	Utilities		
	Economic		
	Environmental		
	Media	Headlines	
		Social Media	
	Reputation		

6	Review general category 1 duties	1.6
7	Review local authority responsibilities to consider how we can support the emergency?	1.7
8	Review types of emergency for specific responsibilities	1.10.3 Apx 1
9	Review plan triggers to consider whether to activate the emergency plan / carry out the options below	2.4

- Maintain a watching brief, Engage in partner teleconferences. Monitor situation and review situational awareness and plan triggers again based on latest information

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- To place resources on standby / deploying minimal resources using normal resourcing and without requiring additional resources
- Activate the Move to Critical Protocol - Significant measures to enhance security of building staff and members. Significant changes to day to operations
- Declare an emergency and activate the Emergency Plan - Significant deployment of resources. Significant changes to normal operations.

ACTION CHECKLIST FOR ACTIVATING EMERGENCY PLAN IN FULL OR STANDBY

	Incident Manager Tasks	Strategic Duty Officer Tasks	Plan Ref
10	If required - Deploy Incident Liaison Officer to Forward Command Post (FCP) /Tactical Coordinating Centre / Group (TCG)		3.6
11	Prepare a message and notify key staff using either or a combination of All staff email / Google chat / Intranet / AWC incidents whatsapp group	Inform senior stakeholders to include; <ul style="list-style-type: none"> ● Chief Executive Officer ● Council Leadership Team ● Council Leader(s) ● Members of Parliament (judgement call) ● Affected ward members ● Assistant Directors / HoS who may be involved in the response 	Apx 7
12	If relevant - Notify designated emergency assistance centre (rest centre) to begin the set up process / place on standby Assess level of resources required to support this location and deploy staff		3.5
13	Assess other resources that are required and deploy as necessary		8.10
14	Mobilise Communications Team to engage with media partners to; <ul style="list-style-type: none"> ● Agree consistent messaging ● Monitor social media ● Brief members ● Staff briefing ● Build FAQ for staff and residents 		5.6 5.7 8.9

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	<ul style="list-style-type: none"> Link in with the Digital team to activate a digital dashboard. 		
16	Attend the Response Group meeting to update officers on current situation and resource requirements	Convene first Response Group meeting to delegate responsibilities and review our response	5.3
17	Provide appointed recovery lead with copy of the SRF Recovery plan and provide briefing	In the Response Group - Appoint a lead officer to create a team to review the SRF Recovery plan and analyse what is required to begin the process of recovery.	S.6 8.5
18	Provide appointed strategic officer with Strategic Coordinating Group guidance and briefing prior to engagement	In the Response Group - Appoint strategic lead to engage in the Strategic Coordinating Group and loggist	4.5 8.3
19	Consider deployment of Community Engagement Team to locality once permission received from scene commanders (Decision made at TCG / SCG	Ensure resources are released for the Community Engagement Team to attend the locality.	3.7
20	Communicate strategy, actions and decisions to Tactical officers		
21		Lead or delegate on ensuring resources are released to ensure our response is resourced to an acceptable level.	
22	Send out requests for service managers to report their current capabilities, limitations in delivering their critical functions.	Review RAG returns and consider redeployment of resources to ensure critical functions are maintained.	5.5
23	Consider developing a "Battle Rhythm" for timely reporting and avoiding clashes with other multi agency meetings / milestones		
24	Review assessment and strategy		






END OF APPENDIX

APPENDIX 3 - Response Group Team Agenda








**Google Docs available by going to (or clicking on)
Emergency Response >> Templates >> Response Group Templates**

USE ACTION LOG TO RECORD ACTIONS (Google Drive - New - Sheets >> Select from Template >> Adur and Worthing >> Action log at the bottom)



REFER TO APPENDIX F FOR AN AIDE MEMOIRE TO CONSIDER ALL ACTIONS

	Description	Decision holder	APPENDIX 4 Ref
1	Declaration of items requiring urgent attention (imminent threats to red status for critical services, resourcing)	Chair	
			
2	Decision on urgent items (Create a task group to convene urgently if required)	Chair	
			
3	Agree membership / lead officers <ul style="list-style-type: none"> All relevant officers in place? 	Chair	B
			
4	Situation Report <ul style="list-style-type: none"> Highlight issues of concern (Review actions at agenda item 12) Ongoing priorities Agree priorities 	Safety & Resilience / Incident Manager / All	A D2 D3
			
5	Agree minutes / review incident log and track action log from previous meeting (if applicable)	Chair / All	D1
			

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6	Response Management / Actions for the organisation to support the response (Requests from partners / Community etc)	Chair / All	B
			
7	Service area RAG status / Business Continuity <ul style="list-style-type: none"> • Business Continuity Issues • Officer redeployment • Suspension of services • A need for mutual aid? 	Chair / All	A3
			
8	Communication / Media <ul style="list-style-type: none"> • Staff, members, public, media • Lead media agency • Social media activity 	Communication Manager	C
			
9	Task and Finish Groups - Create and / or report (as required) <ul style="list-style-type: none"> • Recovery Group • Community engagement 	Chair / All	
			
10	Staff welfare <ul style="list-style-type: none"> • Identifying and controlling hazards • Working hours / staff rotation / welfare assistance 	Chair / All / HR	E
			
11	Review of actions <ul style="list-style-type: none"> • Prioritise if there are multiple actions with limited capability • Add to Action Log 	Chair	
			
12	Emergency Declaration With the known facts - Should the Council declare a status of Emergency Standby or not an emergency?	Chair / All	
			
13	Set Battle Rhythm and next meeting	Chair	

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	<ul style="list-style-type: none"> Schedule meetings taking into account multi agency meetings 		
			
1 4	Any other business	Chair / All	
			


APPENDIX 4 -Response Group Considerations Checklist

A - Situation			Apply ?
A1	Situation Report - What do we know about the incident?	<ul style="list-style-type: none"> • M.E.T.H.A.N.E (See 3.2) • Scale of the incident • Likely duration (for planning resources) in both initial response phase and recovery. • Updates on resources already deployed • What is our role in the incident? • What are we trying to achieve? • Are we working in line with the joint working strategy (SCG)? 	
A2	Emergency Status	<ul style="list-style-type: none"> • Do we declare an emergency to place emphasis on response and prioritise resources? • Do we place additional resources on standby? • Are we currently able to cope or do we need to request mutual aid? 	
A3	Impacts / RAG status	<ul style="list-style-type: none"> • The perceived impacts on councils operations and the community • What are the impacts on normal service delivery? • Do we need to suspend / amend or deploy additional staff to meet critical service demand? 	
A4	Plans, powers and procedures	<ul style="list-style-type: none"> • What plans and procedures do we need to activate / refer to? • What powers do we have? (If relevant) 	
B - Command, Control & Coordination			
Strategic			
B1	Response Group	<ul style="list-style-type: none"> • Are the correct officers and expertise represented? 	
B2	Strategic Duty Officer	<ul style="list-style-type: none"> • Review strategic role. Does someone else need to take over? 	
B3	Strategic Coordinating Group Representative	<ul style="list-style-type: none"> • Do we need to appoint an SCG representative? • Are we being represented by another authority? • How will this be managed in the long term? (Consider rosters) 	

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B4	Recovery Lead	Do we need a Recovery Lead? (See	
Tactical			
B5	Incident Liaison Officer	<ul style="list-style-type: none"> • Have we appointed an Incident Liaison Officer(ILO)(s) to the role? (if not, why not?) • Is the role sufficiently staffed and equipped? • How will this be managed in the long term? (Consider rosters) 	
B6	Emergency Assistance Centre / Emergency Accommodation	<ul style="list-style-type: none"> • Have we appointed an officer to manage this function? • Are they sufficiently staffed and equipped? • How will this be managed in the long term? (Consider rosters) • What is the current status of Housing in terms of arranging longer term temporary accommodation? • Are the Housing team deployed correctly? 	
B7	Community Engagement Team	<ul style="list-style-type: none"> • Identify the need for community engagement and appoint a lead officer • Resourcing considerations in short, medium and long term and the effect on other critical activities. • What are the requests and activities taking place? • How are these being managed? • Are we satisfied that we are doing everything possible to engage and assist in the community? (Events, tributes, physical donations) 	
C - Internal and External Communications			
C1	Internal Communications / External Communications	<ul style="list-style-type: none"> • Do we need to issue a holding statement? • Are we monitoring social media and responding proactively to posts? • What are the communication options available to us? (Digital dashboard) • Are members being briefed on the situation and for media interviews? • What is the media demand and how are managing it? • Is there a joint media strategy? • Are we communicating effectively with staff, the community and partners? • Have we considered a REDACTED for contact centre staff and website? Have we consulted with partners through SCG or other groups to create it? • Is there a helpline established / Do we need to set one up? 	
D - Administration			
D1	Recording Decisions /	<ul style="list-style-type: none"> • Is the log being updated with all actions and decisions by all officers? 	

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	Incident Log	<ul style="list-style-type: none"> Do we need to remind staff of the need to record on the log? Do we need to source decision loggists to support strategic and tactical roles? 	
D2	Finance	<ul style="list-style-type: none"> Have we established a project code to keep track of emergency expenditure (future FRIs and / or Bellwin scheme activation) Have staff been instructed to keep records and how? Have we established an official channel for donations? 	
D3	Insurance	<ul style="list-style-type: none"> Any insurance considerations to be taken into account? 	
E - Hazards Risks and Welfare			
E1	Identify and assess risks to staff and community) Welfare of staff	<ul style="list-style-type: none"> Have we identified the hazards, risk and control measures? Are we following the joint assessment on risk? Do we need to put in place control measures of our own? Are staff competent and able to undertake tasks? Do we need to consider refreshments, breaks and rosters? What welfare arrangements are in place for staff? 	
F - Recovery			
F1	Recovery Consideration	<ul style="list-style-type: none"> Do we need to start looking at setting up a recovery MDT now? Who will lead? What are the initial considerations? (Waste, clearance, cohesion, welfare, humanitarian support) 	



APPENDIX 5 - Move to Critical Agenda

Any urgent matters	
Situation Report	Briefing from the Safety and Resilience Team on the current situation to include; <ul style="list-style-type: none"> • Local intelligence • Local threats • Local security measures being put in place • Guidance from National Counter Terrorism Security Office / Sussex Police • Any council resources deployed specific to the move to critical status
Tactical / Strategic Coordinating Group	Has this been established? Do we need to be represented?
Emergency Control Centre	Do we need to establish? If so; What resources are required?
Incident Liaison Officer	Do we need an Incident Liaison Officer to attend a Tactical Coordinating Group?
Emergency Assistance Centres	Do we need to place standby rest centres and prepare resources?
Buildings Considerations	Security - What measures have been or need to be put in place? To include; <ul style="list-style-type: none"> • Dynamic lockdown, How will this work? • Enhanced security patrols of buildings internal and external. • Additional security for screening and searching. • Enhanced security screening for visitors and contractors • Identification of vulnerable premises and enhanced security • Consider closing non-essential local authority premises (including tenants) to reduce risk profile and available targets.
Staff Considerations	Staff Movements to include; <ul style="list-style-type: none"> • Increasing remote working to reduce risk • Stopping all non essential meetings away from the workplace • Advice to staff including; • Not wearing ID badges / Council logos when away from council premises • Promoting Run Hide Tell

PUBLIC VERSION - REDACTED CONTENT

	<ul style="list-style-type: none"> • Raising awareness about suspicious activity, tailgating, reporting incidents • Do managers have contact details of all their staff
Council Business	Do we need to suspend activities ensuring we maintain critical services where possible?
Members Business	Informing members of the current situation Consider suspending council meetings if not; Review guidance and threats with a view to increasing security measures. Provide recommendations to members to suspend surgeries or other public appearances if we cannot implement a system of recording the movements of members on official business and welfare checks.
Local Events	A review of local events taking place and recommendations to organisers to suspend, amend or cancel the event based upon guidance.
Communication	Communications update on supporting agreed messaging. Monitoring social media
Any Other Business / Next Meeting	Any other business Next meeting?



APPENDIX 6 - Suggested Generic Strategy and Associated Tactical Considerations Checklist

1	To save and preserve life and minimise risks to people and the environment	
Considerations		
	Removal of any identified threat to the public	
	Identification of vulnerable or those affected	
	Consider evacuation	
	Ensure any hazard and risk assessment information is shared promptly and accurately at a multi-agency level	
	Ensure Health and Safety issues are both recognised and adhered to including recording of Risk Assessments balanced against the need to administer immediate first aid	
2	To provide support to agencies and individuals affected by the deaths and injuries from this event	
Considerations		
	Activate in house support systems for responding staff	
	Activate community support systems (e.g. Humanitarian Assistance Centre)	
	Consider activation of Casualty Bureau	
	Coordination of ethical body recovery	
	Coordination of mass fatalities/mass casualties	
	Establish Identification Commission	
3	To provide timely and necessary and consistent information to the media and public about the event	
Considerations		
	Collate all existing media/public releases	
	Consider the key messages for communicating to the public	
	Ensure consistency with national messages	

PUBLIC VERSION - REDACTED CONTENT

Work to the agreed SRF media strategy		
4	To conduct a full investigation in liaison with other relevant investigating bodies to establish the full facts for any potential inquest, court or board of enquiry	
Considerations		
Ensure all responding agencies are aware of scene management requirements (e.g. forensic evidence)		
Ensure an investigative strategy is in place and disseminated		
Ensure liaison between all investigative bodies (Police, HSE, Fire, AAIB etc)		
5	Coordinate response activity and business continuity management at strategic level	
Considerations		
Ensure SCG strategies are agreed and actions identified which are accurately recorded and reviewed at appropriate intervals		
Disseminate information effectively and promptly		
Ensure that the impact of Business Continuity on responder organisations is considered at a multi-agency level. This will provide confidence in the ability of the SCG to provide both the emergency response and the continued delivery of core business functions by identifying vulnerabilities in service delivery		
6	To maintain public confidence and reassurance in the capabilities of Sussex Resilience Forum to manage significant events	
Considerations		
Ensure COBR(a) / RED(S) / National / Sub National objectives are effectively met		
Consistent messages		
Effective response		
Coordinated command and control through the SCG		
7	To ensure coordinated recovery process is in place in order to facilitate a return to normality	
Considerations		
Establish a Recovery Working Group		
Consider long term implications for humanitarian assistance (incl. Health), economy, infrastructure & environment		
Response to a Marauding Terrorist Firearms Attack		

Strategic Aim

To support responding agencies in implementing the agreed joint operational plan for an MTFA incident

Strategic Objectives

Maximise safety of responders

To maintain continuity of service provision

Provision of information to Sussex communities and business

To aid the return to normality

END OF APPENDIX



APPENDIX 7 - Message Scripts

EMAIL TO ALL STAFF

Subject - IMPORTANT - EMERGENCY ASSISTANCE CENTRE ACTIVATION

Message

[TIME]

[LOCATION]

[INCIDENT SUMMARY]

[REQUESTING ORG] has requested Adur & Worthing Councils open an Emergency Assistance Centre at [LOCATION]

The following staff are requested to make contact with Safety & Resilience URGENTLY to confirm their availability.

- Facilities Officer
- Communications
- Housing officers
- Dog Wardens
- Customer Services Manager
- Emergency Planning Trained Officers
- Incident Liaison Officer

EMAIL - DO NOT PHONE - USE REDACTED to confirm your availability. PROVIDE YOUR BEST CONTACT NUMBER.

- A briefing will take place at [LOCATION / METHOD] at [TIME]
- A log has been commenced and can be accessed by going to

[INSERT LINK TO CREATED GOOGLE DIGITAL LOG]

Please ensure that any actions are recorded in this document.

Please avoid contacting the Safety & Resilience Team by phone unless it is urgent. Use the REDACTED address to pass on information.

EMERGENCY SMS - REST CENTRE ACTIVATION

From Safety & Resilience - Rest Centre Activation - [LOCATION]. Go to {ENTER INFORMATION SOURCE} for information. DO NOT Reply TO MSG OR PHONE SAFETY AND RESILIENCE

SMS MESSAGE TO FACILITY

URGENT - Evacuation Request from Adur & Worthing Councils. Please contact [ENTER TEL NUMBER] urgently. If unanswered leave message and contact no



END OF APPENDIX


APPENDIX 8 - Supporting Internal Procedures and Guidance
GUIDANCE

1	Strategic Duty Officer	Strategic Duty Officer Guidance	REDACTED - INTERNAL LINK	
2	Incident Liaison Officer	Incident Liaison Officer Guidance	REDACTED - INTERNAL LINK	
3	Tactical Advisory Group	Tactical Advisory Group Guidance	REDACTED - INTERNAL LINK	
4	Sussex Resilience Forum	Sussex Resilience Forum Guidance	REDACTED - INTERNAL LINK	
5	Mutual Aid	Mutual Aid Protocol / MOU	REDACTED - INTERNAL LINK	
6	Strategic Coordinating Centre/ Group	SCC/ SCG / TCC Set up Guidance	REDACTED - INTERNAL LINK	
7	Lexicon	Emergency Planning Lexicon	REDACTED - INTERNAL LINK	
7	Lexicon	Civil Protection Map Symbology	REDACTED - INTERNAL LINK	
7	Lexicon	UK Civil Protection Terminology	REDACTED - INTERNAL LINK	
8	JESIP	JESIP Aide Memoire All Staff	REDACTED - INTERNAL LINK	
8	JESIP	JESIP Aide Mémoire Commanders	REDACTED - INTERNAL LINK	
8	JESIP	JESIP Fact Sheet 1 - Overview	REDACTED - INTERNAL LINK	
8	JESIP	JESIP Fact Sheet 2 - Joint Doctrine	REDACTED - INTERNAL LINK	
8	JESIP	JESIP Fact Sheet 3 - Joint Organisational Learning	REDACTED - INTERNAL LINK	
9	Building FAQs in An Emergency	Building FAQs in and after an Emergency	REDACTED - INTERNAL LINK	
9	Building FAQs in An Emergency	Emergency FAQ form	REDACTED - INTERNAL LINK	

PUBLIC VERSION - REDACTED CONTENT

9	Building FAQs in An Emergency	Emergency FAQ responses	REDACTED - INTERNAL LINK	
10	Concept of Operations (Central Government Response)	Concept of Operations (CONOPs) Central Government Responding to Emergencies	REDACTED - INTERNAL LINK	
11	College of Policing Response and Recovery	College of Policing Response and Recovery	REDACTED - INTERNAL LINK	
12	College of Policing Response and Recovery	College of Policing Response and Recovery Webpage	REDACTED - INTERNAL LINK	
13	Sussex Emergency Response and Recovery Document	Sussex Emergency Response and Recovery Document	REDACTED - INTERNAL LINK	
14	Fuel Disruption	Arrangements in the event of a Fuel Crisis	REDACTED - INTERNAL LINK	

PROCEDURES

Folder No	Procedure No	Folder	Procedure	
1	1	1 Emergency SMS System	Emergency SMS system	REDACTED - INTERNAL LINK
1	2	1 Emergency SMS System	9. Preparing and uploading contact information SMS system	REDACTED - INTERNAL LINK
2	1	2 Emergency@ Inbox	Using Emergency@ inbox	REDACTED - INTERNAL LINK
2	2	2 Emergency@ Inbox	Emergency@ Inbox Request Form	REDACTED - INTERNAL LINK
2	3	2 Emergency@ Inbox	Emergency@ Inbox Request From (Responses)	REDACTED - INTERNAL LINK
4	1	4 Digital Log Sheet	Digital Log sheet - Creating, storing and working on	REDACTED - INTERNAL LINK
5	1	5 Emergency Services Call to Contact Centre	Emergency Services Calls - Contact Centre Procedure	REDACTED - INTERNAL LINK
6	1	6 Google Folder Shortcut to Mobile Phone	Add a folder shortcut to mobile phone home screen -	REDACTED - INTERNAL LINK

PUBLIC VERSION - REDACTED CONTENT

			Android device	
7	1	7 Locating Shared and Saving Documents in Google Drive	Locating a document shared with you and saving it to a location in My Drive	REDACTED - INTERNAL LINK
8	1	8 Adding Emergency Response Folder to My Drive	Accessing and adding the emergency response folder to a Users' Google Drive	REDACTED - INTERNAL LINK
9	1	9 Teleconferencing	Teleconferencing Facility	REDACTED - INTERNAL LINK
10	1	10 Recovery	Recovery Cell Aide Memoire	REDACTED - INTERNAL LINK
11	1	Shoreham Centre Access	Shoreham Centre OOH Access	REDACTED - INTERNAL LINK
12	1	Action Log Instructions	Action Log sheet instructions	REDACTED - INTERNAL LINK
13	1	13 Sharing Documents and folders	Sharing a document and folder	REDACTED - INTERNAL LINK
14	1	14 OFCOM radio Procedure and Guidance	OFCEM radio Procedure and Guidance	REDACTED - INTERNAL LINK
15	1	15 Strategic Duty Officer Roster Procedure	Strategic Duty Officer Roster Procedure	REDACTED - INTERNAL LINK

